



**Edward  
River**  
COUNCIL

# Operational Plan 2024-2025





# CONTENTS

<b>Introduction</b>	<b>4</b>
Mayor's Message	<b>6</b>
<b>Outcome 1</b> Shaping the future	<b>7</b>
<b>Outcome 2</b> An open and connected community	<b>13</b>
<b>Outcome 3</b> Encouraging growth through partnership	<b>18</b>
<b>Outcome 4</b> Delivering community assets and services	<b>24</b>
<b>Outcome 5</b> Accountable leadership and responsive administration	<b>30</b>
<b>Appendix 1</b> Capital Renewal and Upgrade Program 2024-2025	<b>39</b>
<b>Appendix 2</b> Budget 2024-2025	<b>43</b>
Version Control	<b>51</b>



# INTRODUCTION



## Introduction

This Operational Plan explains how Council will allocate its annual budget for the 2024-2025 financial year towards achieving the commitments of the Delivery Program. Ultimately, this supports Council to contribute to achieving community objectives described in the Edward River Community Strategic Plan.

Each of these documents is prepared to align with five strategic outcomes:

<b>1</b>	<b>Shaping the future</b>	Protect and enhance both our natural and built environment
<b>2</b>	<b>An open and connected community</b>	Build capacity and access to freight, transport, information and cultural links within and beyond our region
<b>3</b>	<b>Encouraging growth through partnerships</b>	Invest in, promote and celebrate living, working and visiting the Edward River experience
<b>4</b>	<b>Delivering community assets and services</b>	Develop and maintain public infrastructure that supports local businesses to grow and attract new investment
<b>5</b>	<b>Accountable leadership and responsive administration</b>	Councillors are leaders in the community who are informed and responsive to the community's expectations

## Mayor's Message

With the local government elections to be held in September 2024, this Operational Plan is the last to be adopted by the current Council. As such, the focus for 2024-2025 is on completing major works commenced during this Council term, with a focus on leaving Council in good shape for the incoming Council.

This year Council is working to a balanced budget position. Our long-term financial planning demonstrates that we are being responsible with our spending and supporting Council to have a financially sustainable future. This approach means addressing the 'must do' actions for our community but holding off on progressing 'nice to do' actions in order to achieve a balanced budget.

Highlights in this year's Operational Plan and Budget include:

- A focus on delivering the remaining flood repair works
- Enhancements to support a safe and secure water supply
- The introduction of a three-bin waste collection service, with recycling and FOGO (food organics, garden organics) being collected and managed via a regional contract
- Providing information to interested community members who are considering running as candidates in September's local government elections and providing an induction to support the newly elected Council.

The pages that follow detail the activities Council plans to undertake during 2024-2025, along with the Budget that enables us to achieve these commitments.

We look forward to another successful year working to achieve outcomes for and with the Edward River community.



**Mayor**  
**Cllr Peta Betts**



# Outcome 1: Shaping the future

Protect and enhance both our natural and built environment as we grow



## 1.1 Pristine natural environment

DP	1.1.1 Manage noxious weeds and invasive species on Council controlled land			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.1.1.1	Continue to implement the Edward River Weed Action Plan	% of scheduled actions completed	At least 90%	Open Spaces
DP	1.1.2 Support and advocate for healthy lagoons and rivers			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.1.2.1	Deliver the annual golden perch and Murray cod fish re-stocking program at Billabong Creek	Annual restocking completed	By January 2025	Open Spaces
DP	1.1.3 Responsibly address Council's carbon footprint and support renewable energy initiatives			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.1.3.1	Participate in the procurement process of the Power Purchasing Agreement in partnership with Hunter JO and RAMJO	Procurement commenced	By March 2025	Open Spaces

## 1.2 Quality built environment

DP	1.2.1 Implement sound strategic planning policies to oversee the growth and development of our towns and villages			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.2.1.1	Work in partnership with key internal stakeholder to deliver and report on progress of the 2024-2025 scheduled, funded actions of the Disability Inclusion Action Plan	% of funded scheduled actions completed	At least 90%	Community Development & Events
1.2.1.2	Deliver the Rural Tree Scheme for 2024-2025	No of tube stock trees sold	At least 2,000	Open Spaces



DP	1.2.2 Manage the built environment in line with the Local Environment Plan and relevant legislation			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.2.2.1	Assess and determine: <ul style="list-style-type: none"> <li>Complying development applications</li> <li>Construction certificate applications</li> <li>Local activities applications</li> </ul>	Assessments determined within statutory or Council timeframes	>80%	Health & Building
1.2.2.2	Assess and determine Development Applications	Assessments determined within statutory timeframes	>80%	Planning & Development
1.2.2.3	Provide Planning Certificates (10.7) and sewerage and drainage certificates for property sales	% of certificates issued within 5 days of request	90%	Planning & Development
1.2.2.4	Undertake backyard swimming pool inspections	No. of inspections completed	At least 35	Health & Building
1.2.2.5	Undertake inspections of food and skin penetration premises	% of premises inspected	100%	Health & Building
1.2.2.6	Undertake water sampling in line with Council's Memorandum of Understanding with NSW Health	% of required sampling completed	100%	Health & Building
1.2.2.7	Undertake arbovirus monitoring program	% of scheduled program completed	100%	Health & Building
1.2.2.8	Implement the Companion Animals program, including: <ul style="list-style-type: none"> <li>Microchipping program</li> <li>Desexing program</li> </ul>	No. of animals microchipped; No. of animals desexed	15 15	Ranger Services
1.2.2.9	Prepare an Edward River Council Development Control Plan (DCP) following finalisation of Local Environment Plan (LEP)	DCP adopted	By December 2024	Planning & Development
1.2.2.10	Administer the Local Heritage Grants Program to support the maintenance of heritage in the community	% of grant-funded projects completed; Amount of grant expended	100% \$20,000	Planning & Development

DP	1.2.3 Maintain and develop adaptive housing options for whole of life living			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.2.3.1	Complete arrangements related to future of Edward River Village, including planning for Stage 3 (including the Community Centre)	% of tasks completed	At least 80%	Office of the CEO
1.2.3.2	Council to consider tender for construction of nine Stage 2 dwellings at Edward River Village	Contract tabled for consideration	By May 2025	Project Management Office
1.2.3.3	Council to determine whether Stage 3 (community centre) is constructed based on successful sales of Stage 1	Contract tabled for consideration	By May 2025	Project Management Office

### 1.3 Enhanced active and passive open spaces

DP	1.3.1 Provide parks and reserves by proactively managing open and public spaces			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.3.1.1	Inspect, repair, maintain and renew playgrounds, parks and gardens, public amenities and passive recreation areas	% of scheduled playground inspections completed	100%	Open Spaces
1.3.1.2	Install an interpretive sign at the North Deniliquin rest stop explaining the history of the area, in consultation with the Historical Society	Installation complete	By June 2025	Open Spaces
DP	1.3.2 Improve road safety including street lighting and cycling friendly infrastructure			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.3.2.1	Deliver a Road Safety program for the Edward River community, including: <ul style="list-style-type: none"> <li>On the road 65+</li> <li>Helping learner drivers become safe drivers</li> <li>Drink driving prevention campaigns at the Deniliquin Ute Muster and Southern 80 Ski Race</li> </ul>	No. of initiatives delivered; Total no. of participants	At least 4; At least 250	Road Safety

## 1.4 Sustainable waste management

DP	1.4.1 Minimise waste to landfill and improve recycling			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.4.1.1	Provide a weekly kerbside collection of residential, commercial and public space domestic waste bins delivered through JR Richards contract	Contamination rates for yellow (recycling) and green (organic waste) bins	<10% for yellow bins; <4% for green bins	Resource Recovery
1.4.1.2	Operate waste management services efficiently and effectively by reducing the proportion of waste that ends up in landfill	% of total waste collected in landfill	Reduce by 20%	Resource Recovery
DP	1.4.2 Provide sustainable waste services and infrastructure			
OP ref	2024-2025 actions	Measure	Target	Responsibility
1.4.2.1	Operate landfills in Deniliquin, Blighty, Wanganella and Booroorban, and transfer stations in Conargo and Pretty Pine	% compliance with EPA licence conditions	100%	Resource Recovery
1.4.2.2	Report illegal dumping through 'RID Online', as required by the EPA	% of illegal dumping reported to Council captured in RID Online	100%	Resource Recovery
1.4.2.3	Implement the Liquid Trade Waste Management Policy	% compliance with EPA licence conditions	100%	Sewer



<b>DP</b>	<b>1.4.3 Work with local groups and regional organisations regarding partnering opportunities for reuse and recycling</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
1.4.3.1	Deliver community engagement activities to promote recycling	No of community initiatives delivered	At least 4	Resource Recovery
<b>DP</b>	<b>1.4.4 Plan and implement the extension of the existing Deniliquin Landfill</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
1.4.4.1	Undertake flood impact repairs at Yorkies Pit (Deniliquin Landfill)	Repairs commenced	By January 2025	Resource Recovery

## Outcome 2: An open and connected community

*Build capacity and access to freight, transport, information and cultural links within and beyond our region*



## 2.1 Transport and freight links

DP	2.1.1 Promote the Council region as an important hub for logistics and freight in the Riverina			
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.1.1.1	Advocate to Government for funding to support the development of a logistics/freight hub in partnership with industry	Value of grant funding received	\$4,000,000	Mayor & Councillors
DP	2.1.2 Develop Deniliquin Regional Airport as an important hub for aviation in the Riverina			
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.1.2.1	Complete work on airport hangars upgrade (refurbishing Bellman hangar doors x2)	% of work completed	100%	Project Management Office
2.1.2.2	Continue to advocate to Government for investment in the airport runway extension	Amount of funding secured	\$4 million	Mayor & Councillors
2.1.2.3	Install runway lighting if external funding becomes available	Funding secured; Lighting installed	By June 2025	Facilities

## 2.2 Communications and technology links

DP	2.2.1 Advocate to improve existing mobile and internet options			
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.2.1.1	Continue to participate in the Riverina and Murray Joint Organisation (RAMJO) Telecommunications Working Group	No. of meetings attended	2	Leadership & Executive Support



DP 2.2.2 Investigate Smart Cities technology to inform decision-making and improve operational efficiencies				
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.2.2.1	Finalise Council's ICT Strategy and implement funded Year 1 actions	% of Year 1 actions delivered	100%	Information Communication Technology
2.2.2.2	Work with service leaders to better utilise their primary Tech One modules to enhance integration of business processes and improve efficiency	No of Tech One modules reviewed	2	Business Systems
DP 2.2.3 Connect stakeholders, data, technology and community interests to innovatively solve local challenges				
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.2.3.1	Develop a Big Screen Christmas promotions campaign in collaboration with local businesses and events	No of promoters signed up for Christmas period	At least 15	Economic Development
2.2.3.2	Develop a review schedule and policy register for all ICT policies for service delivery	Policy register completed and approved; % of policies scheduled for review updated and approved by 30 June 2025	By October 2024; 100%	Information Communication Technology
2.2.3.3	Undertake new Information Technology security review with Cyber NSW	Review completed and outcomes report received	By 31 March 2025	Information Communication Technology
2.2.3.4	Review Disaster Recovery Plan, including: <ul style="list-style-type: none"> <li>• Update</li> <li>• Test and outcomes report</li> </ul>	DRP review completed; Test and outcomes report completed	By 31 March 2025; By 30 June 2025	Information Communication Technology

2.2.3.5	Provide reliable, secure and available technology to support effective and efficient service delivery	% uptime of physical hardware; % uptime of network; % of support requests resolved to user satisfaction	100%; 100%; 100%	Information Communication Technology
2.2.3.6	Coordinate technology fleet replacement in accordance with schedule	% of scheduled replacements completed	100%	Information Communication Technology
2.2.3.7	Deliver key ICT system improvements: a. Move the Active directory to Azure environment b. Continue the implementation of Microsoft security suite	Improvements completed	100% by 30 June 2025	Information Communication Technology

### 2.3 Cultural and personal links

DP	2.3.1 Recognise and promote harmony between our Indigenous and rural heritage			
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.3.1.1	Facilitate the Aboriginal Liaison Committee	No. of meetings held	4	Leadership & Executive Support

DP 2.3.2 Identify new and facilitate existing community groups in expanding services and opportunities				
OP ref	2024-2025 actions	Measure	Target	Responsibility
2.3.2.1	Provide a Library service to the Edward River community which continues to provide opportunities for the community to come together	No of events held; No of Library visitors;  No of loans;  No of Library program participants; % of collection older than 5 years	At least 4; 5% increase (to >16,725);  2% increase (to >36,160);  5% increase (to >2,100); <25%	Library Services
2.3.2.2	Adopt and implement (the funded activities of) a Library Strategy including consideration of library engagement and event planning to increase utilisation and participation	% scheduled actions completed by June 2025	90%	Library Services
2.3.2.3	Provide a quality gallery experience through a program of relevant exhibitions	No of exhibitions; Exhibition attendance rates	More than 2; Greater than 10% increase on 2023-24 rates	Visitor Services, Gallery and Museum
2.3.2.4	Collaborate with industry and organisers to promote and produce an online events calendar: <i>'What's On'</i>	No of external calendar contributors	At least 20 unique event organisers	Community Development & Events



### Outcome 3: Encouraging growth through partnership

*Invest in, promote and celebrate living, working and visiting the Edward River experience*



### 3.1 Education

DP 3.1.1 Seek additional State, Federal and private sector investment in education facilities and resources				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.1.1.1	If successful in the Study Hubs funding round, assist the Country Universities Centre Riverina to establish the Board and commence construction	Board Established; Project construction commenced	By March 2025; By June 2025	Leadership & Executive Support
DP 3.1.2 Develop partnerships with Universities, State Government agencies, networks and sector organisations and businesses				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.1.2.1	Develop and deliver programs and activities that facilitate skills development for the business community in partnership with the Business Chamber and government	Number of events delivered; Number of participants	At least 2 30	Economic Development

### 3.2 Economic development

DP 3.2.1 Develop and implement a (technology aware) economic development and growth strategy for the Edward River region				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.2.1.1	Finalise and commence implementation of funded actions of the Edward River Growth Strategy	% of scheduled funded actions completed	At least 90%	Economic Development
DP 3.2.2 Collaborate with stakeholders and entrepreneurs to drive diverse, innovative and competitiveness in new markets				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.2.2.1	Provide business support for new and existing businesses through information, advice, advocacy and programs and undertake investment attraction and economic growth activities in line with the adopted Growth Strategy	No of new business enquiries supported	At least 5	Economic Development

<b>DP 3.2.3 Partner with neighbouring councils and service providers to implement the Agribusiness Masterplan</b>				
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
3.2.3.1	Facilitate Agribusiness Masterplan industry delivery of Plan actions consistent with the Growth Strategy recommendations	No of industry engagements	4	Economic Development

### 3.3 The Edward River experience

<b>DP 3.3.1 Support the development and delivery of events that contribute to economic prosperity, liveability and social cohesion</b>				
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
3.3.1.1	Continue to provide sponsorship (cash and in-kind) support to local events through formalised sponsorship arrangements (eg Play on the Plains, Deni Ute Muster, annual Art Show)	% formal sponsorship agreements in place	100% for existing arrangements	Community Development & Events
3.3.1.2	Seek funding to support and enhance the delivery of existing Council-delivered events	Amount of funding secured	At least \$5,000	Community Development & Events
3.3.1.3	Present the Australia Day event	No of nominees in each award category	At least 2	Community Development & Events
3.3.1.4	Coordinate citizenship ceremonies, as requested	% of requests for citizenship ceremonies delivered	100%	Leadership & Executive Support



DP 3.3.2 Support a collaborative creative economy where arts and culture are a transformational sector of the community				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.3.2.1	Finalise delivery of funded works at Peppin Heritage Centre, including signage and accessibility improvement and upgrades to exhibition infrastructure	% funded works completed by 30 June 2025	60%	Visitor Services, Gallery and Museum
3.3.2.2	Finalise the delivery of the Stronger Country Communities Round 5 grant-funded projects to support the operation of the Town Hall	% of funded projects completed	100%	Cultural Development
3.3.2.3	Facilitate and support the Arts and Culture Advisory Committee	No of meetings held	At least 4	Cultural Development
3.3.2.4	Deliver funded activities and events that connect community and develop community capacity in partnership with others, including: <ul style="list-style-type: none"> <li>• International Women's Day</li> <li>• Youth Week activities</li> <li>• Seniors Week</li> <li>• Community Christmas party</li> </ul>	No of event participants;  % of post-event evaluations conducted and reported	5% increase (to > 1,575);  100% of Council events	Community Development & Events



DP	3.3.3 Build on the success of the Visit Deni campaign to grow our visitor economy			
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.3.3.1	Deliver scheduled and funded actions of the Visit Deni Tourism Development Plan and Murray Regional Tourism Local Area Action Plan	% of scheduled actions completed	At least 90%	Tourism Development & Promotion
3.3.3.2	Facilitate opportunities and events for the tourism industry to network and collaborate	No of initiatives and events delivered; No of operator e-newsletters issued	At least 2; At least 4	Tourism Development & Promotion
3.3.3.3	Deliver customer experience training to frontline Visitor Information Centre staff and volunteers	% of frontline staff trained	100%	Visitor Services, Gallery and Museum
3.3.3.4	Seek out opportunities to host <i>journalist famils</i> to support regional promotion	No of <i>journalist famils</i> hosted	At least 1	Tourism Development & Promotion
3.3.3.5	Position and market the Edward River region as a visitor destination by leveraging the <i>Visit Deni</i> brand	No of unique visitors to the <i>Visit Deni</i> website; Annual visitation statistics	5% increase to 12,600 96,000+ overnight visitors	Tourism Development & Promotion
3.3.3.6	Provide quality visitor facilities, services, and products through the Peppin Heritage Centre Visitor Information Centre	Value of merchandise sold; Annual visitors to VIC	5% increase to \$63,000 in sales; 10% increase to >13,200 in annual visitors to VIC	Visitor Services, Gallery and Museum
3.3.3.7	Deliver a <i>Visit Deni</i> activation at the annual Moomba Festival in partnership with industry	No of new subscribers to the <i>Visit Deni</i> newsletter via Moomba opt-in competition; No of tourism operator partners	At least 600; At least 4	Tourism Development & Promotion

### 3.4 Health

DP 3.4.1 Seek appropriate State, Federal and private sector investment in medical facilities and public health resources				
OP ref	2024-2025 actions	Measure	Target	Responsibility
	<i>refer to action 5.3.3.1 where Council's advocacy efforts are described</i>			
DP 3.4.2 Fund and provide Council assistance as per the <i>Doctors &amp; Nurses Attraction Policy</i> and provide social support to practitioners				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.4.2.1	Support local doctors and nurses with financial assistance when moving to the Edward River region	Support provided to local health professionals	At least two health professionals supported up to \$10,000	Community Development & Events
DP 3.4.3 Collaborate with Murrumbidgee Local Health District in providing local opportunities for professional development				
OP ref	2024-2025 actions	Measure	Target	Responsibility
3.4.3.1	Contribute to the Rural Doctors' Network's Bush Bursary program to place medical students in Deniliquin	No. of students supported	2	Community Development & Events

## Outcome 4: Delivering community assets and services

*Develop and maintain public infrastructure that supports local businesses to grow and attract new investment*



## 4.1 Vibrant villages and towns

DP	4.1.1 Prepare Asset Management Strategies and Plans for the sustainable renewal and improvement of assets			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.1.1.1	Undertake asset revaluation program	% of scheduled program completed	At least 90%	Asset Management
4.1.1.2	Update Asset Management Plans in line with the Strategic Asset Management Plan	No. of AM Plans updated	6	Asset Management
4.1.1.3	Deliver the scheduled activities of the Asset Management Strategy Improvement Plan, including: <ul style="list-style-type: none"> <li>Review of configuration of asset information</li> <li>Review componentisation and useful life assumptions for asset valuation</li> <li>Plan to improve quality of asset condition data, including through use of drone technology for inspections</li> <li>Progress maturity of asset management planning to 'Core' status</li> </ul>	% of scheduled activities completed	100%	Asset Management
DP	4.1.2 Prepare service level plans to support the efficient delivery of maintenance and operation of facilities			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.1.2.1	Develop and adopt a Masterplan for the Deniliquin Swim Centre precinct	Masterplan adopted	By June 2025	Facilities
4.1.2.2	Undertake a Service Review for the Open Space service area	Review completed	By March 2025	Open Spaces
4.1.2.3	Develop service level plans to support priority service delivery	Service levels confirmed	By June 2025	Strategic Asset Management



DP	4.1.3 Continue to invest in the maintenance and improvement of community facilities			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.1.3.1	Complete construction of new plinths at Deniliquin Lawn Cemetery	Construction complete	By December 2024	Facilities
4.1.3.2	Complete upgrade of Cemetery amenities block if grant funding becomes available	Funding secured; Upgrade commenced	By June 2025	Facilities
4.1.3.3	Replace the emulsion tank at Council's Depot	Tank replacement completed	By 30 June 2025	Facilities
4.1.3.4	Inspect and maintain local boat ramps and associated parking areas in preparation for the summer season	% of scheduled inspection and maintenance program completed	100%	Boat Ramps
4.1.3.5	Deliver funded major works program	% scheduled works completed; % of grant acquittal requirements met	At least 90% 100%	Project Management Office
4.1.3.6	Deliver the asset rehabilitation and flood recovery program, including the Reconstruction of Essential Public Assets (REPA) under disaster recovery funding arrangements	% scheduled works completed; % grant acquittal requirements met	At least 90% 100%	Project Management Office
4.1.3.7	Upgrade the amenities at the Deniliquin Saleyards	Upgrade completed	By June 2025	Facilities
4.1.3.8	Deliver sheep e-ID project at Deniliquin Saleyards if grant funding becomes available	Funding secured; Project commenced	By June 2025	Facilities
4.1.3.9	Re-sheet the carpark at Rotary Park	Re-sheet completed	By June 2025	Roads and Kerb and Gutter
4.1.3.10	Top dress Rotary Park	Top dressing completed	By June 2025	Open Spaces

4.1.3.11	Deliver upgrades to Deniliquin Basketball Stadium, if grant funding becomes available	Funding secured; Upgrade commenced	By June 2025	Facilities
<b>DP</b>	<b>4.1.4 Provide sufficient infrastructure for the growth of our towns and villages</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
4.1.4.1	Deliver drainage works associated with local road reconstruction program	% of scheduled program completed	At least 90%	Flood mitigation and Drainage
4.1.4.2	Deliver Town Levee refurbishment program	% of scheduled program completed	At least 90%	Flood mitigation and Drainage
4.1.4.3	Deliver flood mitigation and drainage works, including: <ul style="list-style-type: none"> <li>• Levee bank refurbishment</li> <li>• Stormwater drainage (as part of Hardinge St upgrade)</li> <li>• River Street drainage improvements</li> </ul>	% of scheduled program completed	At least 90%	Flood Mitigation and Drainage
4.1.4.4	Install automated weir and pump system for the lagoon stormwater system	Installation complete	By 30 June 2025	Flood Mitigation and Drainage
4.1.4.5	Deliver the footpath renewal program	% of scheduled program completed	At least 90%	Footpaths and Pathways
4.1.4.6	Deliver the scheduled actions of the Pedestrian Access Management Plan replacement program	% of scheduled program completed	At least 90%	Footpaths and Pathways
4.1.4.7	Complete scoping and design of roads reconstruction works to support efficient implementation of the road construction program	Roads reconstruction scoping and design complete	By June 2025	Transport
4.1.4.8	Deliver regional road program, including: <ul style="list-style-type: none"> <li>• Blighty Hall Rd reconstruction</li> <li>• Main Road 296 (Pretty Pine)</li> <li>• Resealing program in response to condition assessment prioritisation</li> </ul>	% of scheduled program completed	At least 90%	Roads and Kerb and Gutter

4.1.4.9	Deliver local road program, including: <ul style="list-style-type: none"> <li>• Blighty Hall Rd bridge approaches</li> <li>• Blighty Hall Rd from Malones Rd</li> <li>• Flanagans Rd intersection with Moonee Swamp</li> <li>• Fowler - Wakool Rd to Sloane</li> <li>• Hardinge St - Ochtertyre to Harfleur</li> <li>• Mayrung Rd</li> <li>• Murcha Windouran bridge approaches</li> </ul>	% of scheduled program completed	At least 90%	Roads and Kerb and Gutter
4.1.4.10	Deliver kerb and gutter renewal program, including: <ul style="list-style-type: none"> <li>• George St (Russell to Butler)</li> <li>• Henry St (Edward to Napier)</li> <li>• Hetherington St (Norris to Dick)</li> <li>• Packerham St</li> <li>• Hardinge St (Ochtetyre to Harfleur)</li> </ul>	% of scheduled program completed	At least 90%	Roads and Kerb and Gutter
4.1.4.11	Deliver water infrastructure projects, as described in the Capital Works program, including High Lift Pump replacement at the Water Treatment Plan	% of scheduled projects completed	At least 90%	Water Supply
4.1.4.12	Deliver sewer infrastructure projects, as described in the Capital Works program	% of scheduled projects completed	At least 90%	Sewer Supply
4.1.4.13	Deliver waste management infrastructure projects, as described in the Capital Works program	% of scheduled projects completed	At least 90%	Resource Recovery

## 4.2 Reliable water and sewerage

DP	4.2.1 Implement the outcomes of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.2.1.1	Scope the refurbishment and upgrade for the electrical systems at the Sewerage Treatment Plant	Scoping study completed (to inform tender process)	By December 2024	Sewer Supply

DP	4.2.2 Comply with National Drinking Water Guidelines and work with NSW Health regarding health outcomes			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.2.2.1	Undertake daily water sampling in compliance with the regulations	Compliance rate	100%	Water Supply

### 4.3 Friendly and supportive customer service

DP	4.3.1 Provide professional and effective customer service which is embedded throughout the organisation			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.3.1.1	Continue to implement customer experience improvements, including: <ul style="list-style-type: none"> <li>Customer Request Management System</li> <li>Centralised knowledge database and Frequently Asked Question resources</li> <li>After hours and overflow telephony</li> <li>Expansion of online self-service options</li> </ul>	Knowledge database complete; No of FAQ resources published on website; No of online self-service options introduced on website	100%; >10 >1	Customer Services
DP	4.3.2 A customer centric culture that continuously improves its practices and tools and innovates			
OP ref	2024-2025 actions	Measure	Target	Responsibility
4.3.2.1	Provide front line customer service support	% of customer requests resolved at first point of contact	>50%	Customer Services
4.3.2.2	Implement scheduled and funded actions from Customer Service Strategy	% of scheduled actions completed by 30 June	100%	Customer Services



## Outcome 5: Accountable leadership and responsive administration

*Councillors are leaders in the community who are informed and responsive to the community's expectations*



## 5.1 Collaborative and engaged

DP	5.1.1 Provide governance frameworks that support Council operating transparently for and with the community			
OP ref	2024-2025 actions	Measure	Target	Responsibility
5.1.1.1	Undertake a review and update of communication and engagement policies and procedures as part of the policy review initiative	% of policies updated by June 2025	100%	Communications & Engagement
5.1.1.2	Deliver annual Operational Plan and Annual Report	% of statutory obligations met	100%	Corporate Performance & Strategy
5.1.1.3	In consultation with the community, deliver the next suite of Integrated Planning & Reporting documents to guide the incoming Council's term, including: <ul style="list-style-type: none"> <li>• State of the Region Report</li> <li>• Community Strategic Plan</li> <li>• Delivery Program</li> <li>• Resourcing Strategy</li> </ul>	SotR Report published; New suite of IP&R documents endorsed/ adopted	By October 2024; By end June 2025	Corporate Performance & Strategy
5.1.1.4	Implement records management activities as outlined in the Information Management Framework	% of scheduled activities completed	100% of scheduled actions completed	Information Management (Records)
5.1.1.5	Implement funded Year 1 recommendations of the Records Management Internal Audit	% of Year 1 actions delivered	100%	Information Management (Records)
5.1.1.6	Implement the online delegation system	Online system ready for use	By 31 March 2025	Governance
5.1.1.7	Complete development and implementation of the corporate governance framework	Framework adopted	By December 2024	Governance
5.1.1.8	Review and update the statutory policies required for adoption by the incoming Council	Policies adopted	By March 2025	Governance
5.1.1.9	Develop and implement a fraud prevention framework	Framework adopted	By December 2024	Risk Management

5.1.1.10	Implement the scheduled, funded findings of the Risk Management Framework review	% of actions completed	80%	Risk Management
5.1.1.11	Implement the requirements of the Office of Local Government's Risk Management and Internal Audit Framework	% of actions completed	90%	Risk Management
5.1.1.12	Facilitate and participate in interagency meetings, including: <ul style="list-style-type: none"> <li>Local Emergency Management Committee</li> <li>Rural Fire Service Bushfire Management Committee</li> </ul>	No of LEMC meetings attended; No of RFS BMC meetings attended	3 2	Emergency Management
5.1.1.13	Review and update Emergency Management Plan	Update completed	By October 2024	Emergency Management
5.1.1.14	Prepare and deliver a councillor induction program for newly elected Council	Induction program delivered	By March 2025	Mayor & Councillor Services
5.1.1.15	In consultation with incoming Council, prepare a professional development program for each councillor	% of councillors with a professional development plan	100% by March 2025	Mayor & Councillor Services
<b>DP</b>	<b>5.1.2 Continue to build trust amongst our community through collaboration and communication</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
5.1.2.1	Implement scheduled funded actions of the Communications and Community Engagement Strategy including: <ol style="list-style-type: none"> <li>Further development of the communications content calendar</li> <li>Audit and rationalisation of ERC social media accounts in alignment with Social Media Policy</li> <li>Develop community engagement and communication resources for council projects and events</li> <li>Deliver content management training to website content owners</li> <li>Implement the online engagement hub to increase accessibility and participation</li> </ol>	% of scheduled actions completed	100%	Communications & Engagement

5.1.2.2	Coordinate a media campaign and candidate information sessions to generate interest and attract candidates for the local government elections	No of candidate information activities held; No of candidates	At least 2;  More than 9	Governance
5.1.2.3	In consultation with the NSW Electoral Commission, coordinate activities to support the local government election scheduled for 14 September 2024	Election held in accordance with legislative requirements	By 30 September 2024	Governance
5.1.2.4	Provide communication and engagement activities that promote the work of Council	No of media releases issued; No of visits to website homepage; No of social media posts	At least 25;  2% increase to 98,000;  At least 3 per week	Communications & Engagement
5.1.2.5	Represent Council and the Edward River community at: <ul style="list-style-type: none"> <li>Country Mayors Association</li> <li>ALGA Annual Conference</li> <li>LGNSW Annual Conference</li> </ul>	Participation rate	100%	Mayor & Councillor Services
5.1.2.6	Refurbish and hang old Council honour boards, and establish new honour boards for Edward River Council	Old honour boards hung;  New ERC honour boards hung	By March 2025  By June 2025	Leadership & Executive Support
<b>DP</b>	<b>5.1.3 Implement new community committee structures for community facilities</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
5.1.3.1	Complete implementation of recommendations arising from Council Committees review	% of Committees with current ToR by 30 June 2025	100%	Governance



## 5.2 Financially sustainable

DP	5.2.1 Develop and implement financial plans that ensure Council is financially sustainable, innovative and efficient			
OP ref	2024-2025 actions	Measure	Target	Responsibility
5.2.1.1	Establish a Grants Management Framework for Council	Framework adopted	By June 2025	Grants Management
5.2.1.2	Contribute to Council project development initiation through grant applications	% of grant applications successfully funded	At least 50%;	Grants Management
5.2.1.3	Prepare annual budget and implement scheduled activities of the long-term financial plan, including a review of fees and charges	Budget prepared; % of activities completed	By June 2025 100%	Finance Services
5.2.1.4	Continue to implement the scheduled actions of the Financial Sustainability Review	% of scheduled actions completed	100%	Finance Services
5.2.1.5	Work with Council service leaders to identify savings and further efficiencies to reduce expenditure to achieve a balanced year-end result	Operating Performance Ratio	>0.00%	Finance Services
5.2.1.6	Commence modelling and community consultation regarding options for increasing revenue in the future	Community consultation undertaken	By 30 June 2025	Finance Services
5.2.1.7	Update all finance policies that are due for review	% of finance policies reviewed and updated by June 2025	100%	Finance Services
5.2.1.8	Maintain and renew Council's plant and fleet in accordance with the maintenance schedule and adopted Plant Replacement Program and outcomes of the Plant & Fleet Review	% of scheduled maintenance & renewal actions completed	100%	Plant & Fleet

5.2.1.9	Continue implementation of the Project Management Framework (including training staff in its application)	% of projects delivered using the PMF; % staff trained in PMF	100% 100%	Project Management Office
5.2.1.10	Deliver the annual Council-funded grants program	No of community grant applications received; % total funding pool allocated	16 100%	Grants Management
<b>DP</b>	<b>5.2.2 Continue to foster a culture and support frameworks to enhance risk-based decision making</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
5.2.2.1	Provide procurement business support and advice across Council, including in relation to Purchase Orders, Tenders and Requests for Quotes	% of all Purchase Orders that comply with Procurement Policy; % tender compliance with legislation	100% 100%	Procurement
5.2.2.2	Update procurement guides and templates and provide training to staff	Guides and templates published; % of staff trained who undertake procurement	By December 2024; 100%	Procurement
5.2.2.3	Continue to review and update Council's policies in line with legislative compliance and organisation priorities	% of ERC Policies which are out of date	Less than 30%	Governance
5.2.2.4	Prepare, distribute and publish Council Meeting Agendas	% of Agendas published within statutory timeframes	100%	Leadership & Executive Support

DP	5.2.3 Facilitate the role of the Audit Risk and Improvement Committee			
OP ref	2024-2025 actions	Measure	Target	Responsibility
5.2.3.1	Facilitate the activities of the Audit, Risk & Improvement Committee and Internal Audit function, including: <ul style="list-style-type: none"> <li>• Develop annual workplan</li> <li>• Implementation of the revised Risk Management &amp; Internal Audit Framework</li> <li>• Recruitment and induction of new Committee</li> <li>• Coordinate 2 internal audits as per annual Internal Audit Plan (emergency preparedness including business continuity and tax compliance)</li> </ul>	No. of ARIC meetings held; % of scheduled internal audits completed; No. of service reviews completed; New Committee in place; Internal audits completed	At least 4  100%  At least 1  By 30 September 2024  By June 2025	Risk Management

### 5.3 Professional workplace culture

DP	5.3.1 Maintain a culture of safety first			
OP ref	2024-2025 actions	Measure	Target	Responsibility
5.3.1.1	Continue to implement actions arising from the Safety Culture audit	% of scheduled actions completed	At least 90%	Safety
5.3.1.2	Update WH&S contractor management system	System updated and in use; % contractor using system by 30 June 2025	By 31 March 2025;  100%	Safety

5.3.1.3	Provide operational support to enable Council to fulfil its obligations under the Work Health & Safety Act (the Act) and partner with service leaders in developing a safe and healthy workplace	Lost time to injury/ incident rate; % of incident investigations completed within 14 days; No of WHS training sessions delivered; No of emergency response drills held per facility	Decrease to <4 per 100 employees; 100%  15; At least 1	Safety
5.3.1.4	Install GPS and dash cam technology into Council's vehicle fleet	% of identified vehicles upgraded with GPS and dashcam	100% by June 2025	Plant & Fleet
<b>DP</b>	<b>5.3.2 A workforce culture supports the needs of the community with a safe, skilled and motivated Council workforce</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
5.3.2.1	Implement the scheduled and funded activities of the Workforce Management Plan	% of scheduled activities completed	At least 90%	People & Culture
5.3.2.2	Deliver Council's Employee Health Program	No of activities delivered; % staff participation	At least 2 At least 85%	People & Culture
5.3.2.3	Deliver an efficient and accurate Payroll Service	% of pays processed on time; No of errors requiring correction in pay run	100% 0	People & Culture
5.3.2.4	Coordinate Council's workers compensation and return-to-work management	% of injured workers on Recover-at- Work plans	100%	People & Culture

<b>DP</b>	<b>5.3.3 Develop strong sector partnerships through shared projects, resources and learning to assist the Edward River community</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>Measure</b>	<b>Target</b>	<b>Responsibility</b>
5.3.3.1	Support councillor and CEO advocacy efforts for regional growth through the provision of information and research to identify strategic advocacy priorities for the 2024-2028 Council term	Advocacy priorities confirmed	Advocacy priorities articulated in new Delivery Program	Economic Development

<b>DP</b>	<b>5.3.4 Actively support the growth and development of staff</b>			
<b>OP ref</b>	<b>2024-2025 actions</b>	<b>OP ref</b>	<b>2024-2025 actions</b>	<b>OP ref</b>
5.3.4.1	Support Council's Leadership Team to undertake annual staff appraisals	% of staff who have been appraised by target date of 31 August 2024	At least 90%	People & Culture
5.3.4.2	In partnership with Council's Leadership Team, prepare and deliver Council's annual training and development program	Annual Training Plan developed; % of staff overdue for mandatory training; % of staff who have completed scheduled program	By 30 September 2024; 0%; 100%	People & Culture
5.3.4.3	Coordinate delivery of cyber security training to workforce	% workforce trained	100%	Information Communication Technology



# APPENDIX 1

## CAPITAL RENEWAL AND UPGRADE PROGRAM 2024-2025



The 2024-2025 Operational Plan includes an asset renewal and upgrade capital program totalling \$13.55 million. Works include:

- Plant replacement program (net value after disposal) \$1.46 million
- Annual local & regional roads renewal and upgrade program \$6.95 million
- Buildings & Facilities \$0.15 million
- Open Space and Recreation \$0.92 million
- Flood Mitigation & Drainage \$0.84 million
- Waste Management \$0.40 million
- Water infrastructure renewal programs \$1.55 million
- Sewer infrastructure renewal programs \$1.05 million
- Non-infrastructure assets \$0.23 million

### Grant-funded capital projects

The 2024-2025 Operational Plan includes grant-funded capital projects. Projects include:

- Town Hall and Peppin Heritage Centre projects
- Regional and Local Road Repair Program, focusing on rural roads
- Part of the Hardinge St reconstruction program
- Part of the Oval Lighting upgrade

## Capital Program summary

Infrastructure	\$
<b>Plant</b>	
Plant replacement program, including:	
• Large grounds mower	
• Small tipper	
• 2 x 600L Quik Spray	
• Ride on mower	
• Grader	
• Line Marking Machine	
• 125HP Tractor	
• 5 x Transport vehicles	
• Drone	
• GPS and Dashcam for fleet	<b>\$1,455,000</b>
<b>Roads</b>	
Hardinge Street reconstruction, including:	\$2,954,000
• Local road reconstruction	
• Kerb and gutters	
Local road reseal	\$2,044,078
Gravel road re-sheet	\$775,500
Footpaths	\$195,000
Regional roads reconstructions	\$500,000
Regional roads reseal	\$400,000
Road construction design	\$85,000
	<b>\$6,953,578</b>

Infrastructure	\$
<b>Buildings &amp; Facilities</b>	
Airport hangars refurbishment	\$50,000
Depot Emulsion tank	\$90,000
Honours board refurbishment	\$10,000
	<b>\$150,000</b>
<b>Open Space &amp; Recreation</b>	
Swimming Pool refurbishment	\$665,000
Swim Centre Masterplan	\$35,000
Rotary Park topdressing	\$10,000
Saleyards amenities	\$125,000
Cemetery plinths	\$30,000
Airport – Refurbishment of rural fencing around airport	\$50,000
	<b>\$915,000</b>
<b>Flood Mitigation &amp; Drainage</b>	
Stormwater drainage	\$272,754
Stormwater drainage (as part of Hardinge Street reconstruction project)	\$314,000
Lagoon stormwater system upgrades	\$250,000
	<b>\$836,754</b>
<b>Waste Management</b>	
• Fire hydrant pump upgrade	
• Flood impact repairs	
	<b>\$400,000</b>

<b>Infrastructure</b>	<b>\$</b>
<b>Water</b>	
Water treatment plant upgrades	\$1,100,000
Water main replacement (as part of Hardinge Street reconstruction project)	\$400,000
Water meter replacements	\$50,000
	<b>\$1,550,000</b>
<b>Sewerage</b>	
Sewerage system renewals	\$450,000
Sewerage Treatment Plant upgrades	\$400,000
Sewer pump station upgrades	\$200,000
	<b>\$1,050,000</b>
<b>Non-infrastructure</b>	
	<b>\$</b>
IT program	\$121,500
Library – Local Priority Grant	\$42,920
Library collection	\$50,000
Additional tree planting	\$15,000
	<b>\$229,420</b>
<b>Total new capital program (renewals and upgrades)</b>	<b>\$13,539,752</b>



**APPENDIX 2**  
BUDGET  
2024-2025





Edward River Council's Operational Plan includes the annual Budget and works to be undertaken along with the Statement of Revenue Policy and Schedule of Fees and Charges (provided in separate documents).

The 2024-2025 Budget has been prepared on a 'business as usual' basis and has been set specifically to enable delivery of the 2024-2025 Operational Plan. The consolidated Budget includes revenue of \$38.175 million and expenses of \$34.054 million, resulting in an operating surplus of \$4.121 million. Revenue of \$38.175 million includes Capital Income of \$4.120 million.

Council currently has five funds, and the breakdown of these funds within the Budget is shown below.

Total Revenue (inclusive of capital grants)	
General fund	\$27.211 million
Water fund	\$3.814 million
Sewer fund	\$4.131 million
Edward River Village	\$0.041 million
Waste	\$2.978 million
<b>Consolidated funds</b>	<b>\$38.175 million</b>

Total Expenses	
General fund	\$25.285 million
Water fund	\$2.985 million
Sewer fund	\$2.399 million
Edward River Village	\$0.094 million
Waste	\$3.291 million
<b>Consolidated funds</b>	<b>\$34.054 million</b>

These funds are used to support the delivery of the capital works program. When Capital Income is excluded from the Surplus/(Deficit) calculation, the overall net position is \$0.001 million. This ultimately means that Council is partly reliant on Capital grants to deliver its asset renewal program.

Council will be investing a total of \$13.540 million in capital works.

The \$0.001 million operating surplus (excluding capital grants) is broken down by fund as follows:

- General \$2.109 million deficit
- Water \$0.794 million surplus
- Sewer \$1.682 million surplus
- Edward River Village \$0.053 million deficit
- Waste \$0.313 million deficit

### **Rates and annual charges revenue**

Rating revenue is budgeted to increase in accordance with the Independent Pricing and Regulatory Tribunal's (IPART) rate peg determination, which is currently 4.5%.

More detailed information on rates is outlined in Council's Statement of Revenue Policy.

Annual waste service charges are budgeted to increase by \$150 per annum, per service charge. This is in line with the increased cost of delivery of the new 3-bins system.

A 4.9% increase has been budgeted for water and sewer charges.

### **User charges and fees revenue**

Generally, user charges and fees have been set to increase by 4.9%, although there are exceptions where individual fees have been assessed and will increase at a different rate. Others are prescribed by the NSW Government, with Council having no discretion in the setting of those fees.

As a result of changes to the waste management service, waste depot charges will now be applicable.

For further detail, refer to Council's Schedule of Fees and Charges (separate document).

### **Interest and investment revenue**

Council's estimated interest and investment revenue for 2024-2025 is \$1.653 million.

Council will continue an investment strategy to maximise the return on investment, while maintaining a low-risk portfolio, governed firstly by the Minister of Local Government's Order, and secondly by Council's Investment Policy, which provides the framework for minimising risks involved in investing public funds.

### **Grants and contributions revenue**

Modest increases have been budgeted to operating grants in the 2024-2025 year. Council has secured \$4.120 million in capital grants to assist with the delivery of its capital works program in 2024-2025.

### **Employee costs**

Employee-related costs, which include salaries, entitlements, insurances, taxes, travel and training costs, are estimated to be \$12.303 million. No additional staff resources have been budgeted this year.

### **Borrowing costs**

Council currently has no loans and has not budgeted for any loans in 2024-2025.

### **Materials and contract costs**

Materials and contracts for the 2024-2025 year are budgeted at \$10.011 million. This is an increase on the previous year predominately due to the increase in waste management costs of an estimated \$1.8 million

### **Councillor remuneration costs**

Council has resolved that in accordance with Section 241 of the *Local Government Act 1993*, Council will fix the annual fee paid to Councillors to the maximum determination made by the Remuneration Tribunal for the Rural area category.

Council has also resolved to pay Councillors superannuation at the prescribed rates for all other salary earners.

## Reserves

Council has reserves which represent cash that is restricted for specific purposes, usually to fund future expenditure.

	Forecast Full Year 2023-2024	Movement	Budget 2024-2025
<b>Internal Restrictions</b>	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>
Infrastructure replacement	1,360		1,360
Plant replacement reserve	1,799	42	1,841
Recreation reserves/villages	3,749		3,749
Other internal reserves	705		705
Employee entitlements	693		693
Land Development Fund	385		385
Deposits, retentions and bonds	323		323
Advanced Payment - Financial Assistance Grant	0	7,182	7,182
Waste Facilities	63	(63)	0
<b>Total Internal Restrictions</b>	<b>9,077</b>	<b>7,161</b>	<b>16,238</b>
<b>External Restrictions</b>	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>
Water supplies fund	8,850	(2,843)	6,007
Sewerage services fund	7,925	181	8,106
Developer Contributions	79		79
Domestic Waste Fund	1,300	(353)	947
Other unexpended grant funds	4,573	(704)	3,869
Other external reserves	122		122
<b>Total External Restrictions</b>	<b>22,849</b>	<b>(3,719)</b>	<b>19,130</b>
<b>Unrestricted Funds</b>	<b>13,869</b>	<b>(4,697)</b>	<b>9,172</b>
<b>Total Funds</b>	<b>45,795</b>	<b>(1,255)</b>	<b>44,540</b>

**Edward River Council  
Income Statement Projections-Consolidated**

	<b>Proposed Budget</b>	<b>Forecast</b>		
<b>Year Ending</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	16,234	16,657	17,092	17,538
User Charges and Fees	4,535	4,651	4,832	4,995
Other Revenues	593	630	642	873
Grants & Contributions for Operating Purposes	10,560	10,438	10,699	10,966
Grants & Contributions for Capital Purposes - Cash	4,120	1,356	1,365	1,374
Interest & Investment Revenue	1,653	1,686	1,720	1,754
Net Gains from the Disposal of Assets	480	190	189	189
<b>Total Income from Continuing Operations</b>	<b>38,175</b>	<b>35,608</b>	<b>36,539</b>	<b>37,689</b>
<b>Expenses from Continuing Operations</b>				
Employee Costs	12,303	12,044	12,405	12,778
Materials and Contracts	10,011	8,418	8,700	9,004
Borrowing Costs	-	-	-	-
Depreciation	11,116	11,122	10,922	10,977
Other Expenses	624	603	609	634
<b>Total Expenses from Continuing Operations</b>	<b>34,054</b>	<b>32,187</b>	<b>32,636</b>	<b>33,393</b>
<b>Operating Result from Continuing Operations Surplus/(Deficit)</b>	<b>4,121</b>	<b>3,421</b>	<b>3,903</b>	<b>4,296</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)</b>	<b>1</b>	<b>2,065</b>	<b>2,538</b>	<b>2,922</b>

Balance Sheet Projections-Consolidated				
	Proposed Budget	Forecast		
Year Ending	2025	2026	2027	2028
	\$000s	\$000s	\$000s	\$000s
<b>Current Assets</b>				
Cash & Cash Equivalents	8,974	8,585	15,295	20,988
Investments	29,453	29,775	30,937	32,095
Receivables	2,595	2,440	2,532	2,615
Other (Includes Assets Held for Sale)	519	489	492	494
<b>Total Current Assets</b>	<b>41,541</b>	<b>41,289</b>	<b>49,256</b>	<b>56,192</b>
<b>Non-Current Assets</b>				
Investments	6,113	6,113	6,113	6,113
Infrastructure, Property, Plant & Equipment	532,201	535,433	535,548	538,272
Other	1,568	1,278	1,278	1,278
<b>Total Non-Current Assets</b>	<b>539,882</b>	<b>542,824</b>	<b>542,939</b>	<b>545,663</b>
<b>Total Assets</b>	<b>581,422</b>	<b>583,619</b>	<b>592,194</b>	<b>601,856</b>
<b>Current Liabilities</b>				
Payables	3,481	3,506	3,092	3,222
Contract Liabilities	4,137	3,340	3,417	3,495
Borrowings	-	-	-	-
Provisions	3,654	3,654	3,654	3,654
<b>Total Current Liabilities</b>	<b>11,272</b>	<b>10,500</b>	<b>10,163</b>	<b>10,371</b>



<b>Non-Current Liabilities</b>				
Payables	2,948	2,948	7,313	10,223
Borrowings	-	-	-	-
Provisions	3,361	3,361	3,361	3,361
<b>Total Non-Current Liabilities</b>	<b>6,309</b>	<b>6,309</b>	<b>10,674</b>	<b>13,584</b>
<b>Total Liabilities</b>	<b>17,581</b>	<b>16,809</b>	<b>20,837</b>	<b>23,955</b>
<b>Net Assets</b>	<b>563,842</b>	<b>567,304</b>	<b>571,358</b>	<b>577,900</b>
<b>Equity</b>				
Retained Earnings	490,998	494,420	498,282	502,578
Revaluation Reserves	72,844	72,884	73,076	75,322
<b>Total Equity</b>	<b>563,842</b>	<b>567,304</b>	<b>571,358</b>	<b>577,900</b>

**Edward River Council  
Cash Flow Statement Projections-Consolidated**

	<b>Proposed Budget</b>	<b>Forecast</b>		
<b>Year Ending</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>	<b>\$000s</b>
<b>Cash Flows from Operating Activities</b>				
Receipts - Operating Activities	35,712	34,497	40,569	40,057
Payments - Operating Activities	(22,953)	(21,315)	(21,704)	(22,364)
<b>Net Cash Provided by (or used in) Operating Activities</b>	<b>12,759</b>	<b>13,182</b>	<b>18,865</b>	<b>17,693</b>
<b>Cash Flows from Investing Activities</b>				
Receipts - Infrastructure, Property, Plant & Equipment	906	350	200	200
Purchases - Infrastructure, Property, Plant & Equipment	(14,802)	(14,093)	(10,700)	(11,042)
Receipts/Purchases - Other Assets	3,886	(322)	(1,162)	(1,158)
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(10,010)</b>	<b>(14,065)</b>	<b>(11,662)</b>	<b>(12,000)</b>
<b>Cash Flow from Financing Activities</b>				
Receipts - Loan Borrowings	-	-	-	-
Payments - Principal Repayments	-	-	-	-
<b>Net Cash Provided by (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Assets Held</b>	<b>2,749</b>	<b>(883)</b>	<b>7,203</b>	<b>5,693</b>
<b>Cash and Cash Equivalents at Beginning of Reporting Period</b>	<b>6,225</b>	<b>8,974</b>	<b>8,091</b>	<b>15,294</b>
<b>Cash and Cash Equivalents at End of Reporting Period</b>	<b>8,974</b>	<b>8,091</b>	<b>15,294</b>	<b>20,987</b>
<b>Investments at End of Reporting Period</b>	<b>35,566</b>	<b>35,889</b>	<b>37,051</b>	<b>38,209</b>
<b>Total Cash, Cash Equivalents, and Investments at End of Reporting Period</b>	<b>44,540</b>	<b>43,980</b>	<b>52,34</b>	<b>59,196</b>

## Version Control

<b>Title</b>		<b>2024-2025 Operational Plan and Budget</b>	
<b>ECM Doc ID</b>	310453		
<b>Date Adopted by Council</b>	17 June 2024		
<b>Resolution No.</b>	2024/1706/12.2		
<b>Responsible Officer</b>	Director Corporate Services		
<b>Version Number</b>	<b>Modified By</b>	<b>Modifications Made</b>	<b>Date modified</b>
V1	Executive Team	Draft for Council endorsement for public exhibition	April 2024
V2	Executive Team	Edits in response to public exhibition and councillor workshops, for adoption	June 2024
V3	Executive Team	Minor admin edits for final adopted version	June 2024



EDWARD RIVER COUNCIL  
**OPERATIONAL PLAN 2024-2025**

180 Cressy Street (PO Box 270)  
Deniliquin NSW 2710  
T 03 5898 3000 F 03 5898 3029  
[council@edwardriver.nsw.gov.au](mailto:council@edwardriver.nsw.gov.au)  
[www.edwardriver.nsw.gov.au](http://www.edwardriver.nsw.gov.au)