

Operational Plan

2025 – 2026



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CONTENTS

Disclaimer	2	APPENDIX 1	33
Introduction	4	Capital Renewal and Upgrade Program 2025-2026	33
Acronyms	4	Key Highlights	33
From our Mayor and CEO	5	Grant-funded capital projects	33
Council's Values and Statements	6	Capital Program Summary	34
Our Core Values	6	Capital Works included in the 2025/26 Operational Plan	35
Acknowledgement of Country	6	APPENDIX 2	37
Our Organisation	7	Budget Overview 2025-2026	37
Organisational Chart	7	Introduction	37
Our Services	8	Rates and annual charges revenue	38
Our Operational Plan	9	User charges and fees revenue	38
How it was developed	9	Interest and investment revenue	38
How will progress be reported?	9	Grants and contributions revenue	38
Actions to be delivered	10	Employee costs	38
Communities: Caring, healthy, connected, inclusive committees	10	Borrowing costs	38
Natural environments: Respected and healthy natural environments	15	Materials and contract costs	38
Built environments: Liveable built environments	18	Councillor remuneration costs	38
Economy: Strong, diverse and sustainable	22	Reserves	39
Leadership: Accountable civic leaders	26	Unrestricted funds	39
Conclusion	32	Internal Restriction	39
		External Restriction	39
		Financial Statements	40
		Income Statement Consolidated	40
		Balance Sheet Projections	41
		Cash Flow Statement Projections	42
		Income Statement Projections by Fund	43
		Balance Sheet by Fund	44
		Cash Flow Statement by Fund	45
		Document and Version Control	46

Introduction

This Operational Plan is prepared and adopted by the end of June each year and explains how Council will allocate its annual budget for the 2025-2026 financial year towards achieving the commitments of the Delivery Program 2025-2029. Ultimately, the Operational Plan supports Council to contribute to achieving community objectives described in the Edward River Community Strategic Plan: Towards 2035.

The Community Strategic Plan, Delivery Program and annual Operational Plan are prepared and aligned with the five key themes:

1	Communities	Caring, healthy, connected, inclusive communities
2	Natural environments	Respected and healthy natural environments
3	Built environments	Liveable built environments
4	Economy	Strong, diverse and sustainable
5	Leadership	Accountable civic leaders

Acronyms

Term	Definition
CSP	Community Strategic Plan This is the community's plan and identifies the long term (10 years) aspirations of the community
DP	Delivery Program This Council's commitment to deliver against the community's aspirations over the term of the elected representatives (4 years)
IP&R	Integrated Planning and Reporting Framework As defined within the Local Government Act 1993
OP	Operational Plan This is Council's annual plan aligned to the Delivery Program and the annual budget is prepared in alignment with this plan

From our Mayor and CEO

We are pleased to present Edward River Council's Operational Plan for 2025-2026, the first to be endorsed by the current council elected in September 2024. While the development of an Operational Plan is a legislative requirement, it is also a crucial document in ensuring our Council operations run smoothly. This plan outlines the actions we will undertake in the coming financial year to achieve the commitments set out in our Delivery Program.

Our Management Team and staff have worked diligently to create a thoughtful and informed Operational Plan that supports our strategic priorities. This plan ensures that core programs and services are delivered to meet the needs of our region. It aligns with our Community Strategic Plan: Towards 2035 and details how we intend to deliver the community's vision.

Turning these projects from ideas into tangible outcomes requires inspired planning and a deep understanding of the Edward River community's desires as our region evolves. We are committed to achieving these goals in a fiscally responsible manner, maintaining our strong financial position.

We are proud of the progress and commitment detailed in this Operational Plan. Over the next 12 months, these projects and programs will bring real improvements to our community. The innovation and dedication shown by our workforce give us great confidence that we will deliver on this new Operational Plan.

We wish to thank you – our community members, organisations, businesses - for your contributions to the unique identity of Edward River. We couldn't achieve what we do without the support of our amazing community.



Cr Ashley Hall, Mayor



Jack Bond, Chief Executive Officer

Council's Values and Statements

Our Core Values

Edward River Council's values (LEAD) are at the core of what we do. Our values guide our:

- behaviour;
- how we go about our work;
- how we engage with the community and others;
- the decisions we make;

and should be reflected in our everyday actions, regardless of position or tenure with Council.



LEADERSHIP

We seek to provide strong leadership for our community and customers. We lead with empathy and integrity



EXCELLENCE

We strive for excellence and continuous improvement; in who we are, in how we work and how we deliver results for our community



ACCOUNTABILITY

We are open, honest and transparent in how we do business, the decisions we make and the actions we take



DELIVERY

We are committed to delivering results to our community and outstanding service to our customers

Acknowledgement of Country

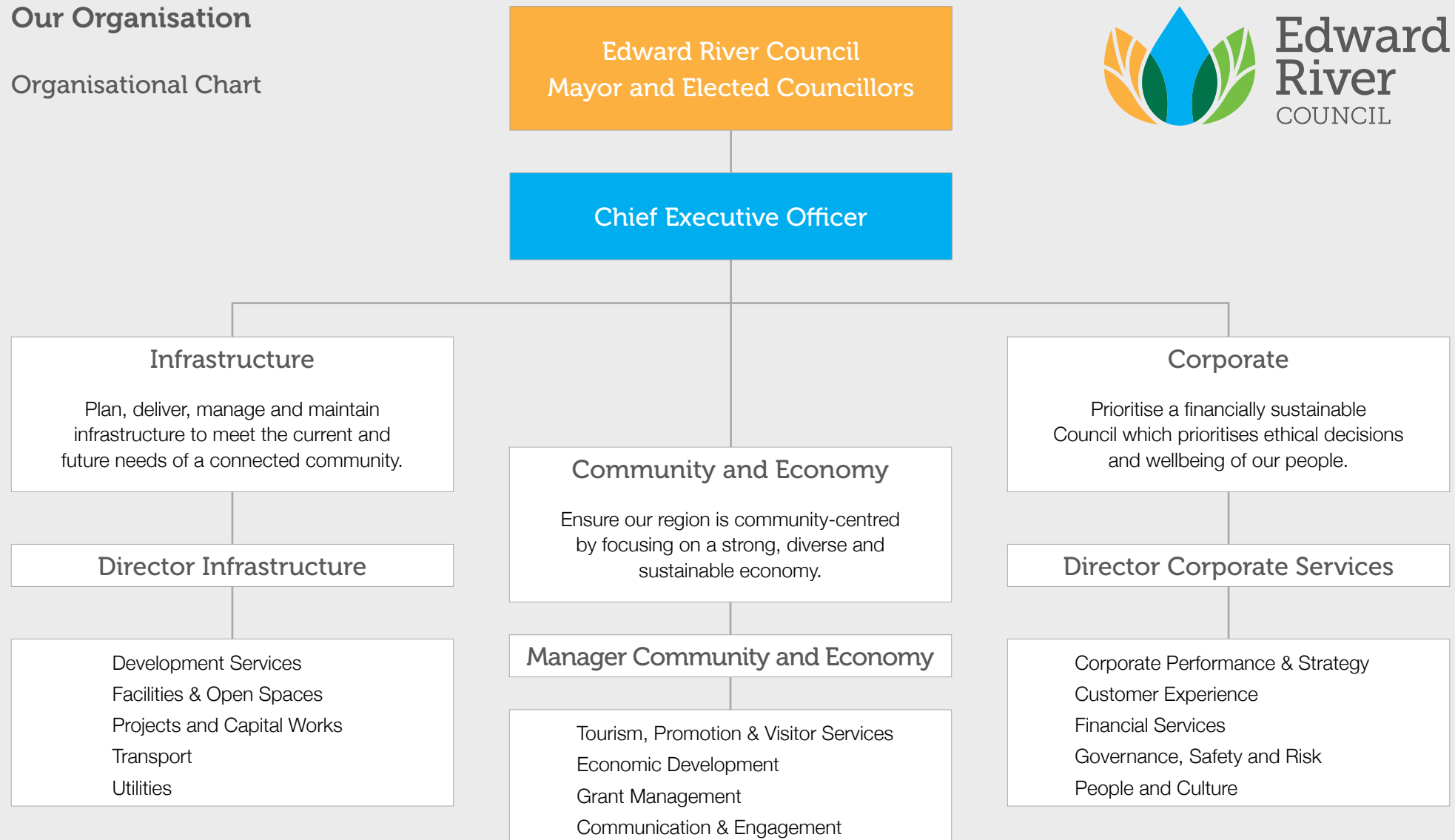
The Edward River Council acknowledges and embraces the Traditional Owners of the Lands within the Edward River Council area – the Wamba Wamba/Perrepa Perrepa Peoples – and pay our respects to their elders, past, present and emerging.

The Edward River Council also recognises the diversity of different cultures within our community and their contribution.



Our Organisation

Organisational Chart



Our Services

Council provides a range of regulatory and community-based services. Below is a high-level overview of the services which are aligned to the themes identified within our Community Strategic Plan and subsequent suite of Integrated Planning and Reporting Framework:

Communities	Natural Environment	Built Environment	Economy	Leadership
<ul style="list-style-type: none"> • Support and advocacy for health services, education and training • Disaster response and resilience • Recreation facilities • Libraries • Arts and Culture • Volunteers • Support community groups • Enabler of accessibility and inclusion • Food safety inspections 	<ul style="list-style-type: none"> • Tree management • Weed and pest management • Advocacy for local environmental issues • Sustainability • Waste collection and disposal 	<ul style="list-style-type: none"> • Infrastructure development and maintenance • Road, footpath and cycle networks • Public space and community facilities • Local heritage • Town planning • Building compliance 	<ul style="list-style-type: none"> • Economic development • Advocate for local business • Advocate for agriculture • Tourist and visitor information services • Tourism, marketing and promotion • Lead opportunities to develop strong workforce 	<ul style="list-style-type: none"> • Shared vision through Community Strategic Plan • Diverse leadership in decision making processes • Provide opportunities to grow our own leaders • Communication and engagement • Corporate Governance

Our Operational Plan

How it was developed

The Annual Operational Plan directly links back to Council's Community Strategic Plan which is the community's goals and aspirations which then flows through to the Council term 4 year Delivery Program into the actions which will be carried out by responsible officers within the annual Operational Plan to progressively achieve the targets of the Delivery Program.

It is important to remember that the Community Strategic Plan: Towards 2035 belongs to all members of the Edward River community and we cannot deliver the plan alone. Together, everyone achieves more.

Council's Operational Plan details the actions which will be undertaken by Council management and officers during the current financial year in each of Council's key service areas. Each Action is linked to one of the Themes and Strategies of the Community Strategic Plan: Towards 2035 and specifies how we will monitor our progress towards that Action.

How will progress be reported?

In order to monitor and measure the progress Council are making against the Delivery Program, the Annual Operational Plan includes measures and targets against each action. These indicators will form the basis of the legislated six monthly and annual reporting against the Operational Plan with the intent of delivering against the 4 Year Delivery Program.

In addition to the above reporting, Council will also prepare an Annual Report for the community which will focus on Council's implementation of our Delivery Program and the annual Operational Plan. The Annual Report will also outline compliance to our legislative obligations and audited financial reports.

At the end of the four year Delivery Program, Council will also provide a State of the Region report which will report against the measures identified with the Community Strategic Plan.

Actions to be delivered

Communities:
Caring, healthy, connected,
inclusive communities



Communities: Caring, healthy, connected, inclusive communities

CSP Theme	DP Reference	OP Reference	Action Deliverable	Team	Measure	Target
1.1.1	DP111.1	OP111.1	Review plan and implement agreed actions for Edward River Village and determine next steps	Project Management	Implement decision of review	90% actions completed
1.1.3	DP113.1	OP113.1	Plan and deliver events to support ageing residents	Library	Number of events held Number of participants	2 events Increase from previous
1.1.3	DP113.2	OP113.2	Deliver Senior's Week activities in collaboration with community groups	Community Development & Events	Grant secured Number of events Number of participants	Yes 2 Increase
1.1.4	DP114.1	OP114.1	Advocate for increased aged care places through Advocacy Plan	Mayor & Councillors	Advocacy Plan Number of advocacy efforts	Incorporated 2
1.2.1	DP121.2	OP121.2	Plan and deliver events which promote understanding of cultural heritage in Edward River	Library	Number of events held Collaboration achieved	2 events Yes
1.2.1	DP121.3	OP121.3	Plan for revitalisation of Island Sanctuary in collaboration with First Nations	Tourism, Development & Promotion	Collaborate and develop plan for revitalisation	Plan approved
1.2.2	DP122.1	OP122.1	Schedule and deliver a range of cultural events and exhibitions for Edward River region	Visitor Services, Gallery & Museum	Number of events held Attendance	2 Maintain
1.2.3	DP123.1	OP123.1	Reinstate Aboriginal Liaison Committee	Community & Economy	Invitations issued to relevant First Nations groups Number of meetings held	Yes 4 meetings per year

1.3.1	DP131.1	OP131.1	Facilitate and deliver relevant art activities or events through school terms	Library	Number of events held Number of participants	4 events Increase from previous
1.3.3	DP133.1	OP133.1	Collaborate with genealogy group and grow local knowledge	Library	Number of events held Number of participants	1 event Increase from previous
1.3.4	DP134.1	OP134.1	Investigate and understand current utilisation of community facilities	Tourism, Development and Promotion	Create register of facilities Ensure consistent fees applied for usage Collate register of utilisation	Register created Fees and charges reviewed Utilisation captured
1.3.4	DP134.2	OP134.2	Reinitiate Arts and Culture Committee	Community and Economy	Invitations issued to relevant stakeholders Number of meetings held	Issued 3
1.3.5	DP135.1	OP135.1	Enhance the functionality and grow usage of the What's On calendar	Community Development & Events	Increase number of listings by 25% for year Promotion of events	Annual percentage increase Monthly
1.3.5	DP135.2	OP135.2	Provide effective and compliant Traffic Management at events	Transport	Register of events Compliant Traffic Management Plan	Created 100% compliance
1.4.1	DP141.1	OP141.1	Monitor and ensure appropriate signage and parking for Disabled Parking	Transport	Benchmark number of available spaces per population	Within benchmark
1.4.1	DP141.2	OP141.2	Continue to improve road crossing to ensure safe crossing by pedestrians	Transport	Upgrade of crossing with visual alerts	1 crossing per year upgraded
1.4.3	DP143.1	OP143.1	Engage and update communication plan to ensure connections between villages and Deniliquin	Communication & Engagement	Updated communication tracker	2 way engagement with villages

1.4.3	DP143.2	OP143.2	Develop a New Residents Welcome Pack	Communication & Engagement	Establish Welcome Pack Contents Develop Operational Procedure	Yes Approved procedure
1.4.3	DP143.3	OP143.3	Report on implemented actions of the Disability Inclusion and Access Plan (DIAP)	Communication & Engagement	Actions implemented	85% of funded initiatives implemented
1.4.3	DP143.4	OP143.4	Promote awareness of Council service to support community through established Knowledge Bank	Customer Service	Updated Knowledge Bank	Engagement from 90% service provisions
1.4.3	DP143.5	OP143.5	Expand access to Information Communication and Technology (visual, colour, wheel chair, sensory)	Library	Education initiative	1 event
1.4.3	DP143.6	OP143.6	Collaboratively work on establishing a Youth Council for the local community.	Mayor & Councillor	Youth Council established	Yes
1.5.1	DP151.1	OP151.1	Enable public access to computers and internet in safe environment	Library	Access to computers during open hours	90% of time
1.5.1	DP151.2	OP151.2	Educate driver behaviour and bike safety on roads in region	Transport	Number of campaign communications	4
1.5.2	DP152.1	OP152.1	Collaborate and engage with key stakeholders for the promotion of Country University Centre in Deniliquin	Economic Development	Participation at meetings Advocacy letters	100% 2
1.5.4	DP154.1	OP154.1	Advocate and lobby for early caring and education to support community including potential funding opportunities	Mayor & Councillors	Advocacy Plan Number of advocacy efforts	Incorporated 2

1.6.1	DP161.1	OP161.1	Schedule events which support health awareness (Baby Bounce, Story Time, etc)	Library	Number of events held Number of participants	4 events Maintain current level
1.6.2	DP162.1	OP162.1	Work in partnership with Mental Health Advisory Group (MHAG) to support relevant events and develop an advocacy strategy	Mayor & Councillors	Hold community facilitated health forum	1
1.6.4	DP164.2	OP164.2	Work with relevant health key stakeholders to develop a Council health advocacy strategy	Mayor & Councillors	Council advocacy strategy	Developed
1.7.1	DP171.3	OP171.3	Collaborate in early discussions where potential new subdivisions are being planned to enable drainage, roads, footpaths, kerb and gutting, street lights	Transport Planning & Development	Hold developer / industry forum with Planning department	2
1.7.2	DP172.1	OP172.1	Advocate for investment in variable housing options and initiatives which increase access to housing	Mayor & Councillors	Advocacy letters	As required
1.8.1	DP181.1	OP181.1	Raise awareness for local sporting, recreation and cultural programs with the aim of increasing inclusion and access in all activities which promote healthy lifestyle	Community Development & Events	Promotion of events	As required
1.9.1	DP191.2	OP191.2	Provide technical support to law enforcement agencies in relation to Development Applications	Planning & Development	Feedback provided when sought	As required

Natural environments: Respected and healthy natural environments



Natural environments: Respected and healthy natural environments

CSP Theme	DP Reference	OP Reference	Action Deliverable	Team	Measure	Target
2.1.1	DP211.1	OP211.1	Advocate for local water policy to support our community	Mayor & Councillors	Advocacy plan Number of advocacy efforts	Incorporated 2
2.2.1	DP221.1	OP221.1	Promote and support the control of noxious weeds and other weed species through state Weed Action Plan	Open Spaces	Required works completed	90% of scheduled items
2.2.1	DP221.2	OP221.2	Finalise and implement Open Space service levels and schedule of operational programs	Open Spaces	Required works completed per schedule Additional works	90% <10%
2.2.1	DP221.3	OP221.3	Maintain roadside weed control on rural roads	Transport	Spraying completed	90% of scheduled works
2.2.2	DP222.1	OP222.1	Undertake feral animal eradication and control programs	Facilities	Required actions	90%
2.2.3	DP223.1	OP223.1	Engage and collaborate with key stakeholders on education of development of river frontage	Planning & Development	Feedback provided when DA applied for	As required
2.2.3	DP223.3	OP223.3	Reinitiate Edward River Users Group	Community Engagement & Events	Committee established Number of meetings held	Yes 2
2.3.1	DP231.2	OP231.2	Develop a Public Tree Management Strategy	Open Spaces	Strategy developed	Strategy adopted
2.3.1	DP231.3	OP231.3	Review and monitor electric vehicle charging stations	Fleet	Utilisation of stations	>60%
2.3.2	DP232.1	OP232.1	Investigate further opportunities for recycling and waste reuse	Waste	Prepare plan with recommendations	Plan approved

2.4.1	DP241.1	OP241.1	Collaboratively advocate for support with other key stakeholders to address river bank erosion	Flood mitigation & Drainage	Determine advocacy position through engagement	Agreed advocacy position
2.4.1	DP241.2	OP241.2	Plan and prepare a Flood Mitigation Strategy to ensure flood management	Flood mitigation & drainage	Budget bid Plans completed and prepared	Strategy adopted
2.4.1	DP241.3	OP241.3	Review Davidson St Flood Report and make recommendations on proposed actions	Flood mitigation & Drainage	Review report and make recommendations	Report inclusive of recommendations approved
2.4.1	DP241.4	OP241.4	Ensure sufficient communications and internet access for Communications Centre	Information Communication Technology	Internet and phones available within designated area	Within required service level
2.4.1	DP241.5	OP241.5	Ensure Emergency Evacuation site at Rotary Park Stadium is sufficiently established as last place of resort (generator, solar, lighting, etc)	Project Management	Grant funding sought Works scoped	Funding obtained 100% of scoped work delivered
2.4.1	DP241.6	OP241.6	Complete levee repair upgrade works along St Michael Street and near the entry to McLean Beach and undertake preliminary works for North Deniliquin Levee Upgrade project	Project Management	Grant funding and budget bids Funding sourced Preliminary works progressing	100% of scoped work delivered
2.5.1	DP251.2	OP251.2	Review actions from Waste Strategy to review operations of rural landfills	Waste	Review of rural landfills completed with recommendations	Report inclusive of recommendations approved
2.5.1	DP251.5	OP251.5	Undertake a review of Public Space waste (rationalisation, recycling)	Open Spaces	Complete review inclusive of recommendations	Review approved

Built environments: Liveable built environments



Built environments: Liveable built environments

CSP Theme	DP Reference	OP Reference	Action Deliverable	Team	Measure	Target
3.1.1	DP311.1	OP311.1	Undertake planning for approval of new Sewage Treatment Plant (STP)	Sewer	Plan adopted	Concept study completed
3.1.1	DP311.4	OP311.4	Investigate securing of water sources for fire fighting at Tip	Water	Investigation and recommendations completed	Report inclusive of recommendations approved
3.1.1	DP311.5	OP311.5	Deliver funded major projects for water supply and sewer systems	Project Management	Scheduled projects delivered on time to budget	90%
3.1.2	DP312.1	OP312.1	Engage with broader community in relation to South West Renewable Energy Zone opportunities	Economic Development	Opportunities shared on Council channels	As required
3.1.2	DP312.2	OP312.2	Leverage opportunities for asset improvement	Strategic Assets	List of proposed projects suitable for funding from REZ projects included in Asset Management Plans	Asset Management Plans updated annually
3.1.2	DP312.3	OP312.3	Ensure Council is resourced sufficiently to manage the impacts and opportunities of the South West Renewable Energy Zone	Economic Development	Apply for grant funding Utilise grant funding to engage suitable resource support	Grant funding obtained Employee support engaged
3.1.3	DP313.1	OP313.1	Collaborate with key stakeholders to ensure the long term sustainability of agricultural infrastructure	Economic Development	Number of engagements with key stakeholders	4
3.1.3	DP313.2	OP313.2	Undertake a feasibility study and review masterplan for Saleyards	Facilities	Study and Review completed	Review recommendations adopted
3.1.3	DP313.3	OP313.3	When bridge works completed by relevant authority ensure entry/exit maintained and aligned	Roads, Kerb & Gutter	Bridge sites inspected Required works completed	90% 90%

3.2.1	DP321.1	OP321.1	Plan for enhanced access between key locations enabling inclusivity of all community members (Deniliquin). Eg between Hospital/ aged care facilities and CBD	Transport	Review and plan completed	Report inclusive of recommendations approved
3.2.1	DP321.2	OP321.2	Review, plan and expand walking and cycle pathways	Roads, Kerb & Gutter	Review completed	Report inclusive of recommendations adopted
3.2.1	DP321.3	OP321.3	Review opportunities for efficiency improvement on maintenance vs capital	Roads, Kerb & Gutter	Review with recommendations completed	Report inclusive of recommendations approved
3.2.1	DP321.4	OP321.4	Deliver funded major works program for our built environment, including: <ul style="list-style-type: none"> • South Levee Reconstruction • Hardinge St Reconstruction • St Michael's St / McLean Beach • Barham Rd Culvert • North Levee 	Project Management	Scheduled projects delivered on time to budget	90%
3.2.1	DP321.5	OP321.5	Undertake review and develop a policy regarding Street Lighting	Transport	Develop policy	Policy adopted
3.2.1	DP321.6	OP321.6	Review, update and deliver Asset Management strategies, plans and revaluation	Assets	Updated Asset Management Strategy and Plan Revaluations completed as required	Strategy adopted Plan Adopted Revaluations completed and imported to T1
3.2.1	DP321.7	OP321.7	Review Council parking and seek grant funding for Sail Shade over designated long-term parking	Project Management	Seek Grant Funding Scope works	Obtain Grant Funding Deliver 100% works

3.3.1	DP331.1	OP331.1	Ensure Boat Ramp compliance meets minimum standards	Boat Ramps	Inspections completed	100%
3.3.2	DP332.1	OP332.1	Advocate for youth centre in Deniliquin CBD utilising a vacant building	Mayor & Councillors	Advocacy Plan Advocacy efforts	Incorporated 2
3.3.3	DP333.1	OP333.1	Increase partnership with community groups for increased activation of open space	Open Spaces	Review of User Agreements Enable community booking of facilities Monitor utilisation	100% of agreements updated Improved booking available Register of utilisation
3.3.3	DP333.2	OP333.2	Ensure Swimming Pool Masterplan is adopted and seek funding for implementation of actions	Facilities	Masterplan adopted (Year 1) Grant funding sought where appropriate to implement actions (Years 2 – 4)	Masterplan adopted
3.3.3	DP333.3	OP333.3	Review and update relevant Open Space Master plans for sporting facilities	Facilities	All plans identified All plans reviewed	Register Collaboratively review with relevant user groups
3.3.4	DP334.1	OP334.1	Maintain network of parks and reserves in accordance with service level and relevant strategies	Open Space	Maintenance per service level Strategy actions completed	Completed 90%
3.4.1	DP341.2	OP341.2	Administer the Local Heritage Grants Program	Planning & Development	Number of applicants Total budget allocated	Increase Yes
3.5.1	DP351.1	OP351.1	Continue to advocate with RAMJO for improved digital connectivity in our regions	Information Communication Technology	Attendance at scheduled meetings	100%
3.5.1	DP351.2	OP351.2	Review and ensure appropriate leases in place for Crown Land communication towers	Property	Crown leases reviewed All leases on Lease register	Yes Yes

Economy: Strong, diverse and sustainable



Economy: Strong, diverse and sustainable

CSP Theme	DP Reference	OP Reference	Action Deliverable	Team	Measure	Target
4.1.3	DP413.1	OP413.1	Plan and utilise existing industrial land for warehousing rural products for distribution locally and interstate	Economic Development	Create network Facilitate collaboration opportunities	Register created 2
4.2.1	DP421.1	OP421.1	Edward River Council to retain and attract a diverse and capable workforce (diversity, inclusion, attraction, retention, reward and recognition)	People & Culture	Approved suite of policies Positions filed on first recruitment campaign Retention rate	100% 80% 80%
4.2.1	DP421.2	OP421.2	Enable collaboration of key stakeholders to ensure appropriate learning opportunities are within the Edward River region	Economic Development	Create network of stakeholders	Register completed
4.2.1	DP421.3	OP421.3	Take action to 'grow our own' workforce through creation of apprenticeships and traineeships that enable our young people to remain local	People & Culture	Number of apprentices/ trainees onboarded within workforce	>2
4.2.1	DP421.4	OP421.4	Implement locally designed initiatives to build workforce skills in customer service with a focus on retail and dining	Tourism, Development and Promotion	Training opportunity to gain relevant skills locally	1 event
4.2.1	DP421.5	OP421.5	Edward River Council to review skill set and identify opportunities for multi skilled workforce	Transport	Plan prepared	Approved

4.3.1	DP431.1	OP431.1	Review, plan and deliver an updated Economic Development Strategy to grow the region	Economic Development	Obtain Grant Funding Economic Development Strategy prepared	Grant funding obtained Strategy adopted
4.4.1	DP441.1	OP441.1	Collaborate and engage with key business stakeholders to promote active CBD	Economic Development	Create network Facilitate collaboration opportunities	Register created 2
4.4.1	DP441.2	OP441.2	Review and ensure a well serviced and activated CBD through maintenance schedule (footpath sweeping, beautification, toilet cleaning)	Facilities	Maintenance schedule	90%
4.4.2	DP442.1	OP442.1	Engage and support local businesses in collaboration with Business Chamber to grow economy	Economic Development	Number of events Number of participants	2 maintain
4.4.2	DP442.3	OP442.3	Seek adoption of Growth Strategy and progress implementation of actions	Economic Development	Strategy updated Seek Grant funding to deliver scheduled actions	Adopted Obtain Grant funding Deliver 85% funded scheduled actions
4.5.1	DP451.2	OP451.2	Develop Development Control Plan Develop Developer Contribution Plan Review and investigate Local Environmental Plan amendment to enable residential opportunities within aerodrome development	Planning & Development	Plan prepared Plan prepared Amended LEP prepared	Adopted plan Adopted plan Adopted amendment

4.5.2	DP452.1	OP452.1	Develop an industry investment prospectus package	Economic Development	Grant funding sought Package developed	Grant funding obtained Package approved
4.6.1	DP461.1	OP461.1	Review and update Tourism and Events Strategy	Tourism, Development and Promotion	Grant funding obtained Strategy updated	Grant funding obtained Strategy adopted
4.6.1	DP461.2	OP461.2	Collaborate and engage with local event organisers for the promotion of local events (including in-kind support and sponsorship)	Tourism, Development and Promotion	Number of events Number of participants Number of sponsorships	6 Maintain 2
4.6.3	DP463.1	OP463.1	Plan and develop opportunities for key stakeholders to increase visitation	Tourism, Development and Promotion	Number of events	2
4.7.1	DP471.2	OP471.2	Plan and develop an airport runway extension for emergency aeromedical access under all conditions	Project Management	Grant Funding	Completion of work
4.7.2	DP472.1	OP472.1	Collaborate and engage with key stakeholders to increase access and utilisation of transport hub	Economic Development	Create network Facilitate collaboration opportunities	Register created 4

Leadership: Accountable civic leaders



Leadership: Accountable civic leaders

CSP Theme	DP Reference	OP Reference	Action Deliverable	Team	Measure	Target
5.1.1	DP511.1	OP511.1	Continuously reference and consider this document and ensure actions align with the suite of IP&R documents	Leadership	Alignment of projects and initiatives to Delivery Program Development of Issues Register	100% Issues Register compiled
5.1.2	DP512.1	OP512.1	Plan, promote and educate community and industry on potential funding opportunities through various grants	Grants	Number of events Number of promotions via Council communication channels	2 6
5.1.2	DP512.2	OP512.2	Through CSP and DP identify and plan for potential funding opportunities to enable delivery of identified Council goals	Grants	Calendar of opportunities established Y3 onwards look for community project opportunities	Calendar established with potential projects Engage with community groups regarding grant opportunities
5.1.2	DP512.3	OP512.3	Work collaboratively to develop a contemporary and updated Council Vision	Mayor & Councillors	Collaboratively developed vision	Adopted and embedded
5.1.3	DP513.1	OP513.1	Advocate for community priorities identified in Advocacy Plan	Mayor & Councillors	Advocacy as united voice	As required
5.1.3	DP513.2	OP513.2	Review, prioritise and update Advocacy Plan for term of Council aligned to aspirations identified in CSP and DP	Economic Development	Updated Plan prepared	Plan adopted
5.1.4	DP514.1	OP514.1	Implementation of online booking system inclusive of all public assets and facilities	Customer Service	Policy and Procedure developed Reports created regarding utilisation	Approved and implemented Created and issued to Leadership 6 monthly

5.1.4	DP514.2	OP514.2	Plan, identify and ensure internal audits are scheduled, completed and recommendations actively progressed	Risk	Internal audits Service review Recommendations actioned	2 2 80%
5.1.4	DP514.3	OP514.3	Ensure ARIC continues to operate in accordance with defined regulations	Risk	Meetings held Annual plan achieved	4 90%
5.1.4	DP514.4	OP514.4	Develop and prepare a State of Asset Report on annual basis	Assets	Annual Report prepared	Report approved
5.2.1	DP521.1	OP521.1	Develop employees through structured leading, mentorship and leadership initiative to build resilient and future ready workforce	People & Culture	Leadership opportunities provided to expand skills	2
5.2.1	DP521.2	OP521.2	Engage and enable feedback from committees that enables informed community based decisions	Community & Economy	Representative at each committee meeting	100%
5.2.1	DP521.3	OP521.3	Plan to implement supported actions of adopted Strategies that align with community aspirations	Economic Development	Number of actions implemented	>80%
5.2.1	DP521.4	OP521.4	Implement rotating Council engagements at each of six main villages per year	Mayor & Councillors	Bi-monthly events between villages scheduled	6
5.3.1	DP531.1	OP531.1	Ensure that our community has the opportunity to provide feedback where it can influence decision making	Leadership	Community Engagement opportunities	Where feedback can influence decision
5.3.1	DP531.2	OP531.2	Through Advocacy efforts ensure that the communities aspirations are heard to enable informed decision making	Mayor & Councillor	Advocacy efforts informed by community	Ensure speaking one voice and aligning with advocacy
5.4.1	DP541.2	OP541.2	Introduce an annual Community Award event to recognise the contribution of local volunteers and leaders	Community & Economy	New Local Volunteer Award New Local Leader Award	1 1

5.4.1	DP541.3	OP541.3	Ensuring our volunteers have the skills to support the needs of our community	Visitor Services, Gallery & Museum	Number of skill sessions Participation in sessions	2 85% of volunteers
5.5.1	DP551.1	OP551.1	Implementation of the Communication and Community Engagement Strategy	Communications & Engagement	Actions of Strategy delivered	90% of funded, scheduled actions delivered
5.5.1	DP551.2	OP551.2	Develop a plan of customer experience improvements (engagement, accessibility, digital, responsiveness, first point call)	Customer Service	Regular reporting Digital forms First point of call	Monthly 2 50%
5.5.1	DP551.3	OP551.3	Work with Communications to ensure a vast communication plan is in place so our community knows what is happening	All Leaders	All actions which affect community incorporated into communication plan	100%
5.5.1	DP551.4	OP551.4	Review and update Community Participation Plan	Planning & Development	Plan prepared	Plan adopted
5.6.1	DP561.1	OP561.1	Develop a plan of incremental steps to drive awareness, improve efficiency and overall compliance for managing Council's records	Information Management	Scheduled actions completed	90%
5.6.1	DP561.2	OP561.2	Develop and implement an updated internal Intranet to enable access to corporate records	Business Systems	Intranet prepared	Intranet implemented
5.6.1	DP561.4	OP561.4	Continue to review version relevance, utilisation of TechOne, workflows and modules	Business Systems	Version updated Utilisation review completed	Per compliance agreement Review completed Action plan developed to improve utilisation of available function
5.6.1	DP561.5	OP561.5	Ensure robust policies, processes and systems that uphold legislative compliance through review, development and implementation	All Leaders	Policies due for review, reviewed and approved or adopted	90%

5.6.1	DP561.6	OP561.6	Develop an IT security policy, response and testing plans, annual user training and external reviews to ensure compliance with current best practices	Information Communication Technology	Framework prepared	Framework adopted
5.6.1	DP561.7	OP561.7	Review availability of suitable meeting spaces with modern technology enabling live streaming	Information Communication Technology	Upgrades completed to enable audit and livestreaming	Completed
5.6.1	DP561.8	OP561.8	Implement Committees and Facilities Framework	Governance	Scheduled actions completed	90%
5.6.1	DP561.9	OP561.9	Continue to implement actions from internal audits and educate workforce on benefit of compliant Procurement through accountability reporting	Procurement	Scheduled actions Develop report schedule to drive accountability and compliance	90% Approved report Presented monthly to Leadership
5.6.1	DP561.10	OP561.10	Facilitate ongoing review and compliance through Internal and External Audits	Finance	Audits completed	Compliant with legislative and accounting standards
5.6.1	DP561.11	OP561.11	Continue to review Council's financial position to ensure financial sustainability and long term sustainability	Finance	Develop finance report for Leadership	Present monthly to Leadership
5.6.1	DP561.12	OP561.12	Review and update Revenue Statement through budget process	Rates & Revenue	Statement prepared	Statement adopted
5.6.1	DP561.13	OP561.13	Prepare Annual and Long Term Financial Plan in accordance with legislative and accounting standards	Finance	Annual and LTFP prepared	Annual and LTFP adopted by 30 June
5.6.1	DP561.14	OP561.14	Review, update and implement refreshed WHS Management System	Safety	Updated suite of WHS Policy, Procedure, SWMS and Templates	Approved Training delivered

5.6.1	DP561.15	OP561.15	Continue implementation of Risk Management Framework	Risk	Scheduled actions completed Risk alignment to RAS in Council reports	90% 85%
5.6.1	DP561.16	OP561.16	Continue to review and monitor compliance to Governance Framework	Governance	Scheduled actions Annual training delivered	90% 90%
5.6.1	DP561.17	OP561.17	Undertake regular reporting against Delivery Program and Operational Plan reporting	Corporate Performance & Strategy	Compliance reporting Progress reporting	6 monthly Quarterly
5.6.1	DP561.18	OP561.18	Undertake a review and establish a full Lease Register of Council assets and facilities ensuring annual changes applied	Facilities	Lease register established Annual review and increments/renewals Fees charged via Sundry Debtors	100% 100% 100%
5.6.1	DP561.19	OP561.19	Undertake review of Asset Data and ensure reconcilable, data elements applied and build on data	Assets	Systems data reconciled Condition data applied to all assets Parent/Child relationships established	90% 90% 80%
5.6.1	DP561.20	OP561.20	Undertake review of CRM Category and consider sub category implementation	Customer Service	Review completed Category aligned to service Sub Category reviewed	Cleared 100% Recommendation
5.6.1	DP561.21	OP561.21	Undertake Financial Sustainability review seeking efficiencies to ensure long term sustainability	Corporate Performance & Strategy	Improved financial sustainability outcomes	Balanced budget

Conclusion

The Annual Operational Plan is made up of the following key documents:

- This Plan, which outlines the actions that Council will undertake during 2025-2026, who is responsible for ensuring the actions are undertaken, the source of funding for the action and performance indicators which will allow Council to determine the success of each action and to view progress on its implementation
- Appendix 1: Capital Renewal and Upgrade Program for 2025-2026
- Appendix 2: The Annual Budget, which shows Council's Revenue and Expenditure for the 2025-2026 financial year
- The Annual Fees and Charges document, which outlines the fees and charges for the use of Council equipment and facilities, charges on Council services and legislative based charges such as rates, water, sewer and waste
- The Statement of Revenue Policy, which outlines how rates, water, sewer and waste charges are calculated, along with Council's pricing policy and other revenue sources.

These documents all form part of the Annual Operational Plan for 2025-2026 and should be read together. In accordance with the Legislative Framework, Council is required to report on the implementation of the plan at six monthly intervals, with the budget formally being reviewed by Council at quarterly intervals.

APPENDIX 1

Capital Renewal and Upgrade Program 2025-2026

The 2025-2026 Operational Plan includes an asset renewal and upgrade capital program totalling \$14.353 million. Works include:

Key Highlights

Activities	Value
Plant Replacement	\$1.5 million
Road, Footpath & Networks	\$7.18 million
Buildings and Facilities	\$1.3 million
Open Space and Recreation	\$0.41 million
Flood Mitigation and Drainage	\$1.99 million
Waste Management	\$0.2 million
Water	\$0.55 million
Sewer	\$0.95 million
Non-infrastructure assets	\$0.24 million
TOTAL	\$14.353 million

Grant-funded capital projects

Grant funded projects included in key highlights:

Projects	Grant Value
Culvert Barham Rd	\$0.58 million
Part of Hardinge Street Reconstruction	\$1.7 million
Regional and Local Road Repair Program, focusing on rural roads	\$1.67 million
Cressy Street	\$0.5 million
North Levee Study	\$0.15 million
St Michael Street / McLean Beach Study	\$1.2 million

Capital Program Summary

Infrastructure	Amount \$
Plant	\$1,500,000
12M Grader	\$500,000
Sweeper	\$380,000
Roller	\$200,000
Backhoe	\$75,000
Worksite Van	\$80,000
Pool Vehicle	\$50,000
Passenger Vehicles x 3 (utes)	\$144,000
Pressure Washer	\$16,000
Transport Ute	\$55,000
Roads, Footpath and Networks	\$7,187,000
Project Development	\$250,000
Hardinge Street Reconstruction	\$2,200,000
Gravel Re-sheet Program	695,000
Kerb and Guttering	\$150,000
Local Road Reseal Program	\$850,000
Footpaths	\$195,000
Bridges	\$100,000
Reconstruction Urban Sealed	\$2,170,000
Regional Roads	\$577,000

Infrastructure	Amount \$
Buildings and Facilities	\$1,307,000
North Depot Refurbishment	\$250,000
Rotary Park Upgrades	\$240,000
Airport Hangars Upgrade	\$150,000
Amenities Upgrade	\$375,000
Boat Ramp Upgrades and Signage	\$130,000
Lighting replacement Program	\$30,000
Building Maintenance (Boorooban, Civic & Deni Town Hall)	\$132,000
Open Space and Recreation	\$415,000
Cemetery Plinths and Rose Garden Upgrade	\$45,000
Truck Wash Upgrade	\$100,000
Swim Centre – Plant Room Roof & Kiosk Upgrades	\$50,000
Public Open Space Reserve Works	\$220,000
Flood Mitigation and Drainage	\$1,995,000
Levee Bank-North Levee Study	\$300,000
Levee Bank – South Levee Reconstruction	\$1,200,000
Stormwater drainage works	\$495,000

Infrastructure	Amount \$
Waste Management	\$200,000
Flood Recovery Repairs – Deniliquin Landfill	\$200,000
Water	\$555,000
Watermain Replacement Program	\$505,000
Water Treatment Plant – Minor Upgrades	\$50,000
Sewer	\$950,000
Sewer Relining Works	\$450,000
Pump Station Upgrades	\$200,000
Sewer Treatment Plant – Minor Upgrades	\$300,000
Non Infrastructure	\$244,000
IT Program	\$179,000
Library Collection	\$65,000
Total new capital program (renewals and upgrades)	\$14,353,000

Capital Works included in 2025/26 Operational Plan

Plant and Fleet Replacement

- Grader
- Roller
- Backhoe
- Worksite office van
- Five utes and passenger vehicles
- Renewal of car wash equipment

State Highway Construction (in partnership with TfNSW)

- Reconstruction of Hardinge Street between Harfleur Street and Ochertyre Street (two stages)

Regional Road Construction

- Replacement of culvert on Barham Road near Ochertyre Street roundabout
- Resealing of various regional roads

Local Road and Kerb and Gutter Construction and Sealing

- Reconstruction of Cressy Street from the Post Office crossing to the Wellington Street roundabout
- Resealing of various local roads

Local Road Gravel Resheeting

Resheeting of sections of the following local roads:

- North Aratula Road
- Googumbla Road
- Todds Road
- Warbreccan Road
- River Street and Rose Street

Bridges

- Refurbishment of various bridges based on inspection reports

Footpath Renewal Program

- Replacement of existing footpath in various areas

Facilities

- Extension of Runway 56/24 at Deniliquin Airport
- Refurbishment works at Rotary Park and Basketball Stadium, including:
 - Rotary Park clubrooms
 - Rotary Park carpark area
 - Stadium roof and grandstand replacements
- Refurbishment works at the following buildings:
 - Booroorban Hall
 - Deniliquin Library (lighting)
 - Town Hall (mechanical services protection)
 - Council depot (workshop area)
 - Council Civic Building
 - Scotts Park amenities
 - McLean Beach (amenities block and fence replacement)
 - Deniliquin Swim Centre (plant room and kiosk)
- Refurbishment of truck wash at Saleyards
- Refurbishment of Belman hangars at Airport

Open Space and Recreation

- Deniliquin Cemetery:
 - Refurbishment of rose garden areas
 - Construction of plinths for lawn cemetery area
- Refurbishment and renewal of parks and garden areas including:
 - Cressy Street CBD landscaping
 - RJ Edwards Reserve
 - Waring Gardens (BBQ area)
 - Irrigation upgrade program
- Refurbishment and renewal works at sporting grounds including:
 - Hardinge Street Oval irrigation pump
 - Memorial Park infrastructure audit
- Safety improvements for boat ramps
- North Deniliquin Rest Area (interpretive signage and demolition of old amenities block)

Flood Mitigation and Drainage

- Repairs to the existing levee bank in St Michael Street and near the entrance to McLean Beach
- Refurbishment of pump station behind South Deniliquin School
- Refurbishment of Wyatt Street pump system
- Stage of works for upgrading of the North Deniliquin Levee

Waste Management

- Flood Damage Repair Works – Stage 2

Water Supply

- Water mains renewal as part of the following road reconstruction projects:
 - Hardinge Street
 - Cressy Street
- Refurbishment of the Water Treatment Plant

Sewerage Services

- Sewer Relining Program
- Refurbishment of Sewer Pump Stations
- Sewage Treatment Plant investigation works

APPENDIX 2

Budget Overview 2025-2026

Introduction

The 2025-2026 Budget has been prepared on a 'business as usual' basis and has been set specifically to enable delivery of the 2025-2026 Operational Plan. The consolidated Budget includes revenue of \$39.7 million and operating expenses of \$36.5 million, resulting in an operating surplus of \$3.2 million. Revenue of \$39.7 million includes Capital Income of \$1.2 million.

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

Funds	Revenue	Operating Expenses	Operating Result	Less: Capital Grants	Operating Result before Capital items
	\$,000	\$,000	\$,000	\$,000	\$,000
General	\$29,036	\$27,956	\$1,080	\$1,243	-\$163
Water	\$3,895	\$3,130	\$765	\$35	\$730
Sewer	\$4,207	\$2,497	\$1,710	\$50	\$1,660
Edward River Village	\$7	\$201	-\$194	\$0	-\$194
Waste	\$2,704	\$2,864	-\$160	\$0	-\$160
Less: Internal Loan	-\$172	-\$172	\$0	\$0	\$0
TOTAL	\$39,677	\$36,476	\$3,201	\$1,328	\$1,873

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 4.6%. More detailed information on this stream of revenue is outlined in Council's Statement of Revenue Policy.

User charges and fees revenue

Generally, user charges and fees have been set to increase by 2.7%, although there are exceptions where individual fees have been assessed in accordance with the Pricing Framework contained within the Statement of Revenue Policy and will increase at a different rate. Other fees are prescribed by the NSW Government, with Council having no discretion in relation to the setting of those fees. Full details of all Fees and Charges can be found in Council's Schedule of Fees and Charges.

Interest and investment revenue

Council's estimated interest and investment revenue for 2025-2026 is \$1.6 million. Council will continue to invest funds in accordance with the Minister of Local Government's Order, and secondly by Council's adopted Investment Policy.

Grants and contributions revenue

Council has assumed recurrent grant revenue will continue with an increase projection of 2.5%. Council has secured over \$5.7 million in grants to assist with the Capital Works Program in 2025-2026.

Employee costs

Employee related costs, which include salaries, entitlements, insurances, taxes, travel and training, are estimated to be \$13.8 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 2025-2026.

Materials and contract costs

Materials and contracts for the 2025-2026 year are budgeted at \$10.2 million. This is relatively similar to the previous financial years original budget.

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 rate for all other salary earners.

Reserves

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

Unrestricted funds

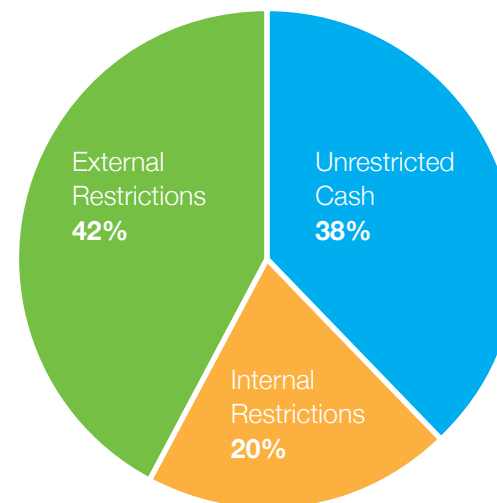
Available to cover operational needs and unexpected emergency costs.

Internal Restriction

These funds are those that are restricted by Resolution of Council. Internal Restrictions are adopted by Council and are generally to finance either future expenditure for specific projects or future liabilities to ensure funds are available as required.

External Restriction

External restrictions are a legislated requirement designed to reflect the different activities undertaken by Council and ensure that funds are appropriately grouped to understand the financial viability and sustainability of the activity. These funds can only be utilised for the defined purpose and cannot be utilised by Council for general operations.



Financial Statements

Edward River Council	
Income Statement - Consolidated	
<i>*base scenario</i>	Proposed Budget
Year Ending	2026
	\$000s
Income from Continuing Operations	
Rates and Annual Charges	16,708
User Charges and Fees	4,230
Other Revenues	712
Grants & Contributions for Operating Purposes	14,745
Grants & Contributions for Capital Purposes - Cash	1,328
Interest & Investment Revenue	1,612
Net Gains from the Disposal of Assets	342
Total Income from Continuing Operations	39,677
Expenses from Continuing Operations	
Employee Costs	13,805
Materials and Contracts	10,193
Borrowing Costs	-
Depreciation & Amortisation	11,748
Other Expenses	729
Total Expenses from Continuing Operations	36,475
Operating Result from Continuing Operations Surplus/(Deficit)	3,202
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,874

Balance Sheet Projections

Edward River Council	
Balance Sheet - Consolidated	
<i>*base scenario</i>	Proposed Budget
Year Ending	2026
	\$000s
Current Assets	
Cash & Cash Equivalents	20,999
Investments	24,470
Receivables	3,027
Other (Includes Assets Held for Sale)	168
Total Current Assets	48,664
Non-Current Assets	
Investments	6,000
Infrastructure, Property, Plant & Equipment	507,351
Other	89
Total Non-Current Assets	513,440
Total Assets	562,103
Current Liabilities	
Payables	3,641
Contract Liabilities	4,629
Borrowings	-
Provisions	3,166
Total Current Liabilities	11,436
Non-Current Liabilities	
Payables	2,950
Borrowings	-
Provisions	4,015
Total Non-Current Liabilities	6,964
Total Liabilities	18,400
Net Assets	543,703
Equity	
Retained Earnings	490,984
Revaluation Reserves	52,720
Total Equity	543,703

Cash Flow Statement Projections

Edward River Council	
Cash Flow Statement Projections-Consolidated	
<i>*base scenario</i>	Proposed Budget
Year Ending	2026
	\$000s
Cash Flows from Operating Activities	
Receipts - Operating Activities	36,544
Payments - Operating Activities	(25,456)
Net Cash Provided by (or used in) Operating Activities	11,088
Cash Flows from Investing Activities	
Receipts - Infrastructure, Property, Plant & Equipment	342
Purchases - Infrastructure, Property, Plant & Equipment	(14,512)
Receipts/Purchases - Other Assets	(913)
Net Cash Provided by (or used in) Investing Activities	(15,083)
Cash Flow from Financing Activities	
Receipts - Loan Borrowings	-
Payments - Principal Repayments	-
Net Cash Provided by (or used in) Financing Activities	-
Net Increase/(Decrease) in Cash Assets Held	(3,995)
Cash and Cash Equivalents at Beginning of Reporting Period	24,993
Cash and Cash Equivalents at End of Reporting Period	20,999
Investments at End of Reporting Period	30,470
Total Cash, Cash Equivalents and Investments at End of Reporting Period	51,469

Income Statement Projections by Fund

Edward River Council

Income Statement Projections-by Fund

**base scenario*

Year Ending 2026	General	Water	Sewer	ERV	Waste
	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations					
Rates and Annual Charges	9,006	1,693	3,672	-	2,336
User Charges and Fees	1,720	1,959	244	7	300
Other Revenues	707	-	-	-	5
Grants & Contributions for Operating Purposes	14,730	-	-	-	15
Grants & Contributions for Capital Purposes	1,243	35	50	-	-
Interest & Investment Revenue	1,287	208	241	-	48
Net Gains from the Disposal of Assets	342	-	-	-	-
Total Income from Continuing Operations	29,035	3,895	4,207	7	2,704
Expenses from Continuing Operations					
Employee Costs	11,995	639	714	-	457
Materials and Contracts	5,623	1,454	933	3	2,180
Borrowing Costs	-	-	-	172	-
Depreciation	9,609	1,038	849	-	-
Other Expenses	729	-	-	26	227
Total Expenses from Continuing Operations	27,956	3,131	2,496	201	2,864
Operating Result from Continuing Operations Surplus/(Deficit)	1,079	764	1,711	(194)	(160)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(164)	729	1,661	(194)	(160)

Balance Sheet by Fund

Edward River Council

Balance Sheet

**base scenario*

Year Ending 2026	General \$000s	Water \$000s	Sewer \$000s	ERV \$000s	Waste \$000s
Current Assets					
Cash & Cash Equivalents	11,680	1,764	5,802	1,344	408
Investments	11,807	4,792	4,199	-	3,672
Receivables	2,601	307	218	-	4
Other (Includes Assets Held for Sale)	153	15	-	-	-
Total Current Assets	26,241	6,878	10,219	1,344	4,084
Non-Current Assets					
Investments	6,000	-	-	-	-
Infrastructure, Property, Plant & Equipment	413,195	46,031	37,392	6,087	4,645
Other	3,052	-	-	-	-
Total Non-Current Assets	422,247	46,031	37,392	6,087	4,645
Total Assets	448,488	52,909	47,611	7,431	8,729
Current Liabilities					
Payables	3,384	112	144	-	-
Contract Liabilities	4,629	-	-	-	-
Borrowings	-	-	-	103	-
Provisions	2,878	-	-	-	289
Total Current Liabilities	10,891	112	144	103	289
Non-Current Liabilities					
Payables	40	-	-	2,910	-
Borrowings	-	-	-	2,963	-
Provisions	127	-	-	-	3,887
Total Non-Current Liabilities	167	-	-	5,873	3,887
Total Liabilities	11,058	112	144	5,976	4,176
Net Assets	437,430	52,797	47,467	1,455	4,553
Equity					
Retained Earnings	394,873	45,248	44,854	1,455	4,553
Revaluation Reserves	42,557	7,549	2,613	-	-
Total Equity	437,430	52,797	47,467	1,455	4,553

Cash Flow Statement by Fund

Edward River Council

Cash Flow Statement

**base scenario*

Year Ending 2026	General	Water	Sewer	ERV	Waste
	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities					
Receipts - Operating Activities	25,917	3,881	4,207	7	2,704
Payments - Operating Activities	(19,075)	(2,094)	(1,647)	(175)	(2,637)
Net Cash Provided by (or used in) Operating Activities	6,842	1,787	2,560	(168)	67
Cash Flows from Investing Activities					
Receipts - Infrastructure, Property, Plant & Equipment	342	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(12,807)	(555)	(950)	-	(200)
Receipts/Purchases - Other Assets	97	-	(1,032)	-	120
Net Cash Provided by (or used in) Investing Activities	(12,368)	(555)	(1,982)	-	(80)
Cash Flow from Financing Activities					
Receipts - Loan Borrowings	-	-	-	-	-
Payments - Principal Repayments	-	-	-	(97)	-
Net Cash Provided by (or used in) Financing Activities	-	-	-	(97)	-
Net Increase/(Decrease) in Cash Assets Held	(5,526)	1,232	578	(265)	(13)
Cash and Cash Equivalents at Beginning of Reporting Period	17,206	532	5,225	1,609	421
Cash and Cash Equivalents at End of Reporting Period	11,680	1,764	5,802	1,344	408
Investments at End of Reporting Period	17,807	4,792	4,199	-	3,672
Total Cash, Cash Equivalents and Investments at End of Reporting Period	29,487	6,556	10,001	1,344	4,080

Document and Version Control

Plan #		PLA-COR-003	Title	2025-2026 Operational Plan	
Document Type		Plan	Approval Type	Council	
Version Number	Modified by	Modifications made	Approval Type	Minute Number and Date	Status
1	Acting Director Corporate Services	Developed for public exhibition	Endorse for exhibition		Draft
2	Executive Assistant Corporate Services	Added approved responses to feedback from public exhibition	Adoption	2025/1706/11.3 Date: 17.06.2025	Final





EDWARD RIVER COUNCIL
OPERATIONAL PLAN 2025 – 2026

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