



**Edward
River**
COUNCIL

Operational Plan 2022-2023



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Edward River Council's *Delivery Program* for the current Council term is the outcome of, and found in, the *Community Strategic Plan* (CSP) and is put into action by this *Operational Plan* that contains the:

- annual budget and works to be undertaken;
- staffing resources required to deliver these actions, along with;
- how we will assess the success of the delivery outcomes

This Operational Plan is supplemented by the *Statement of Revenue Policy* and *Long-Term Financial Plan (LTFP)* (Part 2) and the annual *Fees and Charges* (Part 3).

OUR BUDGET – OVERVIEW



The 2022-23 budget has been prepared using the previous year's Long-Term Financial Plan as a reference, adjusted for known variations and new demands, and will deliver:

- a budget totalling \$27.55 million expenditure;
- investment of \$11.64 million in capital works and;
- returning an operating surplus of \$0.78 million

The \$0.78 million operating surplus is made up of the combined outcome of three funds:

- General -\$0.84 million deficit
- Water \$0.54 million surplus
- Sewer \$1.08 million surplus

Total Revenue (inclusive of capital grants)	
General fund	\$21.36 million
Water fund	\$3.45 million
Sewer fund	\$3.52 million
Consolidated funds	\$28.33 million

Total Costs	
General fund	\$22.20 million
Water fund	\$2.91 million
Sewer fund	\$2.41 million
Consolidated funds	\$27.55 million

As can be seen, the General fund deficit, which represents Council's revenue less day to day operational requirements, is offset, on paper, by the other funds that are strategically set aside to cover the ongoing water and sewerage service delivery and long term reinvestment into these services.

Whilst this consolidated outcome is 'in the black', the reality is that this operating deficit will remain and continue to impact Council's bottom line negatively and will be further impacted when the other funds are required for significant use in appropriate renewal of these assets.

Without further measures to address the rising costs of service delivery, Council's limited capacity to achieve significant cost savings and maintain existing service obligations or to expand services, in line with the community goals identified by the community and Councillors in the CSP, is a discussion for our community to have.

Where Council is the beneficiary of capital grants from other levels of government, or even its own reinvestment in infrastructure renewal, the responsible accounting for the cross-generational provision of future maintenance and renewal covered by 'depreciation costs' has a significant impact on Council's capacity to meet its more immediate normal operations.

Rates and annual charges revenue

Rating revenue increases in accordance with the Independent Pricing and Regulatory Tribunal (IPART) rate peg determination. According to IPART, *"the rate peg is mainly based on the Local Government Cost Index (LGCI), which measures price changes over the previous year for goods and labour that an average council will use. We also look at productivity changes over the same period."*

IPART also introduced a population-based component to cater for high growth areas that require urgent delivery of community infrastructure. The

rate peg determination by IPART varies each year and is often at variance with the yearly rate advised for modelling assumptions that IPART itself provides to Councils.

Whilst the rate peg for Edward River (and the majority of Councils) was initially set at 0.7 per cent, Council has, in response to directions from the NSW Minister for Local Government to IPART, determined to apply for an additional variation of 1.8 per cent which will allow for a 2.5 per cent increase for 2022-23, in line with current inflation rates. Council has also resolved to make the increase permanent.

The projected rates revenue for 2022-2023 will be \$9.4m to the general fund and a total of \$13.96m over all funds.

For further detail, see the statements below and refer to Council's Statement of Revenue Policy.

User charges and fees revenue

Generally, user charges and fees have been set to increase by 2.25 per cent, although there are exceptions where individual fees have been assessed and will increase at a different rate, whilst others are prescribed by the NSW Government – with Council having no discretion in the setting of those fees.

For further detail, refer to Council's Fees and Charges section of this document.

Interest and investment revenue

Interest on overdue rates, charges and deferred debts is budgeted at \$52,403.

Council's estimated interest investment revenue for 2022-2023 is \$269,233.

Council will continue an investment strategy to maximize return on

investment, whilst maintaining a low-risk portfolio governed firstly by the Minister of Local Government's Order, as set out below; and secondly by Council's Investment Policy which provides the framework for minimizing risks involved in investing public funds.

Minister of Local Government's Order - as published in the NSW Government Gazette on 11 February 2011:

The investment of surplus funds will be in accordance with Section 625 of the Act and by order of the Minister as published in the Gazette, in the form of:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth or any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW);
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) A deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Grants and contributions revenue

An optimistic approach has been taken with budgeting for grants and contributions revenue. The Financial Assistance Grant of \$6.2 million is forecast to grow at a modest rate of 3.85%. Over many years this grant has proven difficult to predict.

Generally, only known future grants are included in the forward projections, with the exception of grants which have been reliably received over a long period of time. The Pensioner Rebate subsidy of \$148,286 is shown for the forward period based on 55 per cent from the NSW Government. The original subsidies were 5 per cent Australian Government and 50 per cent NSW Government; however, the Australian Government contribution was discontinued in 2014-15 but was offset by the NSW Government increasing its subsidy to 55 per cent for a temporary period. It is assumed that this additional subsidy will be maintained into the future.

Employee costs

At the adopted budget for 2021-2022, Council approved 108.7 full time equivalent staff.

Employee-related costs, which include salaries, entitlements, insurances, taxes, travel and training costs, are estimated to be \$10.03m. It is assumed that employee costs will grow at a rate of 2 per cent in the forecast period. This includes anticipated award increases, growth through salary progression and reduction in training budget.

Borrowing costs

Council currently has no loan portfolio and whilst not possible borrowings for the senior living precinct and airport project in the forecast period.

Materials and contract costs

Materials and contracts costs estimate for the 2022-2023 has increased from prior years due to the increase in the cost of materials and services due to Covid and world economy related shortages and therefore increases in costs and other impacts.

Councillor remuneration costs

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

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

Other costs

Other expenditures are set to increase by 2.25 per cent.

Capital program

The 2022-2023 budget has a renewal/new capital program totalling \$11.64 million. Highlights include:

- Annual Local Roads Renewal Programs: \$2.50 million
- Annual Regional Roads Renewal Program: \$1.86 million
- Water infrastructure renewal programs: \$1.81 million
- Sewer infrastructure renewal programs: \$0.75 million
- Plant disposal and acquisition program: \$1.69 million

Details of the capital program can be found in the 2022-2023 Budget Detail for each Capital Works Program.

Reserves

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



	Forecast Full Year 21/22	Movement	Budget 2022/23
Internal Restrictions			
Infrastructure replacement	\$2,600,000		\$2,600,000
Plant replacement reserve	\$1,799,000	\$(100,000)	\$1,699,000
Recreation reserves/villages	\$1,113,000		\$1,113,000
Employee entitlements	\$693,000		\$693,000
Land Development Fund	\$385,000		\$385,000
Deposits, Retentions and Bonds	\$323,000		\$323,000
Other internal reserves	\$1,625,000		\$1,625,000
Total Internal Restrictions	\$8,538,000	\$(100,000)	\$8,438,000
External Restrictions			
Water Supplies fund	\$7,353,115	\$(495,605)	\$6,857,510
Sewerage Supplies fund	\$5,518,605	\$1,061,694	\$6,580,299
Tip Remediation	\$1,300,000		\$1,300,000
Other unexpected grant funds	\$5,724,000		\$5,724,000
Unexpended Merger funds	\$1,280,000		\$1,280,000
Other External reserves	\$158,000		\$158,000
Total External Restrictions	\$21,333,720	\$566,089	\$21,899,809
Unrestricted Funds	\$9,356,280	\$1,587,911	\$10,944,191
Total Funds	\$39,239,000	\$2,043,000	\$41,282,000

Whole of Council Statement of Comprehensive Income

Edward River Council Income Statement Projections				
Year Ending	Proposed Budget			
	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	13,961	14,287	14,620	14,961
User Charges and Fees	3,855	3,932	4,011	4,091
Interest & Investment Revenue	377	328	335	341
Other Revenues	518	529	539	550
Grants & Contributions for Operating Purposes	8,110	8,333	8,550	8,670
Grants & Contributions for Capital Purposes - Cash	1,320	2,196	2,196	2,197
Net Gains from the Disposal of Assets	250	200	200	200
Total Income from Continuing Operations	28,336	29,804	30,401	31,011
Expenses from Continuing Operations				
Employee Costs	10,029	10,229	10,434	10,642
Borrowing Costs	230	218	197	176
Materials and Contracts	6,371	6,524	6,654	6,787
Depreciation	10,262	10,613	10,913	11,281
Other Expenses	667	680	694	707
Total Expenses from Continuing Operations	27,558	28,264	28,892	295,94
Operating Result from Continuing Operations Surplus/(Deficit)	778	1,540	1,509	1,417
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(542)	(655)	(687)	(780)

Whole of Council Statement of Financial Position

Edward River Council Balance Sheet Projections				
Year Ending	Proposed Budget			
	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Current Assets				
Cash & Cash Equivalents	38,963	41,000	42,103	43,756
Receivables	3,038	3,112	3,164	3,221
Other (Includes Assets Held for Sale)	55	56	57	59
Total Current Assets	42,057	44,169	45,324	47,035
Non-Current Assets				
Infrastructure, Property, Plant & Equipment	475,887	474,853	474,905	474,465
Other	1,088	828	567	307
Total Non-Current Assets	476,975	475,680	475,472	474,772
Total Assets	519,032	519,849	520,797	521,806
Current Liabilities				
Payables	1,999	2,037	2,074	2,111
Contract Liabilities	2,324	2,594	2,635	2,677
Borrowings	523	544	566	589
Other	4,010	4,010	4,010	4,010
Total Current Liabilities	8,856	9,186	9,286	9,387

Non Current Liabilities				
Payables	66	66	66	66
Borrowings	5,198	4,654	4,088	3,500
Provisions	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	7,530	6,986	6,420	5,832
Total Liabilities	16,386	16,172	15,706	15,219
Net Assets	502,646	503,677	505,901	506,587
Equity				
Retained Earnings	445,503	446,997	448,411	449,682
Revaluation Reserves	57,143	56,680	56,680	56,905
Total Equity	502,646	503,677	505,091	506,587

Whole of Council Statement of Cash Flows

Edward River Council Cash Flow Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities				
Receipts - Operating Activities	24,996	29,762	30,103	30,657
Payments - Operating Activities	(17,289)	(17,621)	(17,951)	(18,284)
Net Cash Provided by (or used in) Operating Activities	7,708	12,141	12,152	12,373
Cash Flows from Investing Activities				
Receipts - Infrastructure, Property, Plant & Equipment	250	200	200	200
Purchases - Infrastructure, Property, Plant & Equipment	(12,668)	(10,867)	(12,637)	(12,287)
Receipts/Purchases - Other Assets	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(12,418)	(10,667)	(12,437)	(12,087)
Cash Flow from Financing Activities				
Receipts - Loan Borrowings	6,100	-	-	-
Payments - Principal Repayments	(379)	(523)	(544)	(566)
Net Cash Provided by (or used in) Financing Activities	5,721	(523)	(544)	(566)
Net Increase/(Decrease) in Cash Assets Held	1,010	951	(829)	(280)
Cash and Cash Equivalents at Beginning of Reporting Period	4,239	5,249	6,200	5,370
Cash and Cash Equivalents at End of Reporting Period	5,249	6,200	5,370	5,090
Investments at End of Reporting Period	36,033	37,119	39,052	40,984
Total Cash, Cash Equivalents and Investments at End of Reporting Period	41,282	43,319	44,422	46,074

GENERAL FUND

General fund revenue is sourced mostly from rates and operating grants. Each year the NSW Government determines the maximum amount by which Councils can increase their annual general rates income. The responsibility for determining the annual rate peg has been delegated to the Independent Pricing and Regulatory (IPART).

General Fund Statement of Comprehensive Income

Edward River Council General Fund - Income Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	9,405	9,640	9,880	10,127
User Charges and Fees	1,627	1,660	1,693	1,727
Interest & Investment Revenue	225	230	235	239
Other Revenues	518	529	539	550
Grants & Contributions for Operating Purposes	8,103	8,265	8,430	8,599
Grants & Contributions for Capital Purposes - Cash	1,235	2,160	2,160	2,160
Net Gains from Disposal of Assets	250	200	200	200
Total Income from Continuing Operations	21,364	22,683	23,137	23,602
Expenses from Continuing Operations				
Employee Costs	9,239	9,424	9,612	9,805
Borrowing Costs	230	218	197	176
Materials and Contracts	3,503	3,599	3,671	3,744
Depreciation	8,732	9,014	9,272	9,598
Other Expenses	502	515	529	542
Total Expenses from Continuing Operations	22,206	22,770	23,281	23,864
Operating Result from Continuing Operations Surplus/(Deficit)	(842)	(87)	(143)	(263)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(2,077)	(2,247)	(2,303)	(2,423)

General Fund Statement of Financial Position

Edward River Council General Fund - Balance Sheet Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Current Assets				
Cash & Cash Equivalents	25,525	25,907	25,287	25,147
Receivables	1,972	2,024	2,054	2,089
Other (Includes Assets Held for Sale)	55	56	57	59
Total Current Assets	27,552	27,987	27,398	27,294
Non-Current Assets				
Investments	2,319	2,319	2,319	2,319
Infrastructure, Property, Plant & Equipment	407,542	406,557	406,700	406,394
Other	1,088	828	567	307
Total Non-Current Assets	410,949	409,703	409,586	409,019
Total Assets	438,501	437,690	436,984	436,313
Current Liabilities				
Payables	1,795	1,832	1,868	1,904
Contract Liabilities	2,324	2,594	2,635	2,677
Borrowings	523	544	566	589
Other	4,010	4,010	4,010	4,010
Total Current Liabilities	8,652	8,981	9,079	9,180

Non Current Liabilities				
Payables	66	66	66	66
Borrowings	5,198	4,654	4,088	3,500
Provisions	2,267	2,267	2,267	2,267
Total Non-Current Liabilities	7,530	6,986	6,420	5,832
Total Liabilities	16,182	15,967	15,499	15,012
Net Assets	422,319	421,723	421,485	421,302
Equity				
Retained Earnings	365,176	365,043	364,805	364,396
Revaluation Reserves	54,143	56,680	56,680	56,905
Total Equity	422,319	421,723	421,485	421,302

General Fund Statement of Cash Flows

Edward River Council General Fund - Cash Flow Statement Projections

Year Ending	Proposed Budget			
	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities				
Receipts - Operating Activities	18,047	22,661	22,860	23,270
Payments - Operating Activities	(13,466)	(13,726)	(13,981)	(14,238)
Net Cash Provided by (or used in) Operating Activities	4,582	8,935	8,879	9,031
Cash Flows from Investing Activities				
Receipts - Infrastructure, Property, Plant & Equipment	6,100	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(379)	(523)	(544)	(566)
Net Cash Provided by (or used in) Investing Activities	5,721	(523)	(544)	(566)
Cash Flow from Financing Activities				
Receipts - Loan Borrowings	6,100	-	-	-
Payments - Principal Repayments	(562)	(572)	(582)	(593)
Net Cash Provided by (or used in) Financing Activities	5,433	(667)	(667)	(667)
Net Increase/(Decrease) in Cash Assets Held	1,477	381	(620)	(139)
Cash and Cash Equivalents at Beginning of Reporting Period	0	1,477	1,858	1,238
Investments at End of Reporting Period	26,367	26,367	26,367	26,367
Cash and Cash Equivalents at End of Reporting Period	1,477	1,858	1,238	1,098
Total Cash, Cash Equivalents and Investments at End of Reporting Period	27,844	28,225	27,605	27,466

WATER FUND

Water fund revenue is sourced mostly from annual and usage-based water charges detailed in the Statement of Revenue Policy section. Major water fund projects are set out in the Capital Works – Infrastructure Water Services section of the Budget Detail.

Water Fund Statement of Comprehensive Income

Edward River Council Water - Income Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	1,434	1,463	1,492	1,522
User Charges and Fees	1,924	1,963	2,002	2,042
Interest & Investment Revenue	52	53	54	55
Grants & Contributions for Operating Purposes		38	39	40
Grants & Contributions for Capital Purposes - Cash	35	36	36	37
Total Income from Continuing Operations	3,446	3,553	3,624	3,696
Expenses from Continuing Operations				
Employee Costs	424	433	442	450
Materials and Contracts	1,615	1,647	1,680	1,714
Depreciation	794	841	864	888
Other Expenses	75	75	75	75
Total Expenses from Continuing Operations	2,908	2,996	3,061	3,127
Operating Result from Continuing Operations Surplus/(Deficit)	538	557	563	569
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	503	521	526	532

Water Fund Statement of Financial Position

Edward River Council Water - Balance Sheet Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Current Assets				
Cash & Cash Equivalents	6,858	7,341	7,854	8,396
Receivables	749	764	780	795
Total Current Assets	7,607	8,105	8,633	9,191
Non-Current Assets				
Infrastructure, Property, Plant & Equipment 35,636	34,840	34,899	34,935	34,947
Total Non-Current Assets	34,840	34,899	34,935	34,947
Total Assets	42,447	43,004	43,568	44,138
Current Liabilities				
Payables	52	52	53	54
Total Current Liabilities	52	52	53	54
Non Current Liabilities				
Payables	-	-	-	-
Total Non Current Liabilities	-	-	-	-
Total Liabilities	52	52	53	54
Net Assets	42,395	42,952	43,514	44,084

Equity				
Retained Earnings	42,395	42,952	43,514	44,084
Revaluation Reserves	-	-	-	-
Other Reserves	-	-	-	-
Total Equity	42,395	42,952	43,514	44,084

Water Fund Statement of Cash Flows

Edward River Council Water - Cash Flow Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities				
Receipts - Operating Activities	3,430	3,538	3,609	3,681
Payments - Operating Activities	(2,116)	(2,155)	(2,196)	(2,239)
Net Cash Provided by (or used in) Operating Activities	1,314	1,383	1,413	1,442
Cash Flows from Investing Activities				
Purchases - Infrastructure, Property, Plant & Equipment	(1,810)	(954)	(1,800)	(1,800)
Net Cash Provided by (or used in) Investing Activities	(1,810)	(954)	(1,800)	(1,800)
Cash Flow from Financing Activities				
Net Increase/(Decrease) in Cash Assets Held	(496)	430	(387)	(358)
Cash and Cash Equivalents at Beginning of Reporting Period	1,962	6,858	7,341	7,854
Cash and Cash Equivalents at End of Reporting Period	1,467	1,896	1,509	1,151
Investments at End of Reporting Period	5,391	5,445	6,345	7,245
Total Cash, Cash Equivalents and Investments at End of Reporting Period	6,858	7,341	7,854	8,396

SEWER FUND

Sewer fund revenue is sourced mostly from annual and usage-based water charges detailed in the Statement of Revenue Policy section. Major water fund projects are set out in the Capital Works – Infrastructure Sewer Services section of the Budget Detail.

Sewer Fund Statement of Comprehensive Income

Edward River Council Sewerage - Income Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	3,122	3,184	3,248	3,313
User Charges and Fees	303	309	316	322
Interest & Investment Revenue	44	45	46	47
Grants & Contributions for Operating Purposes	7	30	31	31
Grants & Contributions for Capital Purposes	50	-	-	-
Total Income from Continuing Operations	3,526	3,569	3,640	3,713
Expenses from Continuing Operations				
Employee Costs	365	372	380	387
Materials and Contracts	1,253	1,278	1,303	1,329
Depreciation	736	758	777	795
Other Expenses	90	90	90	90
Total Expenses from Continuing Operations	2,444	2,498	2,550	2,602
Operating Result from Continuing Operations Surplus/(Deficit)	1,082	1,071	1,090	1,110
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,032	1,071	1,090	1,110

Sewer Fund Statement of Financial Position

Edward River Council Sewerage - Balance Sheet Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Current Assets				
Cash & Cash Equivalents	6,580	7,753	8,963	10,212
Receivables	317	324	330	337
Total Current Assets	6,898	8,076	9,293	10,549
Non-Current Assets				
Infrastructure, Property, Plant & Equipment	31,186	31,087	30,952	30,806
Total Non-Current Assets	31,186	31,087	30,952	30,806
Total Assets	38,084	39,154	40,245	41,355
Current Liabilities				
Payables	153	153	153	153
Total Current Liabilities	153	153	153	153
Non Current Liabilities				
Payables	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
Total Liabilities	153	153	153	153
Net Assets	37,931	39,002	40,092	41,202

Equity				
Retained Earnings	37,931	39,002	40,092	41,202
Other Reserves	-	-	-	-
Total Equity	37,931	39,002	40,092	41,202

Sewer Fund Statement of Cash Flows

Edward River Council Sewerage - Cash Flow Statement Projections				
	Proposed Budget			
Year Ending	2023	2024	2025	2026
	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities				
Receipts - Operating Activities	3,462	3,532	3,603	3,675
Payments - Operating Activities	(1,708)	(1,740)	(1,773)	(1,807)
Net Cash Provided by (or used in) Operating Activities	1,812	1,822	1,860	1,899
Cash Flows from Investing Activities				
Purchases - Infrastructure, Property, Plant & Equipment	(1,782)	(1,682)	(1,682)	(1,682)
Net Cash Provided by (or used in) Investing Activities	(1,782)	(1,682)	(1,682)	(1,682)
Cash Flow from Financing Activities				
Net Increase/(Decrease) in Cash Assets Held	29	140	178	217
Cash and Cash Equivalents at Beginning of Reporting Period	2,277	6,580	7,753	8,963
Cash and Cash Equivalents at End of Reporting Period	2,306	2,446	2,624	2,841
Plus Investments on Hand - End of Reporting Period	4,274	5,307	6,339	7,372
Total Cash, Cash Equivalents and Investments at End of Reporting Period	6,580	7,753	8,963	10,212

OUR PEOPLE - OVERVIEW



OUR ORGANISATION



OUR PLAN - OVERVIEW



How to read this document

This Council term, our plan has been broken up by way of delivery responsibility identifying the Manager, staff resources, budget allocated and the targets and deliverables. Based on the *Delivery Program* identified in the *Community Strategic Plan*, this *Operational Plan* is one of three staged over the whole term of Council - up until the adoption of a new *Community Strategic Plan* by the succeeding Council in June 2025 – so some actions may be ongoing for the duration of the *Delivery Program* or may be delivered in one or another of the operational planning years.

Each of the Strategic Outcomes have been colour coded in line with each of the five (5) thematic groupings developed from the Community Strategic Plan process.

Each of the following sections have:

- The Responsible Manager, a brief description of their units allocated responsibilities and the associated staff;
- The assigned target and deliverables in the following format;

Community Strategic Plan 2022-2025 Outcome - what the community and Council has identified

Delivery / Operational Plan 2022-2023 Action – how it will be delivered with existing resources

Deliverable/Measure/Target – activity and how we will know it is being achieved

- The assigned budget;

Item	Revenue	Expenditure	22/23 Budget Balance
Net Result	\$	\$	\$ or -\$

- And for some units a schedule / works program.

1	Shaping the Future	<ul style="list-style-type: none"> 1.1 Pristine natural environment 1.2 Quality built environment 1.3 Enhanced Active and Passive Open Spaces 1.4 Sustainable Waste Management
2	An open and connected community	<ul style="list-style-type: none"> 2.1 Transport and freight links 2.2 Communications and technology links 2.3 Cultural and personal links
3	Encouraging growth through partnerships	<ul style="list-style-type: none"> 3.1 Education 3.2 Economic development 3.3 The Edward River Experience 3.4 Health
4	Delivering community assets and services	<ul style="list-style-type: none"> 4.1 Vibrant villages and towns 4.2 Reliable Water and Sewerage 4.3 Friendly and Supportive Customer service
5	Accountable leadership and responsive administration	<ul style="list-style-type: none"> 5.1 Collaborative and Engaged 5.2 Financially sustainable 5.3 Professional Workplace culture

General Manager

Key responsibilities include Executive and Councillor Support; Audit, Risk and Governance; Communications & Engagement and advocacy for the Council and community with various levels of government, agencies and private sector interests in delivering the Community Strategic Plan.

Associated staff: General Manager, 2 administrative staff

Targets and deliverables:

2.1.1	Promote the Council region as an important hub for logistics and freight in the Riverina	<ul style="list-style-type: none"> Develop forum and discussions for direct rail links to Port of Melbourne <i>Host a sector forum to establish parameters and time frame</i>
2.2.1	Advocate to improve existing mobile and internet options	<ul style="list-style-type: none"> Continue and develop existing avenues of liaison with government and providers <i>Ensure no loss of rural coverage and improved service reliability of internet</i>
3.1.1	Develop partnerships with Universities, State Government agencies, networks and sector organisations and businesses	<ul style="list-style-type: none"> Initiate and continue discussions with various interested parties <i>Establish MOU with viable partners to deliver tertiary education outcomes</i>
3.4.1	Seek appropriate State, Federal and private sector investment in medical facilities and public health resources	<ul style="list-style-type: none"> Coordinate a strategic local advocacy approach <i>Establish and facilitate Health Services Advisory Committee</i>
5.1.2	Continue to build trust amongst our community through collaboration and communication	<ul style="list-style-type: none"> Ensure that the Community Strategic Planning process maintains momentum and active participation with a renewed engagement policy <i>Review existing strategy and delivery mechanisms by December 2022</i>
5.3.3	Develop strong sector partnerships through shared projects, resources and learning to assist the Edward River Community	<ul style="list-style-type: none"> Review existing partnerships and opportunities for formal initiatives in line with the Community Strategic Plan <i>Undertake quarterly community forums on Council's major initiatives</i>

Assigned budgets:

Responsible Service: Office of General Manager	Revenue	Expenditure	22/23 Budget Balance
Office of General Manager		\$447,291	-\$447,291
GM Performance Management		\$15,000	-\$15,000
Civic Functions	\$10,000	\$25,500	-\$15,500
Mayoral Expenses		\$69,198	-\$69,198
Councillor Conference Registrations		\$5,000	-\$5,000
Councillor Fees Sec 29A		\$121,000	-\$121,000
Councillor Travelling Expenses		\$15,000	-\$15,000
Councillor Insurances		\$51,119	-\$51,119
Councillor Expenses		\$21,000	-\$21,000
Net Result	\$10,000	\$770,108	-\$760,108

Infrastructure Directorate

Key responsibilities include Sewer & stormwater operations; Traffic & transport operations; Parks & Crown lands; Strategic Land Use Planning; Subdivisions; Asset management; Plant, fleet, workshop, buildings & stores; Project Management, Design, Flood plain management; Asset management systems; Environmental Services; City Compliance / Ranger Services.

Associated staff: Director, 2 admin staff, 5 Managers (staff and functions detailed below)

Targets and deliverables:

2.1.2	Develop Deniliquin Regional Airport as an important hub for aviation in the Riverina	
4.1.4	Provide sufficient infrastructure for the growth of our towns and villages	<ul style="list-style-type: none">Undertake an audit of public buildings (Council and other authorities) in the Edward River Council area <i>Register of Buildings / Completed</i>

Assigned budgets:

Emergency Management (Council facilitates State authorities and joint responsibilities)

Convene the Local Emergency Management Committee

LEMC meetings per year / 3

Assigned budgets:

Rural Fire Service	Revenue	Expenditure	22/23 Budget Balance
RFS Operating Grant Funding	\$130,000		\$130,000
RFS Hazard Reduction	\$77,300		\$77,300
NSW RFS Contribution		\$320,000	-\$320,000
Fire & Rescue NSW Contribution		\$60,000	-\$60,000
RFS Contracts and Services Fire Hazard Reduction		\$30,000	-\$30,000
RFS Vehicles Repairs & Maintenance		\$66,000	-\$66,000
RFS Fire Stations Maintenance		\$19,638	-\$19,638
RFS Electricity		\$25,000	-\$25,000
RFS Training & Development Brigades		\$2,000	-\$2,000
Strategic Fire Breaks		\$35,000	-\$35,000
Hazard Reduction Reimbursable		\$32,300	-\$32,300
Depreciation Rural Fire Service		\$101,159	-\$101,159
Rural Fire Service Net Result	\$207,300	\$691,097	-\$483,797

Assigned budgets:

Rural Fire Service - Non Reimbursable	Revenue	Expenditure	22/23 Budget Balance
RFS Non Reimbursable Printing & Stationery		\$10,000	-\$10,000
RFS Non Reimbursable Office Costs		\$25,000	-\$25,000
RFS Non Reimbursable Catering		\$2,500	-\$2,500
Rural Fire Service - Non Reimbursable Net Result		\$37,500	-\$37,500

SES - Rescue Squad	Revenue	Expenditure	22/23 Budget Balance
Emergency Services - Rates and Water		\$1,493	-\$1,493
Emergency Services Insurance		\$27,378	-\$27,378
SES Contribution		\$13,350	-\$13,350
Deniliquin Rescue Association		\$3,000	-\$3,000
SES - Rescue Squad Net Result		\$45,221	-\$45,221

Manager Operations

The Manager Operations is responsible for several operational areas and the general administration of the depot.

Transport Assets

- Edward River Council (Council) manages 755 kilometres of sealed roads and
- 843 kilometres of unsealed roads.
- Transport assets include traffic facilities (signs, line marking) roads, road shoulders, footpaths, kerb and channels, and bridges; and
- all require regular maintenance.
- Programmed maintenance activities ensure these assets remain in a condition where they are safe, functional and fit for community purpose, until such time when they are renewed/replaced, upgraded or decommissioned.

Associated staff: Manager Operations, 2 supervisors, 6 team leaders, 26 plant operators

Targets and deliverables:

4.1.2	Prepare Service Level plans to support the efficient delivery of maintenance and operation of facilities	<ul style="list-style-type: none">• Deliver Roads and other Maintenance Programs <i>Maintenance Program / Delivered</i>
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Assigned budgets:

Aerodrome Rental	Revenue	Expenditure	22/23 Budget Balance
Lease of Aerodrome Land	\$4,392		\$4,392
Deni Aero Club	\$1,571		\$1,571
Property Rental - Aerodrome Residence	\$7,500		\$7,500
Fire Training Facility	\$25,471		\$25,471
Airport Hangar Rental Income - Aerodrome	\$70,440		\$70,440
Aerodrome Rental Net Result	\$109,373		\$109,373

Aerodrome	Revenue	Expenditure	22/23 Budget Balance
Aerodrome	\$30,679	\$75,585	-\$44,906
Airport Maintenance		\$15,055	-\$15,055
Unsealed Runway Maintenance		\$5,750	-\$5,750
Airport Sealed Runway Maintenance		\$9,000	-\$9,000
Airport Grounds Maintenance		\$15,000	-\$15,000
Airport Inspections		\$4,555	-\$4,555
Depreciation Aerodrome Buildings		\$56,585	-\$56,585
Aerodrome Net Result	\$30,679	\$181,530	-\$150,851

Assigned budgets:

Roads Administration	Revenue	Expenditure	22/23 Budget Balance
Roads Administration	\$1,698,150	\$394,971	\$1,303,179
Depreciation - Other Road Infrastructure		\$4,378,401	-\$4,378,401
Roads Administration Net Result	\$1,698,150	\$4,773,372	-\$3,075,222

Roads Administration & Traffic Facilities	Revenue	Expenditure	22/23 Budget Balance
Traffic Facilities	\$112,000	\$112,000	
Roads Administration & Traffic Facilities Net Result	\$112,000	\$112,000	

Regional Roads Maintenance	Revenue	Expenditure	22/23 Budget Balance
Regional Roads Block Grant	\$1,418,000	\$372,000	\$1,046,000
Regional Roads Block Grant - Supplementary	\$112,000		\$112,000
Regional Roads Maintenance Net Result	\$1,530,000	\$372,000	\$1,158,000

Item	Revenue	Expenditure	22/23 Budget Balance
RMS Ordered Works	\$183,000		\$183,000
RMCC Routine Works	\$145,000	\$130,000	\$15,000
RMCC Ordered Works		\$183,000	-\$183,000
RMCC - State Roads Net Result	\$328,000	\$313,000	\$15,000

	Revenue	Expenditure	22/23 Budget Balance
Roads to Recovery - Grant Funding	\$965,000		\$965,000
Local Roads - Sealed Rural Maintenance		\$400,000	-\$400,000
Local Rd Unsealed Rural Maintenance		\$1,100,000	-\$1,100,000
Urban Sealed Roads - Maintenance		\$366,000	-\$366,000
Bridges - Maintenance & Repairs Rural		\$5,150	-\$5,150
Depreciation - Bridges		\$68,859	-\$68,859
Gravel Pits Signage/Maintenance		\$12,947	-\$12,947

	Revenue	Expenditure	22/23 Budget Balance
Local Sealed Roads - Footpath Maintenance		\$32,000	-\$32,000
Depreciation Footpaths		\$323,222	-\$323,222
Kerb & Gutter Maintenance		\$40,000	-\$40,000
Depreciation - Parking Areas		\$3,426	-\$3,426
Bus Shelter Maintenance		\$5,000	-\$5,000
Urban Stormwater Drainage Surface Drains		\$71,000	-\$71,000
Depreciation Urban Stormwater Drainage		\$505,871	-\$505,871
Environmental Protection	\$76,000		\$76,000
Levee Bank Maintenance		\$4,000	-\$4,000
Private Works	\$180,000	\$150,000	\$30,000

Works program:

Flood Mitigation & Drainage		\$350,000
Fowler Street Detention Basin	Construction of detention basin near South Deniliquin Industrial Area	
Hardinge Street Oval Drainage	Drainage improvements around the oval	
Levee Bank Refurbishment	Refurbishment works along town levee bank	
Drainage Works	Drainage works associated with Local Roads Reconstructions Program	

Reconstruction – Regional Roads (9,500m²)		\$700,000
Conargo Road	Full reconstruction, 74.5km to 76.7km (Mullumbah Road Intersection)	
Conargo Road	Full reconstruction, 19.4km to 19.9km	
Barham Road	Full reconstruction, – Lacombe Ln + 400 metres	

Reconstruction - Local Roads (20,000m²)		\$1,763,000
Wanganella-Moulamein Road	Full width reconstruction, 0km to 1.9km	
Basketball Stadium Carpark	Full reconstruction of entrance and carpark	
Hay Road Standpipe Area	Full reconstruction of bay and shoulder reconstruction of Hay Road	
Flanagans Lane	Realignment of intersection with Moonee Swamp Road	
Henry Street	Full reconstruction between Hardinge Street to Macauley Street	
Riverview Drive	Full reconstruction between Boxwood Ct to Lakeview Ct	
Mayrung Road	Full reconstruction, 37.5km to 37.6km	
Dick Street	Full reconstruction between Henry Street to Harfleur Street	

Works program:

Kerb & Gutter On Local Roads (700m)		\$300,000
Napier Street	Both sides of Creswick Lane to Wood Street	
Quarry Street	Both sides of Victoria Street to Riverina Highway	
Henry Street	Both sides of Hardinge Street to Macauley Street	
Hay Road Standpipe Area	Replacement of kerb and gutter and dish drain. Part of road reconstruction project	
Dick Street	Both sides of Henry Street to Harfleur Street. Part of road reconstruction project	

Resealing Program - Local Roads (100,000m²)		\$800,000
Ballantyne Cr	Henry Street to Decimus Street	
Blighty Hall Road	4.5km to 5.1km	
Burton Street	Henry Street to Harfleur Street	
Cobb Highway	Information Bay - Full bay area	
Crispe Street	End Street to end of street	
Edwardes Street	Sloane Street to Henry Street	
Edwardes Street	Cressy Street to George Street	
Fitzroy Street	Wanderer Street + 50 metres	
Gillespie Court	Russell Street to End of roundabout	
Harfleur Street	Wellington Street to Edwardes Street	
Harfleur Street	Decimus Street to Burton Street	
Junction Street	Sloane Street to Harfleur Street	

Junction Street	Duncan Street to End Street
Maher Street	Russell Street to Fowler Street
Mazamet Court	Edwardes Street to end
Moonee Swamp Rd	Todds Road to Danckert Lane (+ 983 metres)
Poictiers Street	Macauley Street to Russell Street
Riverside Drive	Hardinge Street to Macauley Street
Ross Street	Henry Street to Burchfield Avenue
Theis Court	Butler Street to end of street
Tocumwal Road	24.5km to 24.6km
Victoria Street	Hyde Street to Short Street
Victoria Street	Davidson Street to Boyd Street
Waring Street	Packenham Street to Ross Street
Warragoon Road	0km to 7.3km
Wood Street	Napier Street to Hardinge Street

Works program:

Footpaths Renewal Program (350m)		\$165,000
Corbett Court	Access from Corbett Court through to Wellington Street	
Wood Street	Russell Street to Butler Street, right hand side	
End Street	Wellington Street to Crispe Street (Energising Street Grant contribution)	
Edwardes Street	Poitiers Street to Harrison Street, right hand side	

Regraveling - Local Roads (30km)		\$750,000
Todds Road	1.8km to 4.3km	
Forest Creek Road	1.5km to 3.7km	
Mabins Well Road	9.3km to 18.5km	
Boonoke Road	0km to 3.1km	
Bartletts Road	0km to 2.5km	
Marshalls Road	0km to 4.9km	
Aratula North Road	7.5km to 10.4km	
Henderson Road	0km to 2.7km	

Resealing Program – Regional Roads (65,000m²)		\$400,000
Maude Road	40.2km to 43.2km	
Maude Road	22.4km to 29.0km	

Water Assets

- Water storage inspections and maintenance to ensure tanks are kept in good condition, free from vandalism and pest damage/remains,
- ensure the plant runs at an optimum level to provide safe drinking water and to treat incoming effluent from the pump stations to our EPA licence requirements;
- Mains break repairs and maintenance Urban and Rural;
- Water pump station operations and maintenance (Urban and Rural);
- Valve and hydrant maintenance and repair;
- Water Meter Reading and Maintenance Urban and Rural;
- Water Main Flushing to remove sediment from the pipes to achieve water clarity and quality;
- Vegetation Control;
- Fence and Gate Maintenance to safely define council assets, restrict unauthorised access;
- Drainage and flood mitigation;
- Litter Traps Inspection and Maintenance; Pipes, Culverts and Pits Blockages;
- Clean and maintain the sale yards truck wash.

Associated staff: Manager Operations, 1 supervisor, 1 team leader, 8 operational staff

Targets and deliverables:

1.1.2	Support and advocate for healthy lagoons and rivers	<ul style="list-style-type: none">• Deliver Roads and other Maintenance Programs <i>Maintenance Program / Delivered</i>
4.2.1	Implement the outcomes of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines	<ul style="list-style-type: none">• Deliver Council's Water and Sewer Infrastructure Maintenance Program <i>Maintenance program / Delivered</i>

Assigned budgets:

Water Administration	Revenue	Expenditure	22/23 Budget Balance
Water Administration	\$3,472,562	\$1,203,762	\$2,268,800
Integrated Water Cycle Management Plan		\$8,000	-\$8,000
Water Services - Water Meter Reading	\$35,549	\$63,000	-\$27,451
Depreciation Water Infrastructure		\$793,587	-\$793,587
Water Administration Net Result	\$3,508,111	\$2,068,348	\$1,439,762

Pump Stations		\$16,000	\$16,000
Filtered Water System - Water Treatment Plant		\$855,484	\$855,484
Filtered Water System - Meters		\$30,500	\$30,500

Sewer Administration	Revenue	Expenditure	22/23 Budget Balance
Effluent Re-use Water Warbreccan	\$13,938		\$13,938
Sewer Headworks Fee	\$50,000		\$50,000
Sewer Administration	\$3,521,920	\$1,064,489	\$2,457,431
Depreciation - Sewerage Services Infrastructure		\$736,036	-\$736,036
Sewer Administration Net Result	\$3,585,859	\$1,800,525	\$1,785,333

Sewerage Services - Reticulation		\$534,000	-\$534,000
Sewerage Services - Pump Stations		\$169,364	-\$169,364

Works program:

Water Network Assets		\$1,927,000
Raw Water Pump Renewal	Renewal of three pumps at the raw water offtake of the Water Treatment Plant.	
Water Main Replacement Program	Replacement of watermains throughout Deniliquin in line with the Road Reconstruction program.	

Sewer Network Assets		\$650,000
Sewer Relining Program	Relining of existing sewer lines throughout Deniliquin in accordance with Asset Management Plans.	
Sewer Reticulation CCTV Inspections	Inspection of existing sewer lines.	
Sewer Pump Stations Refurbishments	Refurbishments of sewer pump stations.	
Sewerage Treatment Plant Refurbishments	Minor refurbishments at the Sewerage Treatment Plant.	

Waste Management

Collection, recycling and tip processes are improved and implement best sustainable practices.

Associated staff: Manager Operations

Targets and deliverables:

1.4.2	Provide sustainable waste services and infrastructure	<ul style="list-style-type: none"> Operate the Deniliquin Landfill Depot and Blighty, Booroorban, Conargo, Pretty Pine and Wanganella Waste Disposal Depots <i>EPA License Condition /met</i>
1.4.3	Work with local groups and regional organisations regarding partnering opportunities for re-use and recycling	<ul style="list-style-type: none"> Provide DrumMUSTER collection services at Deniliquin Landfill Depot <i>DrumMUSTER services / provided</i>

Assigned budgets:

Waste Management	Revenue	Expenditure	22/23 Budget Balance
Waste Administration		\$52,198	-\$52,198
Waste Management	\$1,650,685	\$1,289,896	\$360,788
Depreciation - Domestic Waste Management		\$1,588	-\$1,588
Depreciation - Domestic Waste Management		\$181,974	-\$181,974
Waste Management Net Result	\$1,650,685	\$1,525,657	\$125,028

Parks and Gardens

Oval Mowing/Turf Maintenance, Irrigation Maintenance (7 locations); Boat Ramp Maintenance; Kerbside Collection to remove waste from town area, litter collection parks and gardens/reserves, ;urban and rural areas, sports ovals, Deniliquin cemetery, CBD (12 locations); Cemetery Internments, plaque installations and grounds maintenance; Tree maintenance trimming, removal/replacement of street trees, open space trees; Playground inspections and maintenance; Park/ street furniture and structures maintenance; Fence and Gate Maintenance; Sports courts (hard surface) maintenance; Street Sweeping; Street banners and decorations maintenance.

Associated staff: Manager Operations, 1 supervisor, 2 team leaders, 13 operational staff

Targets and deliverables:

1.1.1	Manage noxious weeds and invasive species on Council Controlled land	<ul style="list-style-type: none"> Integrate and deliver weed control across Edward River Region <i>Weed Action Plan (WAP) / Implemented</i>
1.3.1	Provide parks and reserves by proactively managing open and public spaces	<ul style="list-style-type: none"> Service Level Agreements for Council's Parks and Open Space services Deliver the Rural Tree Scheme <i>Service Level Agreements / Completed; Rural Tree Scheme / Delivered</i>

Assigned budgets:

Boat Ramps	Revenue	Expenditure	22/23 Budget Balance
Boat Ramps - Harfleur Street		\$42,000	-\$42,000
Depreciation - Boat Ramp Shelter		\$7,302	-\$7,302
Boat Ramps Net Result		\$49,302	-\$49,302

Assigned budgets:

Noxious Weeds	Revenue	Expenditure	22/23 Budget Balance
Noxious Weeds Administration	\$63,000	\$170,956	-\$107,956
Weed Control Administration		\$14,500	-\$14,500
Weed Action Plan Inspections		\$90,000	-\$90,000
Noxious Weeds Net Result	\$63,000	\$275,456	-\$212,456

Cemeteries	Revenue	Expenditure	22/23 Budget Balance
Cemeteries	\$117,000	\$117,499	-\$499
Public Cemeteries Rural		\$8,000	-\$8,000
Depreciation - Cemeteries		\$6,428	-\$6,428
Cemeteries Net Result	\$117,000	\$131,927	-\$14,927

Assigned budgets:

Parks & Gardens	Revenue	Expenditure	22/23 Budget Balance
Parks & Gardens Administration		\$32,848	-\$32,848
Parks and Gardens	\$9,956	\$368,286	-\$358,330
Parks & Gardens - Other Parks/ Reserves		\$135,000	-\$135,000
Parks & Gardens - Beach to Beach		\$10,500	-\$10,500
Street Trees		\$99,000	-\$99,000
Tree Planting Program	\$8,500	\$12,000	-\$3,500
Depreciation Waring Gardens Buildings		\$31,295	-\$31,295
Depreciation McLeans Beach Buildings		\$4,524	-\$4,524
Depreciation Other Parks		\$157,892	-\$157,892
Parks & Gardens Net Result	\$18,456	\$851,345	-\$832,889

Sporting Grounds	Revenue	Expenditure	22/23 Budget Balance
Sports Grounds - Edward River Oval	\$1,040	\$133,000	-\$131,960
Depreciation - Sporting Grounds		\$4,461	-\$4,461
Sporting Grounds Net Result	\$1,040	\$137,461	-\$136,421

Works program:

Open Space & Recreation		\$740,000
Sports Oval Lighting	LED Lighting Project for Memorial Park Main Oval, Hardinge Street Oval and Blighty Oval	
Townsend Park	Refurbishment and upgrades to playground equipment	
Scotts Park	Upgrades to playground equipment	
Deniliquin Swim Centre	Refurbishment of plant room and main pool	
Riverbank Stabilisation	Design and implementation works for stabilising of riverbank in Memorial Park reserve	
Open Space and Recreation Strategic Plan	Strategic Planning and masterplans for ongoing renewal of Council building in line with the Asset Management Plan and Open Space Masterplan	

Fleet And Plant

Edward River Council manages a fleet of vehicles and other plant. This includes over 500 recorded assets that require regular inspection and maintenance. Programmed maintenance activities ensure these assets remain in a condition where they are safe, functional and fit for community purpose, until such time when they are renewed/replaced, upgraded or decommissioned; Workshop Building and Equipment.

Associated staff: Manager Operations, 1 supervisor, 1 team leader, 2 operational staff (maintenance); Manager Engineer & Assets, 1 administrative (planning and procurement)

Targets and deliverables:

As per Asset Management Strategy

Assigned budgets:

Plant / Fleet Department	Revenue	Expenditure	22/23 Budget Balance
Plant & Fleet Administration	\$366,009	\$1,691,347	-\$1,325,338
Plant / Fleet Department	\$2,779,697		\$2,779,697
Plant Depreciation		\$1,088,350	-\$1,088,350
Plant / Fleet Department Net Result	\$3,145,706	\$2,779,697	\$366,009

Plant & Fleet		\$1,388,000
Light Vehicle	Ford Ranger XLT or equivalent another Make	\$48,000
Light Vehicle	Ford Ranger or equivalent another Make	\$45,000
Heavy Vehicles	Prime mover	\$200,000
Heavy Vehicles	Tip Truck	\$230,000
Heavy Vehicles	Medium Rigid Truck	\$75,000
Heavy Vehicles	Grader GPS equipped	\$520,000
Trailers	Mower trailer	\$10,000
Trailers	Tandem Trailer	\$20,000
Trailer	Weed Spray unit	\$220,000
Slasher	Flail Mower	\$20,000
	Carry forward from 2021/2022	\$360,000
Light Vehicle	Ford Ranger XLT or equivalent another Make (7 Vehicles)	\$290,000
Light Vehicle	Pool vehicles Hybrid (2 Vehicles)	\$70,000

Buildings and Other Structures

- preventative and reactive maintenance activities ensure the infrastructure remains in a condition where it is safe, functional, and fit for community purpose;
- Council's Buildings and Other Structures infrastructure are maintained in an appropriate manner and is in accordance with policies, procedures and guidelines;
- public buildings;
- street lighting;
- airport operations;
- tip operations;
- the saleyards;
- and the medical centre.

Associated staff: Manager Operations; 1 staff (minor repairs and assessments)

Targets and deliverables:

4.1.2	Prepare Service Level plans to support the efficient delivery of maintenance and operation of facilities	<ul style="list-style-type: none"> • Refine draft Service Level Agreements including inspection, maintenance and intervention criteria • Deliver Building Maintenance Program <i>Service Level Agreements set-up in Tech One / Implemented; Maintenance Program / Delivered</i>
4.1.3	Continue to invest in the maintenance and improvement of community facilities	<ul style="list-style-type: none"> • Inspections and maintenance undertaken on Community Halls and facilities • Maintain the Deniliquin public cemeteries and pioneer cemeteries <i>Interments & maintenance in accordance with Cemetery Operational Plan / 100%</i>

Assigned budgets:

Town Hall	Revenue	Expenditure	22/23 Budget Balance
Town Hall		\$2,000	-\$2,000
Public Buildings - Town Hall		\$24,390	-\$24,390
Depreciation Town Hall		\$46,340	-\$46,340
Town Hall Net Result		\$72,730	-\$72,730

Other Council Buildings	Revenue	Expenditure	22/23 Budget Balance
Depreciation - Civic Buildings		\$43,114	-\$43,114
Old Estates Building		\$1,575	-\$1,575
Crossing Café	\$35,643	\$4,129	\$31,514
Council Buildings (Public Buildings & Halls)		\$9,885	-\$9,885
Council Buildings Maintenance		\$305,893	-\$305,893
Depreciation - Old Estates Building		\$131,604	-\$131,604
Depreciation - Other Council Buildings		\$26,639	-\$26,639
Depreciation - Conargo Building		\$9,636	-\$9,636
Medical Centre	\$103,988	\$8,411	\$95,578
Depreciation - Medical Practice		\$42,695	-\$42,695
Medical Centre Net Result	\$103,988	\$51,106	\$52,882

Stock Marketing Centre	\$152,479	\$73,192	\$79,287
Depreciation - Stock Marketing Centre		\$16,689	-\$16,689
Stock Marketing Centre Net Result	\$152,479	\$89,881	\$62,598

Murray Valley Industry Park	Revenue	Expenditure	22/23 Budget Balance
Murray Valley Industry Park	\$37,000	\$3,852	\$33,148
Farmhouse Repairs & Maintenance		\$6,075	-\$6,075
MVIP Site Maintenance		\$6,000	-\$6,000
Depreciation - MVIP		\$5,951	-\$5,951
Murray Valley Industry Park Net Result	\$37,000	\$21,878	\$15,122

Public Halls	Revenue	Expenditure	22/23 Budget Balance
Public Halls Casual Hirers Insurance	\$767	\$22,491	-\$21,724
Depreciation - Public Halls		\$6,217	-\$6,217
Band Hall	\$2,000	\$9,480	-\$7,480
Depreciation - Band Hall		\$5,668	-\$5,668

Sport & Recreation	Revenue	Expenditure	22/23 Budget Balance
Swimming Pool		\$294,565	-\$294,565
Depreciation - Swimming Centre		\$93,487	-\$93,487
Swimming Pool Net Result		\$388,052	-\$388,052
Sports Stadium		\$53,003	-\$53,003
Other Sport and Recreation	\$10,000	\$78,516	-\$68,516
Depreciation Memorial Pk Bldgs		\$117,451	-\$117,451
Depreciation Rams Football Oval Bldgs		\$94,532	-\$94,532
Depreciation Rotary Park Buildings		\$85,207	-\$85,207
Depreciation Scott Park Buildings		\$18,148	-\$18,148
Other Sport & Rec Net Result	\$10,000	\$393,854	-\$383,854

Caravan Park	Revenue	Expenditure	22/23 Budget Balance
Caravan Park - Rental Income	\$81,245		\$81,245
Caravan Park - Lease Expense		\$3,500	-\$3,500
Depreciation - Caravan Park		\$34,688	-\$34,688
Caravan Park Net Result	\$81,245	\$38,188	\$43,057

Crown Reserves	Revenue	Expenditure	22/23 Budget Balance
Scout Hall	\$3,521		\$3,521
Plans of Management – Crown Lands		\$12,000	-\$12,000
Crown Reserves Net Result	\$3,521	\$12,000	-\$8,479

Council Properties - Rentals	Revenue	Expenditure	22/23 Budget Balance
Property Rental - House 81 Hunter Street	\$8,685		\$8,685
Lawson Syphon Road Reserve	\$198		\$198
Part of Lagoon Street - Shell Australia	\$3,000		\$3,000
Properties - Rental Fees	\$45,000		\$45,000
Office Rental - Former Conargo Shire Offices	\$10,700		\$10,700
Hunter St Property - Maintenance		\$2,060	-\$2,060
Depreciation - Hunter St Residence		\$480	-\$480
Council Properties - Rentals Net Result	\$67,582	\$2,540	\$65,042

Street Lighting	Revenue	Expenditure	22/23 Budget Balance
Street Lighting - Street Lighting	\$41,000	\$90,000	-\$49,000
Street Lighting Net Result	\$41,000	\$90,000	-\$49,000

Other Transport & Communications	Revenue	Expenditure	22/23 Budget Balance
Other Transport & Communications	\$5,599	\$5,000	\$599
Other Transport & Communications Net Result	\$5,599	\$5,000	\$599

Works program:

Building Renewal Program		\$600,000
Airport Hangars Refurbishment	Refurbishment of two sets of doors to Belman Hangars	
Airport Terminal Building	Replacement of roof	
Murray Valley Industry Park Residence	Refurbishment of residence	
Pretty Pine Residence	Construction of verandah	
Council Depot	Refurbishment of workshop area, including vehicle hoist	
Building Renewal Strategic Plan	Strategic Planning and masterplans for ongoing renewal of Council buildings in line with the Asset Management Plan	

Design and Project Management and Capital Works

Many of the replacement and renewal aspects of the above operational areas may be brought forward by grant funding opportunities and require additional, temporary and specific staff expertise. Council has 2 in-house teams to scope and deliver regular asset and service planning requirements.

Associated staff: Manager Projects, Manager Engineering & Assets, Manager Capital Works, 3 and 5 technical staff (respectively) 1 (Part time) road safety officer.

Targets and deliverables:

1.1.3	Responsibly address Council's carbon footprint and support renewable energy initiatives	<ul style="list-style-type: none"> Develop organisation wide strategy to identify opportunities into an action plan <i>Council adopt and resource action plan</i>
1.3.2	Improve road safety including street lighting and cycling friendly infrastructure	<ul style="list-style-type: none"> Undertake an audit of existing pedestrian and cycling related infrastructure Prepare a Pedestrian Access Strategy and plan <i>Audit / Completed; Strategy / Commenced</i>
1.4.1	Minimise waste to landfill and improve recycling	<ul style="list-style-type: none"> Looking into options to provide kerbside recycling; Review opportunities to commence Food Organics and Garden Organics (FOGO) <i>Project plans completed</i>
1.1.3	Work with local groups and regional organisations regarding partnering opportunities for re-use and recycling	<ul style="list-style-type: none"> Participate in RAMJO Kerbside Collection contract <i>Contract negotiations / commenced</i>
1.1.4	Plan and implement the extension of the existing Deniliquin Landfill	<ul style="list-style-type: none"> Submit a Development Application for the extension of the Deniliquin Landfill depot <i>DA / Submitted</i>

4.1.1	Prepare Asset Management Strategies and Plans for the sustainable renewal and improvement of assets	<ul style="list-style-type: none"> Invest in Council assets at a level equal to depreciation Undertake asset valuations for asset classes in accordance with Asset Management Strategy Convene the Asset Management Steering Committee Develop a 10-year plant replacement program <i>Capital expenditure compared to depreciation / = >90%; Asset valuation for one asset class / Completed; Meetings per year / 4; Year one of current 10-year program / Implemented</i>
4.1.4	Provide sufficient infrastructure for the growth of our towns and villages	<ul style="list-style-type: none"> Deliver Capital Works Program Plan the replacement of the Deniliquin Sewerage Treatment Plant in consultation with NSW Government <i>Capital Works Program Delivered / 90%; Funding Application to NSW Government / Submitted</i>
4.2.1.	Implement the outcomes of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines	<ul style="list-style-type: none"> Implement adopted liquid trade waste policy <i>Increase in non-compliant properties / 0%</i>
5.2.2	Continue to foster a culture and support frameworks to enhance risk-based decision making	<ul style="list-style-type: none"> Review and renew Council's insurance portfolio <i>Annual renewal / Completed. Incident reports to Executive / 4 per year</i>

Assigned budgets:

Engineering Services	Revenue	Expenditure	22/23 Budget Balance
Engineering Services	\$534,774	\$1,142,881	-\$608,107
Engineering Administration Contractors		\$30,000	-\$30,000
Asset Management		\$50,000	-\$50,000
Depreciation - Land Improvements		\$128,431	-\$128,431
Engineering Services Net Result	\$534,774	\$1,351,313	-\$816,539

Road Safety	Revenue	Expenditure	22/23 Budget Balance
Road Safety Officer Expenses		\$25,000	-\$25,000
Road Safety Net Result		\$25,000	-\$25,000

Environmental Planning and Regulatory Activities

This unit has responsibility for the statutory planning requirements associated with the Environmental Planning and Assessment Act as well as functions associated with the regulation of health (food and other licensing issues) and building compliance matters, companion animals, swimming pool fencing and the ranger services.

Associated staff: Manager Development Services, 5 technical staff, 2 regulations staff, 1 admin staff

Targets and deliverables:

1.2.1	Implement sound strategic planning policies to oversee the growth and development of our towns and villages	<ul style="list-style-type: none"> Prepare planning proposal for rezoning and reclassification of surplus open space <i>Planning Proposal / Completed</i> Review the Deniliquin Development Control Plan <i>DCP Review / Completed</i>
1.2.2	Manage the built environment in line with the Local Environmental Plan and relevant Legislation	<ul style="list-style-type: none"> Determine applications for development and local activities <i>DA 80% within statutory time frames, CDC 80% within statutory time frames, CC 80% within 30 days of registration, S68 80% within 14 days of registration</i> Determine planning certificates and sewer diagram applications <i>Planning certificates issued within five days of receipt / - >90%. Sewer drainage diagrams issued within five days of receipt / - >90%</i>
1.2.3	Maintain and develop adaptive housing options for whole of life living	<ul style="list-style-type: none"> Actively support development within Edward River to foster increased housing stock whilst maintaining integrity of the regulatory environment <i>Monitor applications received and initiate options during pre-DA discussions</i>
1.2.4	Deliver services to enhance community safety in the built and natural environment	<ul style="list-style-type: none"> Deliver companion animal desexing program; deliver 4 free microchipping weeks; Undertake food premises inspections to ensure compliance with NSW Food Act; Participate in NSW Health arbovirus monitoring program Undertake swimming pool barrier inspections

4.1.3	Continue to invest in the maintenance and improvement of community facilities	<ul style="list-style-type: none"> • Provide a heritage advisory service to the community • Provide funding for heritage projects through the Local Heritage Fund <i>Heritage service provided; Local Heritage projects funded / = > budgeted amount</i>
4.2.2	Comply with National Drinking Water Guidelines and work with NSW Health regarding health outcomes	<ul style="list-style-type: none"> • Undertake water sampling of Councils water supply <i>Water sampling schedule completed / 100%</i>

Assigned budgets:

Town Planning	Revenue	Expenditure	22/23 Budget Balance
Town Planning	\$170,951	\$413,600	-\$242,649
TP Sec 68 Inspections	\$8,000		\$8,000
LSL Levy Payments - Building Control	\$22,000	\$22,000	
Town Planning Net Result	\$200,951	\$435,600	-\$234,649

Building Control	Revenue	Expenditure	22/23 Budget Balance
Building Control	\$4,194	\$176,324	-\$172,130

Health Services	Revenue	Expenditure	22/23 Budget Balance
Health Services	\$5,112	\$178,565	-\$173,453
Arbovirus Monitoring Sentinel Flock	\$3,000	\$2,220	\$780
Health Services Net Result	\$8,112	\$180,785	-\$172,673

Heritage Services	Revenue	Expenditure	22/23 Budget Balance
Heritage Grant Funding	\$6,250		\$6,250
Heritage Advisor	\$5,000	\$10,000	-\$5,000
Heritage Grant Expenses		\$16,250	-\$16,250
Heritage Services Net Result	\$11,250	\$26,250	-\$15,000

Animal Control	Revenue	Expenditure	22/23 Budget Balance
Microchipping Fees	\$300	\$1,000	-\$700
Impounding Fees Animal Control	\$3,500		\$3,500
Fines Animal Control	\$20,000		\$20,000
Animal - Grant Companion Animals	\$10,000	\$16,000	-\$6,000
Impounded Car Fees Animal Control		\$800	-\$800
Animal Control		\$225,273	-\$225,273
Animal Control Pound Expenses		\$5,200	-\$5,200
De-sexing Project	\$1,000	\$10,000	-\$9,000
Depreciation - Animal Control		\$1,037	-\$1,037
Animal Control Net Result	\$34,800	\$259,310	-\$224,510

Corporate Services Directorate

Associated staff: Director, 4 Managers (functions detailed below), 1 Senior Governance Advisor, 1 admin staff

Corporate Governance

General management of statutory compliance obligations, leading Council's finance functions, including rates, revenue and long-term financial planning; ensuring the provision of efficient and responsive customer service; supporting the organisation in developing a reputation as an employer of choice; and ensuring the delivery of quality internal services, including human resources and information technology services, to Council's other departments

Associated staff: Director, Senior Governance Advisor, 1 admin staff

Targets and deliverables:

5.1.1	Provide governance frameworks that support council operating transparently for and with the community	<ul style="list-style-type: none">Review all policy and statutory guidelines that affect Council <i>Ensure all documents and registers are in place and updated</i>
5.1.3	Implement new community committee structures for community facilities	<ul style="list-style-type: none">Implementation of s355 Committee procedures, liaison and reporting <i>Ensure quarterly meetings (minimum) and reporting to Council</i>
5.2.3	Facilitate the role of the Audit Risk and Improvement Committee (ARIC)	<ul style="list-style-type: none">Provide secretariat support and provision of information for ARIC <i>Timely preparation and delivery of agenda and reports for each meeting</i>

Assigned budgets:

Governance	Revenue	Expenditure	22/23 Budget Balance
Governance		\$105,600	-\$105,600
Governance Net Result		\$105,600	-\$105,600

Other Support Services - CS	Revenue	Expenditure	22/23 Budget Balance
Corporate Services Other		\$58,000	-\$58,000
Corporate Services Support		\$8,000	-\$8,000
Other Support Services - CS Net Result		\$66,000	-\$66,000

Corporate Services	Revenue	Expenditure	22/23 Budget Balance
Financial Assistance Grant	\$4,502,220		\$4,502,220
Residential Rates	\$3,299,572		\$3,299,572
Rural Rates	\$592,399		\$592,399
Farmland Rates	\$2,964,240		\$2,964,240
Business Rates	\$1,100,057		\$1,100,057
Interest on Overdue Rates - General Fund	\$29,000		\$29,000
Interest on Investments	\$183,241		\$183,241
CS Other Income	\$5,000	\$5	\$4,995
Tax Equivalent Dividend Payment	\$165,000		\$165,000

Insurance Rebate - Incentive Rebates	\$30,000		\$30,000
Insurance Rebate - Motor Vehicle	\$9,000		\$9,000
CS - Administration Fees	\$1,091		\$1,091
Corporate Services	\$192,088	\$1,734,786	-\$1,542,698
Corporate Services Support Recovery	\$1,410,644		\$1,410,644
CS Valuation Fees		\$5,000	-\$5,000
CS Water Charges		\$1,782	-\$1,782
CS Electricity		\$47,250	-\$47,250
Insurance Public Liability & Prof. Indemnity		\$386,368	-\$386,368
Insurance - Fidelity/ Crime		\$13,121	-\$13,121
Insurance Excess Payments		\$10,000	-\$10,000
Insurance Casual Hirers		\$7,599	-\$7,599
CS Legal Fees Rate Recovery		\$73,000	-\$73,000
Depreciation Office Equipment		\$458,792	-\$458,792
Depreciation Furniture & Fittings		\$14,539	-\$14,539
Corporate Services Net Result	\$14,483,553	\$2,752,243	\$11,731,310

Financial Assistance Program

Under section 356 of the Act, Council provides a range of financial assistance programs. Council's Community, Annual and Quick Response Grants operate within Council's Grants Program Policy, with other financial assistance programs operating under different instruments, such as Memoranda of Understanding or State and Federal Funding agreements. Council's financial assistance programs for 2022-23 are set out below:

Donations and Contributions

	Budget 22/23
Income	
Local Heritage Places Funding	6,250
Advisor Grant	5,000
Total Income	11,250
Expenditure	
ERC Education Fund	10,000
Contributions to Schools	5,000
Donations and Contributions Community Grants	50,000
Donations and Contributions - Ute Muster Contributions in Kind	60,000
Donations and Contributions - Ute Muster Donations Program	25,000
Donations and Contributions - Play on the Plains Donations Program	10,000
Donations and Contributions - Bush Bursary	3,000
Local Heritage Places Expenditure (match grant 1:1)	16,250

Quick Response Grants	6,000
Doctor Incentive	10,000
Advisor Grant Expenditure (grant funded)	10,000
Total Expenditure	205,250
Donations and Contributions Net Result	- 194,000

Donations & Contributions	Revenue	Expenditure	22/23 Budget Balance
Donations & Contributions In Kind		\$75,000	-\$75,000
Donations & Contributions General		\$119,000	-\$119,000
Donations & Contributions Net Result		\$194,000	-\$194,000

Information Technology

Management and coordination of all IT-related matters including data, wireless communications, mobile technology, telephony, security, and computer hardware and software

Associated staff: Manager Information Management, 2 technical staff, 1 records officer

Targets and deliverables:

2.2.2	Investigate Smart cities technology to inform decision-making and improve operational	<ul style="list-style-type: none"> efficiencies
2.2.3	Connect stakeholders, data, technology and community interests to innovatively solve local challenges	<ul style="list-style-type: none"> Achievement of service levels for critical applications and systems to support community and organisational objectives <i>Measures: % of time website and external facing technology is available >95%/ 95% of service requests are actioned within 24 hours</i>

Assigned budgets:

Information Technology	Revenue	Expenditure	22/23 Budget Balance
IT Technology One Consultants		\$62,400	-\$62,400
Information Technology	\$200,540	\$1,009,220	-\$808,679
Amortisation - Software		\$260,585	-\$260,585
Information Technology Net Result	\$200,540	\$1,332,204	-\$1,131,664

Financial Planning and Management

Key responsibilities include Financial Accounting, Management Accounting, Revenue, Accounts Payable, Accounts Receivable.

Associated staff: Manager Finance, 3 technical officers, 4 admin officers

Targets and deliverables:

5.2.1	Develop and implement financial plans that ensure council is financially sustainable, innovative and efficient	<ul style="list-style-type: none">• Develop annual Operational Plan budget and review Long Term Financial Plan <i>Meet LG Act requirements, IP&R and audit engagement timetables</i>
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Economic Development, Community Activation and Participation

Key responsibilities include: Community Services; Cultural facilities and public programs; Events; Tourism / Visitor Economy; responsible for the development and implementation of strategic projects and initiatives to enhance local and regional economic development.

Associated staff: Manager Community & Economic Development, 1 co-ordinator, 1 team leader, 1 project officer, casual tourism/cultural officers, 3 casual library staff

Targets and deliverables:

2.3.1	Recognise and promote harmony between our Indigenous and rural heritage
2.3.2	Identify new and facilitate existing community groups in expanding services and opportunities
3.2.1	Develop and implement a technology aware economic development and growth strategy
3.2.2	Collaborate with stakeholders and entrepreneurs to drive diverse, innovative and competitiveness in new markets
3.2.3	Partner with neighbouring councils and service providers to implement the Agri business masterplan
3.3.1	Support the development and delivery of events that contribute to economic prosperity, liveability, and social cohesion
3.3.2	Support a collaborative creative economy where Arts and Culture are a transformational sector of the community
3.3.3	Build on the success of the Visit Deni Campaign to grow our visitor economy

Assigned budgets:

Long Paddock	Revenue	Expenditure	22/23 Budget Balance
Long Paddock Contribution Hay and Murray	\$14,000	\$28,000	-\$14,000
Long Paddock Net Result	\$14,000	\$28,000	-\$14,000

Tourism	Revenue	Expenditure	22/23 Budget Balance
PHC - Shop Sales	\$60,000		\$60,000
PHC - Tour Bus Income	\$1,000	\$1,000	
PHC - Bike Hire Service		\$3,000	-\$3,000
PHC - Venue Hire	\$524		\$524
Tourism		\$253,984	-\$253,984
Long Paddock Contribution to Sculptures		\$1,500	-\$1,500
Fish Stocking Program		\$1,800	-\$1,800
Visit Deni Campaign	\$8,000	\$51,500	-\$43,500
Depreciation - Peppin Heritage Centre		\$82,120	-\$82,120
Tourism Net Result	\$69,524	\$394,904	-\$325,381

Economic & Business Development	Revenue	Expenditure	22/23 Budget Balance
Business Support	\$7,500	\$8,000	-\$500
Senior Living Operational		\$83,953	-\$83,953
Other Business - Reimbursable Land Transfer	\$549		\$549
Economic and Business Development		\$340,484	-\$340,484
Advertising		\$1,500	-\$1,500
Insurance Premiums		\$5,197	-\$5,197
E&BD Xmas Decorations and Street Party		\$6,000	-\$6,000
Economic & Business Development Net Result	\$8,049	\$445,134	-\$437,085

Multi Arts Centre	Revenue	Expenditure	22/23 Budget Balance
Multi Arts Centre		\$13,872	-\$13,872
Depreciation - Multi Arts Centre		\$39,013	-\$39,013
Multi Arts Centre Net Result		\$52,885	-\$52,885

Arts	Revenue	Expenditure	22/23 Budget Balance
South West Arts Program - Contributions - Other Culture		\$15,000	-\$15,000
Art Acquisitive Prize		\$1,000	-\$1,000
Arts Net Result		\$16,000	-\$16,000

Museum	Revenue	Expenditure	22/23 Budget Balance
Museum	\$7,000	\$68,559	-\$61,559
Exhibition Expenses - PHC - Museum		\$8,000	-\$8,000
Museum Net Result	\$7,000	\$76,559	-\$69,559

Community Services	Revenue	Expenditure	22/23 Budget Balance
Community Services	\$4,500	\$10,000	-\$5,500
Community Services Net Result	\$4,500	\$10,000	-\$5,500

Aged & Disabled	Revenue	Expenditure	22/23 Budget Balance
Aged & Disabled		\$10,000	-\$10,000
Seniors Week Grant		\$2,000	-\$2,000
Aged & Disabled Net Result		\$12,000	-\$12,000

Youth Services	Revenue	Expenditure	22/23 Budget Balance
Youth Services	\$7,000	\$8,000	-\$1,000
Youth Services Net Result	\$7,000	\$8,000	-\$1,000

Library	Revenue	Expenditure	22/23 Budget Balance
Local Priority Grant	\$25,000		\$25,000
Library	\$68,419	\$339,000	-\$270,581
Public Buildings - Library		\$750	-\$750
Depreciation - Public Library		\$47,869	-\$47,869
Library Net Result	\$93,419	\$387,618	-\$294,199

Customer Service and Human Resources

Associated staff: Manager People & Customer Service, 1 HR Advisor/payroll, 2 customer service officers, 1 part-time (shared payroll/customer service), Risk & Strategic Safety Co-ordinator, WHS officer (part time)

Targets and deliverables:

4.3.1	Provide professional and effective customer service which is embedded throughout the organisation	<ul style="list-style-type: none"> Provide customer service awareness training for all staff with customer contact and Review customer service charter <i>Existing staff received training; Training included in induction process; Charter reviewed by June 2023</i>
4.3.2	A customer centric culture that continuously improves its practices and tools and innovates	<ul style="list-style-type: none"> Implement updated TechOne customer request system <i>Implementation complete Dec 2022</i>
5.3.1	Maintain a culture of safety first	<ul style="list-style-type: none"> Management actively supports safety throughout the organisation <i>WHS Steering Committee develops annual WHS Action Plan by June and reporting to EMT as per timeframes in plan</i>
5.3.2	A workforce culture supports the needs of the community with a safe, skilled, and motivated council workforce	<ul style="list-style-type: none"> Develop and implement Workforce Plan; Staff engagement and cultural survey <i>Workforce plan milestones are met; Survey conducted and presented to EMT</i>
5.3.4	Actively supporting the growth and development of staff	<ul style="list-style-type: none"> Annual Training Plan developed; Staff Reviews conducted; Leadership program for existing and emerging leaders within council <i>Staff reviews completed annually; Training plan by Dec 2023; Leadership program included in training plan</i>

Assigned budgets:

Human Resources	Revenue	Expenditure	22/23 Budget Balance
Insurance Rebate - Mutual Performance	\$28,000		\$28,000
Recruitment Costs		\$29,800	-\$29,800
HR Training		\$145,000	-\$145,000
HR Staff EAP		\$2,100	-\$2,100
Staff Health Incentives		\$2,000	-\$2,000
HR - Internal Recoveries	\$11,141		\$11,141
Human Resources	\$150,000	\$772,981	-\$622,981
COVID-19 Related costs		\$1,100	-\$1,100
Human Resources Net Result	\$189,141	\$952,981	-\$763,839



EDWARD RIVER COUNCIL
OPERATIONAL PLAN 2022-2023

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