



AGENDA

Ordinary Council Meeting

Tuesday, 16 April 2024

I hereby give notice that an Ordinary Council Meeting will be held on:

Date: Tuesday, 16 April 2024
Time: 10:00 AM
**Location: Council Chambers, Estates Building Cressy Street
Deniliquin**

Mark Dalzell
Acting Chief Executive Officer

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1. OPENING MEETING**2. ATTENDANCE****3. LIVE STREAMING STATEMENT**

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4. 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.

5. STATEMENT OF PURPOSE

I have come here as a Councillor freely and without bias to:

- Represent the views of the community in considering the matters before us today
- To vote in a matter I consider to be in the best interest of the community
- To observe the Code of Conduct and respect the rule of the chair and views of my fellow Councillors.

6. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

7. CONFIRMATION OF MINUTES

7.1. DRAFT MINUTES ORDINARY COUNCIL MEETING 19 MARCH 2024

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council accept the draft minutes of the Ordinary Council Meeting held Tuesday 19 March 2024 as a true and correct record.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

1. Draft Minutes Ordinary Council Meeting 19 March 2024



MINUTES

Ordinary Council Meeting

Tuesday, 19 March 2024

I hereby give notice that an Ordinary Council Meeting will be held on:

Date: Tuesday, 19 March 2024

Time: 10:00 AM

**Location: Council Chambers, Estates Building Cressy Street
Deniliquin**

**Philip Stone
Chief Executive Officer**

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

1. OPENING MEETING

Meeting opened at 10.06am

2. ATTENDANCE

Present: Mayor Cr Peta Betts, Deputy Mayor Cr Marc Petersen, Cr Linda Fawns, Cr Harold Clapham, Cr Shirlee Burge, Cr Shannon Sampson, Cr Tarria Moore, Cr Pat Fogarty

In Attendance: Chief Executive Officer, Director Corporate Service, Director Infrastructure, Chief Financial Officer, Manager Governance, Risk & Safety, Executive Assistant

Via Teams: Principal Governance Advisory

3. LIVE STREAMING STATEMENT

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6. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

7. CONFIRMATION OF MINUTES

7.1. DRAFT MINUTES ORDINARY COUNCIL MEETING HELD 20 FEBRUARY 2024

Moved: Cr Shannon Sampson

Seconded: Cr Clapham

RESOLUTION 2024/1903/7.1

That Council accept the draft minutes of the Ordinary Council Meeting held Tuesday 20 February 2024 as a true and correct record.

CARRIED

8. DISCLOSURES OF INTERESTS

12.4 Chief Executive Officer declared Non-pecuniary - Less than significant conflict of interest in report 12.4 DA 2023/0096 - Shipping Container - Cadet Hall - 306-308 Victoria Street.

9. MAYORAL MINUTE(S)

Nil

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

10. URGENT ITEMS OF BUSINESS

Moved: Cr Shirlee Burge

Seconded: Cr Pat Fogarty

Notice of Motion - Staff Matter**Consideration of business to be in closed session**

This matter to be considered in Closed Session as the information concerns personnel matters relating to particular individuals in accordance with s10A of the Local Government Act 1993 (NSW).

Moved: Cr Pat Fogarty

Seconded: Cr Tarria Moore

RESOLUTION 2024/1903/10

That Council move into Confidential Business at 10.11am, and all Council Officers were asked to leave the Chambers.

CARRIED

Mayor Peta Betts declared a conflict of interest and left the Chambers.

Moved: Cr Tarria Moore

Seconded: Cr Pat Fogarty

RESOLUTION 2024/1903/10.1

That Council reopens the meeting to the public at 11.51am and the resolution of Council considered in item 10 Urgent Items of Business are read out to the public.

CARRIED

RESOLUTION 2024/1903/10.2

That Council:-

1. Terminates the Chief Executive Officers contract of employment ("Contract") in accordance with subclause 10.3.5 of the Contract, with such termination to take effect from when the Chief Executive Officer receives written notice that their contract of employment has been terminated.
2. As soon as practicable the Mayor shall inform the Chief Executive Officer of the above decision in writing and instruct the relevant officer(s) of Council to process any termination payments that the Chief Executive Officer is entitled to under their Contract.
3. The Council appoints Mark Dalzell as the Council's Acting Chief Executive Officer pursuant to sections 336 and 351 of the Local Government Act 1993, with such person to remain as the Council's Acting Chief Executive Officer until the Council appoints a new Chief Executive Officer or until further decision of the Council to appoint a different Acting Chief Executive Officer, which occurs first.
4. In the event of item 3 not being successful, the Council appoints Local Government New South Wales to recruit an Acting Chief Executive Officer for the Council until such time that a new Chief Executive Officer is appointed.

Mayor Cr Peta Betts resumed the Chair at 11.53am.

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ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

11. REPORTS OF COMMITTEES**11.1. DRAFT MINUTES MEMORIAL PARK USER GROUP MEETING 21 FEBRUARY 2024**

Moved: Cr Pat Fogarty

Seconded: Deputy Mayor Cr Marc Petersen

RESOLUTION 2024/1903/11.1

That Council receive the draft minutes of the Memorial Park User Group meeting held Wednesday 21 February 2024 and note the committee's resolutions

CARRIED**11.2. DRAFT MINUTES ABORIGINAL LIAISON COMMITTEE MEETING 7 FEBRUARY 2024**

Moved: Cr Linda Fawns

Seconded: Deputy Mayor Marc Petersen

RESOLUTION 2024/1903/11.2

That Council:

1. Note the draft minutes of the Aboriginal Liaison Committee meeting held Wednesday 7 February 2024,
2. Note that the Chief Executive Officer has actioned recommendation 1 of General Business item 5.1, Australia Day of the minutes, and
3. Consider the following recommendations:
 - a. That a member of the Aboriginal Liaison Committee or a First Nations Person be involved in the Australia Day Committee
 - b. That Edward River Council, with consultation provided by Yarkuwa, prepare a media release:-
 - c. Edward River Council is appalled at the ongoing adverse commentary being generated within our community
 - d. Edward River Council does not condone any public denigration of First Nations People in any form.
4. That the terms of reference for the Australia Day Committee be updated to include 3(a).

Against: Cr Tarria Moore; Cr Shannon Sampson

CARRIED

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

11.3. DRAFT MINUTES GROWTH STRATEGY ADVISORY COMMITTEE

Moved: Cr Harold Clapham

Seconded: Cr Shannon Sampson

RESOLUTION 2024/1903/11.3

That Council:

1. Receives the draft minutes of the Growth Strategy Advisory Committee meeting held 5 December 2023 and endorses the recommendations of that meeting
2. Receives the draft minutes of the meeting held 5 March 2024, and endorses the resolutions and recommendations of that meeting, specifically:
 - a. Approval of the extension of the Growth Strategy project timeline by at least one month to allow for considered review and feedback into the draft ahead of the public exhibition period
3. Receives the notes taken of the Growth Strategy Advisory Committee Meeting held 6 February 2024, which was inquorate.

CARRIED**11.4. AUDIT RISK AND IMPROVEMENT COMMITTEE DRAFT MINUTES - THURSDAY 15 FEBRUARY 2024**

Moved: Cr Harold Clapham

Seconded: Cr Pat Fogarty

RESOLUTION 2024/1903/11.4

That Council:

1. Receives the draft Minutes of the Audit, Risk and Improvement Committee meeting held on 15 February 2024, and endorse the resolutions and recommendations of that meeting, specifically:
 - a) Adoption of the updated Terms of Reference, noting the membership composition of four independent members and,
 - b) Adoption of the Annual Internal Audit Plan for 2024-25, being cyber security risk and taxation compliance (including fuel tax credits)
2. Notes the annual self-assessment undertaken by the Committee and the accompanying letter from the Audit, Risk and Improvement Chair.
3. That a copy of the letter from the Chair of Audit, Risk and Improvement Committee be brought to the attention of Staff and that a report be brought back to Council.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

TUESDAY, 19 MARCH 2024

12. REPORTS TO COUNCIL**12.1. WATER ADVOCACY PROPOSAL**

Moved: Cr Linda Fawns

Seconded: Cr Harold Clapham

RESOLUTION 2024/1903/12.1

That Council endorse the engagement of Seftons and Arche advisory to provide a response to the survey on the Draft Restoring Our Rivers Framework and adopt the submission and cover letter as attached to this report.

CARRIED**12.2. PROCUREMENT POLICY**

Moved: Cr Harold Clapham

Seconded: Cr Pat Fogarty

RESOLUTION 2024/1903/12.2

That Council adopt the updated draft Edward River Council Procurement Policy.

CARRIED**12.3. REVISED COUNCILLOR EXPENSES AND FACILITIES POLICY**

Move: Cr Linda Fawns

Seconded: Cr Tarria Moore

RESOLUTION 2024/1903/12.3

That Council defer this report to the April 2024 Ordinary Council to allow for further changes.

CARRIED**12.4. DA2023/0096 - SHIPPING CONTAINER - CADET HALL - 306-308 VICTORIA STREET**

Moved: Cr Pat Fogarty

Seconded: Cr Shirlee Burge

RESOLUTION 2024/1903/12.4

That Council resolves to: -

1. APPROVE the development application DA2023/0096 for a Shipping Container, on Lot 2, Sec 5, DP 758782, 306-308 Victoria Street, Deniliquin as shown on the plans in attachment 2 and described in details accompanying the Development Application, in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 and subject to the following reasons:
 - a) The application is compliant with the key planning provisions contained within the DLEP 2013 and the Deniliquin Development Control Plan 2016.
 - b) The proposal is appropriate on the site given the existing character of the area.

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ORDINARY COUNCIL MEETING MINUTES**TUESDAY, 19 MARCH 2024**

- c) The development will have no significant adverse impacts on the natural or built environments.
2. Impose the conditions as shown in attachment 1.
3. An additional item of consent that the container is to be painted the same colour as the existing building on site.

Division

For: Deputy Mayor Cr Marc Petersen, Cr Linda Fawns, Cr Harold Clapham, Cr Shirlee Burge, Cr Shannon Sampson, Cr Tarria Moore, Cr Pat Fogarty, Mayor Cr Peta Betts

CARRIED 8/0**12.5. DEVELOPMENT SERVICES ACTIVITY REPORT FEBRUARY 2024**

Moved: Cr Linda Fawns

Seconded: Deputy Mayor Cr Marc Petersen

RESOLUTION 2024/1903/12.5

That Council receive and note the February 2024 Development Services Report.

CARRIED**12.6. MAJOR PROJECTS UPDATE - FEBRUARY 2024**

Moved: Cr Linda Fawns

Seconded: Cr Tarria Moore

RESOLUTION 2024/1903/12.6

That Council receive and note the Major Projects Program - Progress Report for February 2024.

CARRIED**12.7. INVESTMENT REPORT - FEBRUARY 2024**

Moved: Cr Linda Fawns

Seconded: Deputy Mayor Cr Marc Petersen

RESOLUTION 2024/1903/12.7

That Council

1. Note and receive the February 2024 report on investments totalling \$38,156,122 inclusive of cash at bank for day-to-day operations
2. Note that actual interest earned in the month of February 2024 was \$104,730
3. Note that total interest earned for the year to 29 February 2024 is \$1,074,666
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report.

CARRIED

ORDINARY COUNCIL MEETING MINUTES**TUESDAY, 19 MARCH 2024**

12.8. RESOLUTIONS OF COUNCIL

Moved: Cr Pat Fogarty

Seconded: Deputy Mayor Cr Marc Petersen

RESOLUTION 2024/1903/12.8

That Council note the information in the Resolutions of Council as at 13 March 2024.

CARRIED**12.9. MAYOR, COUNCILLOR, CEO MEETINGS FEBRUARY 2024**

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2024/1903/12.9

That Council

1. Note meetings attended on behalf of Council by the Mayor, Councillors and Chief Executive Officer during the month of February 2024.
2. Continue to advise the Chief Executive Officer's Executive Assistant of their meeting diaries and activities attendance.

CARRIED**13. NOTICES OF MOTIONS**

Nil

14. QUESTIONS WITH NOTICE

Nil

15. CONFIDENTIAL MATTERS

Nil

16. CLOSE OF MEETING

The meeting closed at 12.25pm.

7.2. DRAFT MINUTES EXTRAORDINARY COUNCIL MEETING 26 MARCH 2024

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council accept the draft minutes of the Extraordinary Council Meeting held Tuesday 26 March 2024 as a true and correct record.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

ATTACHMENTS

1. Draft Minutes Extraordinary Council Meeting 26 March 2024



MINUTES

Extraordinary Council Meeting

Tuesday, 26 March 2024

Mark Dalzell
Acting Chief Executive Officer

Order of Business

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EXTRAORDINARY COUNCIL MEETING MINUTES**TUESDAY, 26 MARCH 2024**

1. OPEN MEETING

Present: Mayor Cr Peta Betts, Deputy Mayor Cr Marc Petersen, Cr Linda Fawns, Cr Harold Clapham, Cr Tarria Moore, Cr Shannon Sampson

In Attendance: Acting Chief Executive Officer, Manager Governance, Safety and Risk, Chief Financial Officer, Executive Assistant

Via Teams Via Teams: Principal Governance Advisor

The meeting opened at 6.05pm

2. LIVE STREAMING STATEMENT

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4. STATEMENT OF PURPOSE

I have come here as a Councillor freely and without bias to:

- Represent the views of the community in considering the matters before us today
- To vote in a matter I consider to be in the best interest of the community
- To observe the Code of Conduct and respect the rule of the chair and views of my fellow Councillors

5. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

Cr Harold Clapham left the Chambers at 6.07pm and did not return.

6. DISCLOSURES OF INTERESTS

Nil

EXTRAORDINARY COUNCIL MEETING MINUTES

TUESDAY, 26 MARCH 2024

7. CONFIDENTIAL MATTERS**7.1. AMENDMENT TO RESOLUTION 2024/1903/10.2**

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2024/2603/7.1

That Council move into Confidential Matters at 6.08pm satisfied that, pursuant to Section 10A(2) of the Local Government Act 1993, the information to be received, discussed or considered in relation to this agenda item is:

- (a) personnel matters concerning particular individuals (other than councillors).

CARRIED**7.2. NOTICE OF MOTION**

Moved: Cr Tarria Moore

Seconded: Cr Linda Fawns

RESOLUTION 2024/2603/7.2

That Council receive the attached Notice of Motion to amend resolution 2024/1903/10.2 points 3 and 4 from decision on 19 March 2024 to the following:-

That Council:-

3. That Council appoints Mark Dalzell as Council's Acting General Manager (for which the position may also be referred to as Acting Chief Executive Officer (CEO)) pursuant to sections 336 and 351 of the Local Government Act 1993, with such person to remain as the Acting General Manager (or Acting CEO) until such time as either Council appoints a replacement Acting General Manager (Acting CEO), an interim General Manager (for which the position may also be referred to as a interim CEO) or permanent General Manager (for which the position may also be referred to as CEO) whichever occurs first.
4. That Council immediately commences recruitment for an interim General Manager (for which the position may also be referred to as interim CEO) to lead the organisation through the election, new council onboarding and recruitment for a permanent General Manager (for which the position may also be referred to as CEO) for a period of up to 12 months or until such time as a permanent General Manager (for which the position may also be referred to as CEO) is appointed.

CARRIED

EXTRAORDINARY COUNCIL MEETING MINUTES

TUESDAY, 26 MARCH 2024

7.3. RETURN TO OPEN COUNCIL

Moved: Cr Tarria Moore

Seconded: Cr Shannon Sampson

RESOLUTION 2024/2603/7.3

That Council move out of Confidential Matters to Open Council and that the resolution be read by the Acting Chief Executive Officer.

CARRIED

8. CLOSE OF MEETING

The meeting closed at 6.16pm.

8. DISCLOSURES OF INTERESTS

9. MAYORAL MINUTE(S)

10. URGENT ITEMS OF BUSINESS

NOTE: Business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

- a. a motion is passed to have the business considered at the meeting, and
- b. the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

Only the mover of a motion can speak to the motion before it is put.

A motion of dissent cannot be moved against a ruling by the chairperson.

11. REPORTS OF COMMITTEES

11.1. DRAFT MINUTES BLIGHTY ADVANCEMENT COMMITTEE MEETING HELD 20TH FEBRUARY 2024

Author: Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

That Council receive the draft minutes of the Blighty Advancement Committee meeting held 20th February 2024.

BACKGROUND

NIL

ISSUE/DISCUSSION

NIL

STRATEGIC IMPLICATIONS

NIL

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

1. Draft Minutes Blighty Advancement Committee Meeting held 20 February 2024.

MINUTES

Blighty Advancement Committee

Tuesday, 20 February 2024

Commencing at 6:00pm

Blighty Recreational Reserve, Netball Clubrooms

Blighty Advancement Committee Meeting**20th February 2024****Meeting Opened:** 6:10pm**Present:** Andy Lostroh, Al Nicholls, Shannon Sampson, Jane Crowhurst, Mark Dalzell, Geoff Ford, Malcolm Holm, Jaymie Coleman**Apologies:** Linda Fawns, Felicity Michael, Maree Hovenden, Rhys Tremble, Judy Plattfuss, Jodi Brown, MaryLynne Bradford.**Previous Minutes:** 26/10/2023

Moved- Geoff Ford

Seconded- Andy Lostroh

Accepted

Business Arising from previous minutes:

- Lights upgrade is progressing, should be completed by season start. This includes football oval and netball. Council was able to get some further funding to help out.
- The star workshop was well attended 23 people adults and children. Possibly run again earlier this year. Thank you to Jane Crowhurst.
- Mark introduced Jaymie to everyone, she will be coming to our meetings instead. Her role is to manage the facilities and open spaces for the Council.

Treasurers Report: Presented by Andy Lostroh in Judy's absence.Closing Balance on 31st January 2024 \$ 18,011.21Term Deposit reinvested to 17th January 2025 \$5,861.73

Moved- Andy Lostroh

Seconded- Malcolm Holm

Accepted

General Business:

- Jodi Brown: has ordered two new lock boxes, one for football clubrooms and one for the netball clubrooms.
- The Football and Netball Clubs have agreed that it would be great to host a pink day for Breast Cancer and are hoping to coincide with the Ladies Day against Tocumwal on Round 6 on Saturday 4th May.
- Maree Hovenden: Blighty signs need mowing maybe council would consider using a permanent weed spray to keep grass away from the base of the sign by about 2m.

- Geoff Ford: re village signs and mowing round them also. Council will go back and talk to outdoor workers
- Geoff Ford: asked about a key for the shed padlock and could he have one himself. Discussion round table and he will be given one.
- Malcolm Holm: Looks rough as you come in back gate of grounds still ongoing with trees.
- The septic system at netball has not worked properly from start. Council will check it again before season starts.
- Jane Crowhurst: Paint Day for Ladies suggestion for fundraising for Grounds Management perhaps?
- Football Club need decent toilet roll holders like netball have perhaps.
- Malcolm Holm: We purchase 9 (nine) to cover hall and change rooms with a budget of \$2,000 (two thousand dollars) for stainless steel one. Jane Crowhurst to look in Bunnings tomorrow and get prices.

Moved- Malcolm Holms

Seconded- Jane Crowhurst

Accepted

- Al Nicholls: Clarification of sprinkler management, who pays? Football
- Drawer in hall kitchen needs fixed, pipe leaking at front of hall.
- Tractor trek stopping at Blighty, dates and times to be confirmed.
- Deep fryers starting/stopping in middle of service, want to have better reliable ones perhaps bigger electric could be looked into.
- Malcolm Holm: asked what power was charged as ie: ½ hr blocks or what. Council will look into and get back to us.

Meeting closed: 7:30pm

11.2. AIRPORT ADVISORY COMMITTEE

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council receive the draft minutes of the Airport Advisory Committee meeting held Tuesday 12th March 2024 and note the committee's resolutions

BACKGROUND

NIL

ISSUE/DISCUSSION

NIL

STRATEGIC IMPLICATIONS

NIL

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

NIL

LEGISLATIVE IMPLICATIONS

NIL

ATTACHMENTS

1. Draft Minutes of the Airport Advisory Committee Tuesday 12th March 2024.

Attachment 1 - Public Minutes for Airport Advisory Committee 18-30 PM - Tuesday 12 March 2024(1)



MINUTES

Airport Advisory Committee

Tuesday, 12 March 2024

I hereby give notice that an Airport Advisory Committee will be held on:

Date: Tuesday, 12 March 2024

Time: 6:30 PM

Location: Deniliquin Aero Club, Macknight Drive Deniliquin

Philip Stone
Chief Executive Officer

Order of Business

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AIRPORT ADVISORY COMMITTEE MINUTES**TUESDAY, 12 MARCH 2024**

1. ATTENDANCE AND APOLOGIES**Present:**

Simon Thomas, Paul Thomas, John Macknight, Chris Wright, Steve Holloway, Russell Tait, Tony Whitehorn (RFS), Jennifer Laird

Council Staff:

Mayor Cr Peta Betts, Mark Dalzell (Director Infrastructure, ERC), Jaymie Coleman (Manager Facilities and Open Spaces, ERC), Justin Learmonth (Airport Reporting Officer, ERC)

Observer:

Shirlee Burge (Councillor), Linda Fawns (Councillor)

Apologies:

Cr Shannon Sampson (Councillor), Philip Stone (Chief Executive Officer, ERC), Nigel Wettenhall.

2. CONFIRMATION OF PREVIOUS MINUTES**RESOLVED:**

The committee noted that the minutes of the previous meeting held Tuesday 24 October 2023 are a true and correct record.

2.1. MINUTES OF PREVIOUS MEETING 24.10.23**3. ACTIONS ARISING****3.1. OUTSTANDING ACTION ITEMS**

Mark Dalzell tabled the outstanding action items, the following changes to be made:

- **Action item 02/02/23** - Electricians have been appointed, waiting for work to commence.
Action to remain open.

4. REPORTS**4.1. GENERAL BUSINESS**Official Opening for Airport

Mark Dalzell noted that Council had received advice from the office of Senator Deborah O'Neill, that she will be available the commencing Monday, 17 June 2024, to attend the opening as per the funding requirements.

Mr Dalzell noted that Council would contact Se. O'Neill's office to organise the official opening on Friday, 21 June 2024, and would support and work with the AeroClub and users to have a public open day on Saturday, 22 June 2024. Mr Tony Whitehorn from RFS noted that they would support the public open day by making aircraft for display available. Other users and Committee members also noted their willingness to participate.

AIRPORT ADVISORY COMMITTEE MINUTES**TUESDAY, 12 MARCH 2024**

Pavement Concession Number (PCN)

Mark Dalzell noted that Council was continuing with determining the Pavement Concession Number (PCN) for the reconstructed runway. Initial results from the desktop analysis were inconclusive and Council, with the assistance of Airport Consultancy Group, have undertaken. Sen. O'Neill's office noted that she would not be available on the weekend.

Committee members noted that the original intent of the opening was to have a public open day to showcase the airport and services that operate out of the airport. This would not be able to occur during the week as many in the community would not be available to attend. It is noted that the AeroClub and users have successfully hosted open days in the past.

Runway Lighting & Grass Strip

The Committee members raised the request for Council to install solar powered Pilot Activated Lighting (PAL) for the grass runway. Currently there is no runway lighting for the grass runway, meaning that it cannot be used during night time or low light situations.

It is noted that the grass runway is generally used when there are strong cross winds or where an aircraft may need a runway longer than the nominal 1,200m for the main runway.

Committee members noted that this type of lighting has been successfully used on grass runways, with advice received from pilots from Skytrans at Warren.

Mark Dalzell, along with Committee members, noted that Air Ambulance and other emergency services would be main stakeholder in relation to the implementation of this lighting and that Council would contact Air Ambulance in order to determine whether their pilots would utilise the grass runway at night if it was lit and the circumstances required its use.

The Mayor thanked everyone for their feedback regarding this matter.

Sealed Runway Lighting

Committee members requested an update on progress regarding the infill runway lighting for the sealed runway. Mr Justin Learmonth noted that Council had been in contact with the electrical contractors for the project and were advised that they were waiting on the supply of the lighting from overseas. Once the lights arrive they will be installed as required.

Terminal Building

B Green Constructions are the contractors for the Terminal Building Refurbishment. Works will commence after Anzac Day.

ULP

Construction has been completed. Council is working through the operational and safety at the moment. Funding has been secured to install Bollards at the ULP, Fire Extinguishers have been ordered for here as well.

Trees and General Grounds Condition

Mr Paul Thomas noted that the trees along Macknight Drive had been removed and had included removal of healthier trees. It was noted discussed that the work was to remove the trees along the side of the proposed SkyPark and that a plan would be implemented to re-plant more suitable trees in this area.

Several Committee members noted that the airport grounds in general were looking untidy and in poor condition and requested that Council undertake maintenance work, especially prior to the open day. Council staff noted this request and will follow up.

AIRPORT ADVISORY COMMITTEE MINUTES**TUESDAY, 12 MARCH 2024**

Australian Flag at Terminal Building

The Mayor requested that the Australian Flag on the Terminal Building be replaced as it is in poor condition. Mr Justin Learmonth noted that he will organise this work.

Taxiway near Private Hangars

Mr Simon Thomas requested an update on repair work to the taxiway area in front of the private hangars, noting that this had been an ongoing issue for some time. Mr Dalzell noted that this work was to be done during the airport works and would follow up on what the plan is to undertake the work.

Interest in SkyPark

Mr Chris Wright request information on any interest in the SkyPark. Mr Dalzell noted that Council had received interest from one party regarding the SkyPark and was following up on this.

Aircraft on Grass Area in front of AeroClub Building

Mr Learmonth noted that he was in contact with the owners of the aircraft and that the aircraft should be removed in the near future.

5. SCHEDULE NEXT MEETING & CLOSE MEETING

Next meeting will be scheduled for early May to assist with planning for the open day.

11.3. ROTARY PARK USER GROUP

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council receive the draft minutes of the Rotary Park User Group meeting held Wednesday 13th March 2024 and note the committee's resolutions.

BACKGROUND

NIL

ISSUE/DISCUSSION

NIL

STRATEGIC IMPLICATIONS

NIL

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

NIL

LEGISLATIVE IMPLICATIONS

NIL

ATTACHMENTS

1. Draft Minutes from Rotary Park User Group Meeting held on Wednesday 13th March 2024

**Attachment 1 - Public Minutes for Rotary Park User Group Meeting 16-00 PM - Wednesday 13
March 2024(2) (002)**



MINUTES

Rotary Park User Group Meeting

Wednesday, 13 March 2024

Commencing at 4:00 PM

Rotary Park, Deniliquin

Rotary Park User Group Meeting

Wednesday, 13 March 2024

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Rotary Park User Group Meeting

Wednesday, 13 March 2024

1. Attendance and Apologies

Present: Cr Shirlee Burge, Leanne Mulham (Deniliquin Stadium), Peter Thompson (District Soccer Club), Jacob Hird (Wanderers Soccer), Ian Seymour (Wanderers Soccer)

Council Staff: Mark Dalzell (Director Infrastructure), Jaymie Coleman (Manager Facilities & Open Spaces), Patricia Fogarty (Councillor),

Apologies: Paul Marshall (Drovers), Michael Pisasale (Drovers), John Haig (Wanderers Soccer), Diego Szejam (Strike Force Soccer Academy), Criag Druitt, John Arthur (Deniliquin Stadium).

2. Confirmation of Previous Minutes

2.1. Previous Meeting Minutes

3. Actions Arising

Mark Dalzell ran through and updated the outstanding actions. Leanne Mulham provided a maintenance report and upgrades which will be included and updated in the action list.

3.1. Outstanding Action Items

4. Reports

4.1. General Business

Stadium

It was asked that the Minutes be put into the Team folder for everyone to access.

Concerns about the electricity bill, last bill was \$9,915.64 for the period 03 November 2023 till 5th February 2024 (95 Days). John has monitored the daily usage since this bill and possible causes of this blow out. Query the Sewerage pumping station being connected to the stadium and power usage of this pumping station during late November/December Flood Event and this is a cause of the electricity blow out? Electricity Bill Attached.

Can we confirm what meters we have and where they feed through to?

A local electrician has advised that an electrician is NOT required to install the LED lights as they are designed for DIY installation. All plugs are fitted ready to plug into the existing power points that are already in the roof. Is this something we could consider given it could then happen relatively quickly. Middys have 23 globes in stock. If the thoughts are a yes, Leanne will ask Chris Hovendan for a quote to install. Chris is fully aware of the floor and the load ratings etc.

It was noted that the stadium has its own booking process. Booking requests need to be referred to John Arthur.

Naming of the stadium was raised as a discussion point, with a request to name the stadium after Graham McKindley. Mark Dalzell noted that naming of stadiums and reserves falls outside Council's Memorials in Public Places policy and would be dealt with as an individual matter by Council.

Rotary Park User Group Meeting

Wednesday, 13 March 2024

Notes from November meeting:

- Floor sanding, floor cleaning, lighting and basketball winch were highlighted as high priority and would be considered in the next budget. Floor sanding quote attached.

Items on this list which I understood are already funded and either being worked on or going to be include:

- Leaking roof
- Shop front movement
- Brick movement in office walls
- Front entrance

Possible Insurance claim for water damage. Has there been any feedback on this?

If needed we could compromise this year but needs to be listed are:

- Grandstand Painting & Safety,
- Car Park Lighting.

Wanderers Soccer

Committee members noted that pitch and grounds are looking good.

PSSA request for use of the grounds. Do these come through Council as a grounds booking. Ms Jaymie Coleman noted that she would provide further information regarding bookings and customer service requests for the facility.

Deniliquin District Soccer Club

Saturday morning casual competition to commence.

Concerns that there is lack of shelter at the grounds.

Trees still haven't been planted to help with wind break.

Season start 6/7 April, look at doing some top dressing.

Booking of the grounds needs to link through to Council through customer service.

Cr Shirlee Burge

Cr Burge raised concerns regarding the carpet in the amenities building, noting that there still was a mouldy smell. Mark Dalzell noted that Council had undertaken a deep clean of the carpets following the last time this issue was raised and would follow up regarding replacement of the carpets.

The question was asked whether there was a more appropriate floor covering other than carpet and it was noted that this would be considered.

Badminton

Lighting upgrade for the old section of the stadium. Indicative costs are \$10,000.

Rotary Park User Group Meeting

Wednesday, 13 March 2024

5. Next Meeting

The next meeting will be scheduled for June 2024.

11.4. DRAFT MINUTES OF CONARGO HALL COMMITTEE MEETING

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council receive the draft minutes of the Conargo Hall Committee meeting held 27th March 2024.

BACKGROUND

NIL

ISSUE/DISCUSSION

NIL

STRATEGIC IMPLICATIONS

NIL

COMMUNITY STRATEGIC PLAN

NIL

FINANCIAL IMPLICATIONS

NIL

LEGISLATIVE IMPLICATIONS

NIL

ATTACHMENTS

1. Conargo Hall Committee Meeting Minutes 27th March 2024

MINUTES

Conargo Hall Committee

Wednesday, 27 March 2024

Commencing at 6:00pm

Conargo Hall, Conargo

Conargo Hall Committee

General Meeting Minutes– Wednesday March 27, 2024

TIME: 6.30 pm
DATE: Wednesday March 27, 2024
LOCATION: Conargo Shire Hall/Live Stream
MINUTE TAKER: Deb Stockton

ITEM NO.	AGENDA ITEM	SPEAKER	DETAILS & ATTACHMENTS
1	Welcome	Chair	Colin Bull opened the meeting at 6.40 pm and acknowledged the traditional owners through the Council approved welcome. Colin made a special welcome to newly appointed ERC CEO, Mark Dalzell, and Jamie Coleman, Manager of Facilities and Open Spaces.
2	Apologies	Chair	Aileen and Mick Loader, Scott Fullerton, Allison Pearson, Brett Rose, Peri Chappell, Harold Clapham Moved: Lyn Hardcastle Second: Liz McNamara Carried
3	Attendees	Chair	Liz McNamara, Alistair McNamara, Dave Woodhead, Brett Jervis, Bronwyn Chappell, Alan Hardcastle, Lyn Hardcastle, Michael Pisasale, Ian Paton, Marg Bull, Colin Bull, Deb Stockton
4	Declaration of Conflict of Interest	Chair	No conflict of interest declared
5	Acceptance of Minutes from February 28, 2024	Chair	As attached. The minutes of the last minutes are a true and accurate record of the meeting. Moved: Brett Jervis Second: Lyn Hardcastle Carried
6	Business Arising	Chair	Colin Bull requested a variation to the agenda to accommodate Jamie Coleman speaking to the Removal and Relocation Plan for the Identified Scar Tree at Hartwood Weir. Jamie spoke to the notification she had from the NSW Government (as attached). The document details the cultural heritage survey, having identified a scar tree of cultural significance is in close proximity to proposed infrastructure changes at the Hartwood Weir under the Yanco Creek Modernisation project. It is proposed the section of the scar tree

		<p>that can be preserved, be relocated to a space of significance in Conargo. This notion has been fully supported by a number of stakeholders as listed on the attachment.</p> <p>Motion: Conargo Hall Committee have agreed in principle, to have the scar tree placed in Conargo and invite Troy Bright to address the next meeting of the Conargo Hall Committee to discuss in detail.</p> <p>Moved: Dave Woodhead Second: Alistair McNamara Carried</p> <p>6.1 Letters to Anne Bull and Lyn Baker have been signed and posted notifying of no vacancies available on the current committee at this time</p> <p>6.2 Redrafting of TOR to include Committee cap of 20 is in progress, Karen Legg Governance Officer is working toward the completion of this task</p> <p>6.3 Sale of sheep yards and clearing/cleaning of the site. Mark Dalzell was given an overview of the reasoning behind removing the sheep yards. Removing the yards will allow the extension of the RV park and beautifying the grounds will take place.</p> <p>Motion: Add to the previous motion (Council to advertise for the sale and removal of the sheep yards and clearing/cleaning of the site), Any profits derived by the Council from the realisation of the asset be redirected back to the Conargo community through beautification and rehabilitation of the cleared site.</p> <p>Moved: Ian Paton Second: Michael Pisasale Carried:</p> <p>6.4 Refurbishment of toilet block Dave Woodhead spoke to the options to refurbish the toilet block, raising the "may contain asbestos" stickers on the outside of the building. Mark Dalzell advised we need to treat it as if it has asbestos, remove and remediate. This will add approximately \$10,00 to the price. \$22,000 original price to \$32,000.</p> <p>Ian Paton raised a query in regard to the claiming of GST. Further financial and accounting practices will be discussed when projects are set up.</p> <p>The possibility of using portable structures was raised however, to keep within the overall look of the precinct, refurbishing the existing block is the preferred option.</p>
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			<p>Dave then provided a plan for the addition of accessible showers to the existing toilet block. Includes a hot and cold water supply, card operated gas hot water system with auto fill Gas tank, solar lights, sensor lights etc. Approx \$27,000 each shower, total of \$54,000.</p> <p>6.5 Supply & installation of electric barbeque and concept plan for refurbishment of the rotunda - Brett Jervis</p> <p>Electric barbeque – installation of accessible barbeque. All specifications are available, installation required. Approximately \$12,000 plus GST. Install accessible tables and chairs, 3 sets of table and chairs approximately \$2,300 each plus GST. Freight is an additional cost and not available until order is placed.</p> <p>Playground requires refurbishment of the hopscotch/basketball surface, sanding and oiling of sleeper seats, removal of dead trees, installing "softfall", gravel (\$6,300), installing of swings, total price of \$15,500 plus price of swings. Brett to work with Jamie further.</p> <p>6.6 Bridge/Billabong creek boat ramp & picnic shelter/firepit</p> <p>Pre-pour the boat ramp slab and lift into place with cranes. Further information required and firmer quotes for cranes, Council requirements etc and State Water. Parks did a similar ramp at Willoughby's Beach. Fisheries need to be consulted, environmental safety etc. May need more rock than initially thought. Alistair to further investigate and liaise with Jamie Coleman from Council. Council will want to be involved with this project.</p> <p>Picnic shelter, a pre-fabricated 6 x 4 shelter approximately \$30,000 includes the shelter of approx. \$10,000, plus a concrete slab and two sets of tables and chairs. Shelter will be located on the highest point of the site where the impact of floodwaters will be minimised. Barbeque/firepit to be costed.</p> <p>Deb suggested calling the area the Norm Brennan Rest Stop given Linda Brennan had suggested constructing the shelter.</p> <p>6.7 Interpretative Centre – investigate how an interpretive centre could be incorporated in the existing hall structures to ensure the current interpretive centre remains untouched.</p> <p>Alistair raised at this point the need to have a sinking fund for ongoing maintenance.</p> <p>6.8 Conargo History Development was not discussed, Marg Bull to provide an update at the next meeting.</p> <p>6.9 Cenotaph, mural and landscaping including fire pit – Dave Woodhead</p> <p>Quote for the North facing wall depicting the transition from farming to servicemen and women. This will be the backdrop for the cenotaph. Marg Bull asked for a concept plan, and suggested we engage the services of Leisel Milan to design the inclusion of the</p>
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			<p>scar tree with the cenotaph and the mural. Council can assist with registration working with the appropriate departments.</p> <p>6.10 Contact of RSL Sub Branch – contact has been made and full support has been given by the executive. No concern from their perspective about taking people away from town, RSL is able to help in the whole concept and with identifying facts of local servicemen and women.</p> <p>6.11 ERC lighting of Carpark and levelling of carpark for better access –to be discussed further as a maintenance item.</p> <p>6.12 Refurbishment of Hall storage shed – Dave Woodhead The shed needs to be treated with respect and consideration for other people who have to use it. Seal the bottom of the shed to alleviate the mouse issue. Making signs and laminate to ensure people return things to the correct place.</p> <p>6.13 Installation of generator at the Conargo Hall Scott Fullerton investigated the supply of the generator. Price of \$16,000 for the generator was exclusive of installation and shedding required to protect it. Approximately \$27,000 with shedding and concrete pad. Colin suggested investigating funding that might support this project and hopefully Scott will be available for further discussion at the next meeting.</p> <p>6.14 Extension of outdoor area of the Conargo Hall – Bronwyn Chappell provided quotes from last year with a descriptor, no plans drawn. Dave Woodhead provided a concept drawing put together from the suggestions of others who have discussed from Friday night get togethers. The drawing is attached. There was agreement on the concept plan and Dave Woodhead was asked to take the plan to Corey Leifing for drafting and engineering requirements. It can then be priced and come back to the committee for further discussion and approval. Suggestion to name it The Bob White Room.</p> <p>6.15 Supply and installation of solar lights to the Conargo tennis courts Alistair spoke to this after a discussion with Terry Maher. Terry Maher will quote and this will be available for the next meeting. It could be \$50,000 including the power to the generator.</p> <p>6.16 Replacement of existing cricket pitch – Colin has been unable to source a quote, despite asking two to quote. A little bit of quick mathematics for concrete, preparation of the site, removal of existing pitch, materials etc \$12,000. Alistair and Colin to follow up.</p> <p>6.17 State of Drop Log Stables - Dave Woodhead. Dave provided a list of repairs that needed to be considered to bring the stables up to a safe condition. Includes the removal of rotted timbers and replaced with like materials. Approximately \$10,000. The Council to meet with Dave to discuss what needs to happen.</p>
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			<p>The Church was also investigated and the inside and outside of the church is in need of painting. Paint in the church is peeling, the ceiling is also asbestos and would require complete removal. Get a commercial painter to quote to make good. Any modifications need to be approved by Heritage/building team.</p> <p>6.18 Council report on Drop Log Stables yet to be actioned.</p> <p>6.19 Honour plaques for Bob White and Norm Brennan – the Norm Brennan Rest Stop at the boat ramp and naming the hall extension the Bob White Room.</p> <p>6.20 Easter Raffle basket – call for donations and Deb to organise for the raffle Thursday evening.</p> <p>6.21 RSA training to be undertaken by Brett Rose, Scott Fullerton and David Pearson The hall to reimburse costs to the participants.</p> <p>6.22 Transfer of liquor license from Magnus Aitken to Elizabeth McNamara. Deb to inquire about the process of changing the license to Liz. Deb to organise a formal vote of thanks to Magnus for being the licensee.</p> <p>6.23 Condolence card to Shandra Simpson – actioned and sent.</p> <p>6.24 Formal farewell for Lyn Baker – Lyn Hardcastle to further investigate.</p> <p>6.25 Hall maintenance including repainting of fascia, cleaning of gutters, replace kitchen flooring, enclose cupboards, modify cupboards for new fridge and freezers etc. Suggestion the \$35,000 worth of work should come out of hall funds, not the Bob White funds. Further discussion required.</p> <p>6.26 Defib machine – having public access to areas throughout the Council area under a program in 2024. Needs to be maintained under a continuous maintenance program. If the Council installs, they would maintain. Mark to provide further information.</p> <p>Motion: Conargo Hall Committee request Council to provide a de-fib machine under the community program. Moved: Marg Bull Second: Brett Jervis Carried</p>
7	Chair Report	Colin Bull	Colin called for the committee to keep moving with the recommendations for Use of the Bob White Funds in case the ERC should go into Administration. The money needs to be allocated sooner rather than later to ensure it is used for the purpose it was intended, rather than taken into Council revenue.
8	Secretary's Report	Deb Stockton	Nothing to report for this month

9	Treasurers Report	Ian Paton	<p>Ian provided a brief update, Transgrid have paid the invoice for the hire of the hall, committee have purchased goods for the Easter function. \$51,000 received in interest from the Bob White Money.</p> <p>Motion: To reinvest the Bob White Bequest funds for a further three months Moved: Alan Hardcastle Second: Michael Pisasale Carried</p>
10	General Business	Chair	<p>10.1 Other business There was significant discussion around the lack of lighting in the car park and around the hall. Motion: Alistair McNamara to install sufficient solar lighting to the car park and around the hall Moved: Alan Hardcastle Second: Dave Woodhead Carried</p> <p>10.2 Replacement of the cool room motor Motion: The cool room motor be replaced as per the quote from SJR Refrigeration Moved: Brett Jervis Second: Marg Bull Carried</p> <p>10.3 Revisit the TOR, Bronwyn Chappell raised the "without reasonable cause" terminology in the TOR. Bronwyn is concerned about the reasons someone is absent and that they may not want to disclose. Request Council to clarify for discussion at the next meeting.</p> <p>10.4 Clarification of formalising quotes and sending via circular resolution. Deb to finalise quotes and send out for consideration.</p> <p>10.5 Investigation of the Public Address system/solar power on the hall/sinking fund to maintain infrastructure into the future, /IT capacity and TV connectivity. Suggestion to make sure we keep sufficient funds for the hall committee to continue to function into the future.</p>
11	Close of meeting	Chair	Meeting closed at 9.27 pm. Next Meeting Wednesday April 17 th at 6.30 pm

12. REPORTS TO COUNCIL

12.1. 2024-25 OPERATIONAL PLAN AND BUDGET

Author: Corporate Performance & Strategy Officer

Authoriser: Director Corporate Services

RECOMMENDATION

That Council:

1. Endorse the attached draft 2024-25 Operational Plan and Budget (including Fees and Charges and Statement of Revenue Policy) for public exhibition,
2. Endorse the attached draft 2024-25 to 2033-34 Long Term Financial Plan for public exhibition,
3. Notes the public exhibition period will run for at least 28 days and will invite members of the community to make a submission on the draft documents,
4. Notes that a community engagement program will be implemented during the exhibition period to enable community consultation and discussion on the draft documents, and
5. Notes that all submissions received during the public exhibition period will be considered during the finalisation of the 2024-25 Operational Plan and Budget prior to its formal adoption before 30 June 2024.

BACKGROUND

As part of its obligations under the Integrated Planning & Reporting framework of the *Local Government Act 1993*, Council must prepare an annual Operational Plan and Budget that details the activities and actions to be undertaken by Council during the financial year to achieve its Delivery Program commitments.

The draft Operational Plan and Budget must be publicly exhibited for at least 28 days, and any submissions received during the exhibition period must be considered by Council before the final Operational Plan and Budget is adopted.

ISSUE/DISCUSSION

Operational Plan and Budget

The 2024-25 Operational Plan and Budget is the final annual plan prepared by the current Council to support the achievement of its Delivery Program commitments prior to the local government elections in September 2024.

As such, this draft Operational Plan and Budget has been prepared with a focus on finalising the current program of works and other commitments of the current Council.

The Budget seeks to ensure Council's core service delivery ("business as usual") continues, supported by a small number of capital works programs that meet priority community needs while being fiscally responsible. The draft budget is delivering an operating surplus of \$3.58m. Included in this is \$5.08m of Capital income which is used to support the delivery of the capital works program (totalling \$14.4m). When Capital Income is excluded from the Surplus / (Deficit) calculation, the overall result is deficit is \$1.50m. This ultimately means that Council is partly reliant on Capital grants to deliver its asset renewal program.

The draft Operational Plan has been prepared to align with the five Strategic Outcomes identified in the Edward River Community Strategic Plan, which also carry over into Council's Delivery Program.

It demonstrates how the principal functions of Council, and the services Council delivers, work towards achieving community objectives.

During the public exhibition period, Council will seek community and other stakeholder feedback to ensure the proposed Plan is equitable and meets the needs and expectations of residents and ratepayers across the local area. A series of engagement activities will support Council to seek this feedback and shape the final Operational Plan and Budget, for adoption by 30 June 2024.

Long Term Financial Plan (LTFP)

The LTFP has been compiled to show how Council will operate financially over the next ten years, between 2024-25 through to 2033-34 financial years. The plan builds on the key elements identified in the financial sustainability review adopted by Council in June 2023. It outlines the assumptions behind the financial data and presents an income statement, statement of financial performance and cashflow analysis.

This years LTFP has been updated with the same scenarios used in the prior year and includes 3 scenarios for Councils consideration, in summary:

The **Base Model (scenario one)** is a planned approach to the continued delivery of services and provision of infrastructure based on a revenue base that does not increase the rate above the projected rate peg (as set by IPART) and current service charges only increasing each year by the projected annual CPI.

The **Enhanced Asset Investment Model (scenario two)** includes increased investment in the renewal and replacement of assets to a level of investment that is expected to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, in gravel re-sheeting for unsealed roads, improved stormwater drainage, increased replacement of kerb and gutter and the replacement of the sewerage treatment plant in Deniliquin. This model is funded through the introduction of a special variation in the rates increasing the general rate by for six consecutive years (a permanent increase) before returning to the rate peg.

The **Enhanced Asset Investment and Growth Model (scenario three)** includes increased investment in the renewal and replacement of assets as per scenario two, with additional investment made from Councils existing cash reserves and expected grant funding to improve the level of service of Council assets and grow the assets to encourage population growth within the region. Investment in parks, open spaces, the swimming pool and other assets is expected to increase the liveability of the region and encourage more people to live in our region. This model is funded through the introduction of a special variation in the rates in scenario two. In addition, to fund the sewerage plant upgrade the sewerage charges are required to be increase for six consecutive years and then increasing by the projected annual CPI.

The base model has been used as the basis for the preparation of the draft budget document. Over the longer term the base model does not keep up to date with asset renewal requirements, however, provides sufficient liquidity to re-assess priorities in the coming years if required. Future capital grants may also be available to support the increase in investment in renewal, but the level of these is unknown at this stage, and the LTFP takes a conservative approach to this. Within the base model, the general fund continues to make operating deficits, however, is currently partly being offset by surpluses in the water and sewer funds. To rectify the continued general fund deficit, Council may need to consider a special rate variation at some point in the future.

STRATEGIC IMPLICATIONS

The draft 2024-25 Operational Plan and Budget supports Council to understand how its day-to-day activities and service provision work towards the achievement of strategic organisation and community objectives. The draft Long Term Financial Plan presents Councillors with the information required to ensure a financially sustainable vision for Council is adopted. The 10 year LTFP is updated annually in accordance with the current direction of Council and is the best estimate available at the time. It is not a 10 year budget, simply a strategic tool to guide responsible financial planning over the long term.

COMMUNITY STRATEGIC PLAN

The draft Operational Plan and Budget contribute to the achievement of all elements of the Community Strategic Plan:

1. Shaping the Future
 - 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
 - 2.1 Transport and freight links
 - 2.2 Communications and technology links
 - 2.3 Cultural and personal links
3. Encouraging growth through partnerships
 - 3.1 Education
 - 3.2 Economic development
 - 3.3 The Edward River Experience
 - 3.4 Health
4. Delivering community assets and services
 - 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
 - 5.1 Collaborative and Engaged
 - 5.2 Financially sustainable
 - 5.3 Professional Workplace culture

FINANCIAL IMPLICATIONS

The 2024-25 Budget component of the Operational Plan identifies Council's forecast revenue and expenditure for the financial year.

The proposed consolidated budget for 2024-25 is an operating result of a \$3.5m surplus or a \$1.5m deficit when capital grants and contributions are excluded. This is mainly due to the General Fund being \$3.3m in deficit (excluding capital grants and contributions). This is indicative of Council's strong reliance on capital grants to deliver its capital renewal program.

LEGISLATIVE IMPLICATIONS

The development of a draft Operational Plan and Budget for public exhibition prior to final adoption is a requirement of the Local Government Act (section 405) and the Integrated Planning & Reporting Guidelines. Section 403 of the Local Government Act 1993 requires that Council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan).

ATTACHMENTS

The following attachments are included in this report:

- Draft 2024-25 Operational Plan
- Draft 2024-25 Budget
- Draft 2024-25 Fees and Charges
- Draft 2024-25 Statement of Revenue Policy
- Draft 2024-25 to 2033-34 Long Term Financial Plan

Attachment 1 - ERC - DRAFT 2024-25 Operational Plan - for public exhibition - April 2024(1)



DRAFT
2024-2025
OPERATIONAL PLAN
for public exhibition



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INTRODUCTION

On behalf of Edward River Council, I present the 2024-2025 Operational Plan.

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

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

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

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

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

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

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



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

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

Mayor
Clr Peta Betts

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OUTCOME 1: SHAPING THE FUTURE

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

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1.1 Pristine natural environment				
DP:	1.1.1 Manage noxious weeds and invasive species on Council controlled land			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.1.1.1	Continue to implement the Edward River Weed Action Plan	% of scheduled actions completed	At least 90%	Open Spaces
DP:	1.1.2 Support and advocate for healthy lagoons and rivers			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.1.2.1	Deliver the annual golden perch and Murray cod fish re-stocking program at Billabong Creek	Annual restocking completed	By January 2025	Open Spaces
DP:	1.1.3 Responsibly address Council's carbon footprint and support renewable energy initiatives			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.1.3.1	Participate in the procurement process of the Power Purchasing Agreement in partnership with Hunter JO and RAMJO.	Procurement commenced	By March 2025	Open Spaces

1.2 Quality built environment				
DP:	1.2.1 Implement sound strategic planning policies to oversee the growth and development of our towns and villages			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.2.1.1	Work in partnership with key internal stakeholder to deliver and report on progress of the 2024-25 scheduled, funded actions of the Disability Inclusion Action Plan	% of funded scheduled actions completed	At least 90%	Community Development & Events
DP:	1.2.2 Manage the built environment in line with the Local Environment Plan and relevant legislation			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.2.2.1	Assess and determine: <ul style="list-style-type: none"> Complying development applications Construction certificate applications Local activities applications 	Assessments determined within statutory or Council timeframes	>80%	Health & Building
1.2.2.2	Assess and determine Development Applications	Assessments determined within statutory timeframes	>80%	Planning & Development
1.2.2.3	Provide Planning Certificates (10.7) and sewerage and drainage certificates for property sales	% of certificates issued within 5 days of request	90%	Planning & Development
1.2.2.4	Undertake backyard swimming pool inspections	No. of inspections completed	At least 35	Health & Building
1.2.2.5	Undertake inspections of food and skin penetration premises	% of premises inspected	100%	Health & Building
1.2.2.6	Undertake water sampling in line with Council's Memorandum of Understanding with NSW Health	% of required sampling completed	100%	Health & Building

1.2.2.7	Undertake arbovirus monitoring program	% of scheduled program completed	100%	Health & Building
1.2.2.8	Implement the Companion Animals program, including: <ul style="list-style-type: none"> • Microchipping program • Desexing program 	No. of animals microchipped; No. of animals desexed	15 15	Ranger Services
1.2.2.9	Prepare an Edward River Council Development Control Plan (DCP) following finalisation of Local Environment Plan (LEP)	DCP adopted	by December 2024	Planning & Development
1.2.2.10	Administer the Local Heritage Grants Program to support the maintenance of heritage in the community	% of grant-funded projects completed; Amount of grant expended	100% \$20,000	Planning & Development
DP:	1.2.3 Maintain and develop adaptive housing options for whole of life living			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.2.3.1	Complete arrangements related to future of Edward River Village, including planning for Stage 3 (including the Community Centre)	% of tasks completed	at least 80%	Edward River Village
1.2.3.2	Council to consider tender for construction of nine Stage 2 dwellings	Contract tabled for consideration	by May 2025	Project Management Office
1.2.3.3	Council to determine whether Stage 3 (community centre) is constructed based on successful sales of Stage 1	Contract tabled for consideration	by May 2025	Project Management Office

1.3 Enhanced active and passive open spaces				
DP:	1.3.1 Provide parks and reserves by proactively managing open and public spaces			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.3.1.1	Inspect, repair, maintain and renew playgrounds, parks and gardens, public amenities and passive recreation areas	% of scheduled playground inspections completed	100%	Open Spaces
DP:	1.3.2 Improve road safety including street lighting and cycling friendly infrastructure			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.3.2.1	Deliver a Road Safety program for the Edward River community, including: <ul style="list-style-type: none"> - On the road 65+ - Helping learner drivers become safe drivers - Drink driving prevention campaigns at the Deniliquin Ute Muster and Southern 80 Ski Race 	No. of initiatives delivered; Total no. of participants	At least 4; At least 250	Road Safety

1.4 Sustainable waste management				
DP:	1.4.1 Minimise waste to landfill and improve recycling			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.4.1.1	Provide a weekly kerbside collection of residential, commercial and public space domestic waste bins delivered through JR Richards contract	Contamination rates for yellow (recycling) and green (organic waste) bins	<10% for yellow bins; <4% for green bins	Resource Recovery
1.4.1.2	Operate waste management services efficiently and effectively by reducing the proportion of waste that ends up in landfill	% of total waste collected in landfill	reduce by 20%	Resource Recovery
DP:	1.4.2 Provide sustainable waste services and infrastructure			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.4.2.1	Operate landfills in Deniliquin, Blighty, Wanganella and Boooroban, and transfer stations in Conargo and Pretty Pine	% compliance with EPA licence conditions	100%	Resource Recovery
1.4.2.2	Report illegal dumping through 'RID Online', as required by the EPA	% of illegal dumping reported to Council captured in RID Online	100%	Resource Recovery
1.4.2.3	Implement the Liquid Trade Waste Management Policy	% compliance with EPA licence conditions	100%	Sewer



DP:	1.4.3 Work with local groups and regional organisations regarding partnering opportunities for reuse and recycling			
OP ref	2024-25 actions	Measure	Target	Responsibility
1.4.3.1	Deliver community engagement activities to promote recycling	No of community initiatives delivered	at least 4	Resource Recovery
DP:	1.4.4 Plan and implement the extension of the existing Deniliquin Landfill			
OP ref	2024-25 actions	OP ref	2024-25 actions	OP ref
1.4.4.1	Undertake flood impact repairs at Yorkies Pit (Deniliquin Landfill)	Repairs commenced	by January 2025	Resource Recovery



OUTCOME 2: AN OPEN AND CONNECTED COMMUNITY

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

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2.1 Transport and freight links				
DP:	2.1.1 Promote the Council region as an important hub for logistics and freight in the Riverina			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.1.1.1	Advocate to Government for funding to support the development of a logistics/freight hub in partnership with industry	Value of grant funding received	\$4,000,000	Mayor & Councillors
DP:	2.1.2 Develop Deniliquin Regional Airport as an important hub for aviation in the Riverina			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.1.2.1	Complete work on airport hangars upgrade (refurbishing Bellman hangar doors x2)	% of work completed	100%	Project Management Office
2.1.2.2	Continue to advocate to Government for investment in the airport runway extension	amount of funding secured	\$4 million	Mayor & Councillors

2.2 Communications and technology links				
DP:	2.2.1 Advocate to improve existing mobile and internet options			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.2.1.1	Continue to participate in the Riverina and Murray Joint Organisation (RAMJO) Telecommunications Working Group	No. of meetings attended	2	Leadership & Executive Support
DP:	2.2.2 Investigate Smart Cities technology to inform decision-making and improve operational efficiencies			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.2.2.1	Finalise Council's ICT Strategy and implement funded Year 1 actions	% of Year 1 actions delivered	100%	Information Communication Technology
2.2.2.2	Work with service leaders to better utilise their primary Tech One modules to enhance integration of business processes and improve efficiency	No of Tech One modules reviewed	2	Business Systems

DP:	2.2.3 Connect stakeholders, data, technology and community interests to innovatively solve local challenges			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.2.3.1	Develop a Big Screen Christmas promotions campaign in collaboration with local businesses and events	No of promoters signed up for Christmas period	At least 15	Economic Development
2.2.3.2	Develop a review schedule and policy register for all ICT policies for service delivery	Policy register completed and approved; % of policies scheduled for review updated and approved by 30 June 2025	by October 2024; 100%	Information Communication Technology
2.2.3.3	Undertake new Information Technology security review with Cyber NSW	Review completed and outcomes report received	by 31 March 2025	Information Communication Technology
2.2.3.4	Review Disaster Recovery Plan, including: - update - test and outcomes report	DRP review completed; Test and outcomes report completed	by 31 March 2025; by 30 June 2025	Information Communication Technology
2.2.3.5	Provide reliable, secure and available technology to support effective and efficient service delivery	% uptime of physical hardware; % uptime of network; % of support requests resolved to user satisfaction	100%; 100%; 100%	Information Communication Technology



2.2.3.6	Coordinate technology fleet replacement in accordance with schedule	% of scheduled replacements completed	100%	Information Communication Technology
2.2.3.7	Deliver key ICT system improvements: a) move the Active directory to Azure environment b) Continue the implementation of Microsoft security suite	Improvements completed	100% by 30 June 2025	Information Communication Technology

2.3 Cultural and personal links				
DP:	2.3.1 Recognise and promote harmony between our Indigenous and rural heritage			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.3.1.1	Facilitate the Aboriginal Liaison Committee	No. of meetings held	4	Leadership & Executive Support
DP:	2.3.2 Identify new and facilitate existing community groups in expanding services and opportunities			
OP ref	2024-25 actions	Measure	Target	Responsibility
2.3.2.1	Provide a Library service to the Edward River community which continues to provide opportunities for the community to come together	No of events held; No of Library visitors; No of loans; No of Library program participants; % of collection older than 5 years	at least 4; 5% increase (to >16,725); 2% increase (to >36,160); 5% increase (to >2,100); <25%	Library Services
	Adopt and implement (the funded activities of) a Library Strategy including consideration of library engagement and event planning to increase utilisation and participation	% scheduled actions completed by June 2025	90%	Library Services
	Provide a quality gallery experience through a program of relevant exhibitions	No of exhibitions; Exhibition attendance rates	More than 2; Greater than 10% increase on 2023-24 rates	Visitor Services, Gallery and Museum
	Collaborate with industry and organisers to promote and produce an online events calendar: 'What's On'	No of external calendar contributors	at least 20 unique event organisers	Community Development & Events



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OUTCOME 3: ENCOURAGING GROWTH THROUGH PARTNERSHIP

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

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3.1 Education				
DP:	3.1.1 Seek additional State, Federal and private sector investment in education facilities and resources			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.1.1.1	If successful in the Study Hubs funding round, assist the Country Universities Centre Riverina to establish the Board and commence construction	Board Established; Project construction commenced	by March 2025; by June 2025	Leadership & Executive Support
DP:	3.1.2 Develop partnerships with Universities, State Government agencies, networks and sector organisations and businesses			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.1.2.1	Develop and deliver programs and activities that facilitate skills development for the business community in partnership with the Business Chamber and government	Number of events delivered; Number of participants	At least 2 30	Economic Development

3.2 Economic development				
DP:	3.2.1 Develop and implement a (technology aware) economic development and growth strategy for the Edward River region			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.2.1.1	Finalise and commence implementation of funded actions of the Edward River Growth Strategy	% of scheduled funded actions completed	at least 90%	Economic Development
DP:	3.2.2 Collaborate with stakeholders and entrepreneurs to drive diverse, innovative and competitiveness in new markets			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.2.2.1	Provide business support for new and existing businesses through information, advice, advocacy and programs and undertake investment attraction and economic growth activities in line with the adopted Growth Strategy	No of new business enquiries supported	At least 5	Economic Development
DP:	3.2.3 Partner with neighbouring councils and service providers to implement the Agribusiness Masterplan			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.2.3.1	Facilitate Agribusiness Masterplan industry delivery of Plan actions consistent with the Growth Strategy recommendations	No of industry engagements	4	Economic Development

3.3 The Edward River experience				
DP:	3.3.1 Support the development and delivery of events that contribute to economic prosperity, liveability and social cohesion			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.3.1.1	Continue to provide sponsorship (cash and in-kind) support to local events through formalised sponsorship arrangements (eg Play on the Plains, Deni Ute Muster, annual Art Show)	% of participants from outside the Edward River LGA; % formal sponsorship agreements in place	at least 50%; 100% for existing arrangements	Community Development & Events
3.3.1.2	Seek funding to support and enhance the delivery of existing Council-delivered events	amount of funding secured	at least \$5,000	Community Development & Events
3.3.1.3	Present the Australia Day event	No of nominees in each award category	at least 2	Community Development & Events
3.3.1.4	Coordinate citizenship ceremonies, as requested	% of requests for citizenship ceremonies delivered	100%	Leadership & Executive Support
DP:	3.3.2 Support a collaborative creative economy where arts and culture are a transformational sector of the community			
OP ref	2024-25 actions	Measure	Target	Responsibility

3.3.2.1	Finalise delivery of funded works at Peppin Heritage Centre, including signage and accessibility improvement and upgrades to exhibition infrastructure	% funded works completed by 30 June 2025	100%	Visitor Services, Gallery and Museum
3.3.2.2	Operate the Deniliquin Town Hall as a community cultural space, facilitate external events and seek grant funding to deliver cultural events, with the view to collecting and evaluating demand and usage data to inform future investment and operations	No of events; Number of hall bookings Amount of funding for programming secured	at least 8; >20 at least one grant received	Cultural Development
3.3.2.3	Finalise the delivery of the Stronger Country Communities Round 5 grant-funded projects to support the operation of the Town Hall	% of funded projects completed	100%	Cultural Development
3.3.2.4	Promote utilisation of community cultural facilities including the Town Hall, Multi-Arts Centre (MAC) and CWA Hall	EOI completed for CWA Hall use; Tenancy of MAC considered by Council	by Dec 2024; by Dec 2024	Cultural Development
3.3.2.5	Facilitate and support the Arts and Culture Advisory Committee	No of meetings held	at least 4	Cultural Development
3.3.2.6	Deliver funded activities and events that connect community and develop community capacity in partnership with others, including: - International Women's Day - Youth Week activities - Seniors Week - Community Christmas party	No of event participants; % of post-event evaluations conducted and reported	5% increase (to > 1,575); 100% of Council events	Community Development & Events
DP:	3.3.3 Build on the success of the Visit Deni campaign to grow our visitor economy			
OP ref	2024-25 actions	Measure	Target	Responsibility

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

3.4 Health				
DP:	3.4.1 Seek appropriate State, Federal and private sector investment in medical facilities and public health resources			
OP ref	2024-25 actions	Measure	Target	Responsibility
	<i>refer to action 5.3.3.1 where Council's advocacy efforts are described</i>			
DP:	3.4.2 Fund and provide Council assistance as per the <i>Doctors & Nurses Attraction Policy</i> and provide social support to practitioners			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.4.2.1	Support local doctors and nurses with financial assistance when moving to the Edward River region	Support provided to local health professionals	At least two health professionals supported up to \$10,000	Community Development & Events
DP:	3.4.3 Collaborate with Murrumbidgee Local Health District in providing local opportunities for professional development			
OP ref	2024-25 actions	Measure	Target	Responsibility
3.4.3.1	Contribute to the Rural Doctors' Network's Bush Bursary program to place medical students in Deniliquin	No. of students supported	2	Community Development & Events



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OUTCOME 4: DELIVERING COMMUNITY ASSETS AND SERVICES

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

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4.1 Vibrant villages and towns				
DP:	4.1.1 Prepare Asset Management Strategies and Plans for the sustainable renewal and improvement of assets			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.1.1.1	Undertake asset revaluation program	% of scheduled program completed	at least 90%	Asset Management
4.1.1.2	Update Asset Management Plans in line with the Strategic Asset Management Plan	No. of AM Plans updated	6	Asset Management
4.1.1.3	Deliver the scheduled activities of the Asset Management Strategy Improvement Plan, including: <ul style="list-style-type: none"> – review of configuration of asset information – review componentisation and useful life assumptions for asset valuation – plan to improve quality of asset condition data, including through use of drone technology for inspections – progress maturity of asset management planning to 'Core' status 	% of scheduled activities completed	100%	Asset Management
DP:	4.1.2 Prepare service level plans to support the efficient delivery of maintenance and operation of facilities			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.1.2.1	Develop and adopt a Masterplan for the Deniliquin Swim Centre precinct	Masterplan adopted	By June 2025	Facilities
4.1.2.2	Undertake a Service Review for the Open Space service area	Review completed	by March 2025	Open Spaces
4.1.2.3	Undertake a Service Review of the Library Service	Review completed	by June 2025	Library Services
4.1.2.4	Develop service level plans to support priority service delivery	Service levels confirmed	by June 2025	Strategic Asset Management

DP:	4.1.3 Continue to invest in the maintenance and improvement of community facilities			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.1.3.1	Complete construction of new plinths at Deniliquin Lawn Cemetery	Construction complete	by December 2024	Cemeteries
4.1.3.2	Replace the emulsion tank at Council's Depot	Tank replacement completed	by 30 June 2025	Facilities
4.1.3.3	Inspect and maintain local boat ramps and associated parking areas in preparation for the summer season	% of scheduled inspection and maintenance program completed	100%	Boat Ramps
4.1.3.4	Deliver funded major works program, including works at: - <i>include list of approved multi-year projects, such as Hardinge St reconstruction</i>	% scheduled works completed; % of grant acquittal requirements met	at least 90% 100%	Project Management Office
4.1.3.5	Deliver the asset rehabilitation and flood recovery program, including the Reconstruction of Essential Public Assets (REPA) under disaster recovery funding arrangements	% scheduled works completed; % grant acquittal requirements met	at least 90% 100%	Project Management Office
4.1.3.6	Upgrade the amenities at the Deniliquin Saleyards	Upgrade completed	by June 2025	Facilities
4.1.3.7	Re-sheet the carpark at Rotary Park	Re-sheet completed	by June 2025	Roads and Kerb and Gutter
4.1.3.8	Top dress Rotary Park	Top dressing completed	by June 2025	Open Spaces
DP:	4.1.4 Provide sufficient infrastructure for the growth of our towns and villages			
OP ref	2024-25 actions	OP ref	2024-25 actions	OP ref

4.1.4.1	Deliver drainage works associated with local road reconstruction program	% of scheduled program completed	at least 90%	Flood mitigation and Drainage
4.1.4.2	Deliver Town Levee refurbishment program	% of scheduled program completed	at least 90%	Flood mitigation and Drainage
4.1.4.3	Deliver flood mitigation and drainage works, including: <ul style="list-style-type: none"> – levee bank refurbishment – stormwater drainage (as part of Hardinge St upgrade) – River Street drainage improvements 	% of scheduled program completed	at least 90%	Flood Mitigation and Drainage
4.1.4.4	Install automated weir and pump system for the lagoon stormwater system	Installation complete	by 30 June 2025	Flood Mitigation and Drainage
4.1.4.5	Deliver the footpath renewal program	% of scheduled program completed	at least 90%	Footpaths and Pathways
4.1.4.6	Deliver the scheduled actions of the Pedestrian Access Management Plan replacement program	% of scheduled program completed	at least 90%	Footpaths and Pathways
4.1.4.7	Complete scoping and design of roads reconstruction works to support efficient implementation of the road construction program	Roads reconstruction scoping and design complete	By June 2025	Transport
4.1.4.8	Deliver regional road program, including: <ul style="list-style-type: none"> – Blighty Hall Rd reconstruction – Main Road 296 (Pretty Pine) – resealing program in response to condition assessment prioritisation 	% of scheduled program completed	at least 90%	Roads and Kerb and Gutter
4.1.4.9	Deliver local road program, including: <ul style="list-style-type: none"> – Blighty Hall Rd bridge approaches – Blighty Hall Rd from Malones Rd – Flanagan's Rd intersection with Moonee Swamp 	% of scheduled program completed	at least 90%	Roads and Kerb and Gutter

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

4.2 Reliable water and sewerage				
DP:	4.2.1 Implement the outcomes of the NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.2.1.1	Scope the refurbishment and upgrade for the electrical systems at the Sewerage Treatment Plant	Scoping study completed (to inform tender process)	by December 2024	Sewer Supply
DP:	4.2.2 Comply with National Drinking Water Guidelines and work with NSW Health regarding health outcomes			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.2.2.1	Undertake daily water sampling in compliance with the regulations	Compliance rate	100%	Water Supply

4.3 Friendly and supportive customer service				
DP:	4.3.1 Provide professional and effective customer service which is embedded throughout the organisation			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.3.1.1	Continue to implement customer experience improvements, including: <ul style="list-style-type: none"> - Customer Request Management System - centralised knowledge database and Frequently Asked Question resources - after hours and overflow telephony - expansion of online self-service options 	Knowledge database complete; No of FAQ resources published on website; No of online self-service options introduced on website	100%; >10 >1	Customer Services
DP:	4.3.2 A customer centric culture that continuously improves its practices and tools and innovates			
OP ref	2024-25 actions	Measure	Target	Responsibility
4.3.2.1	Provide front line customer service support	% of customer requests resolved at first point of contact	>50%	Customer Services
4.3.2.2	Implement scheduled and funded actions from Customer Service Strategy	% of scheduled actions completed by 30 June	100%	Customer Services



OUTCOME 5: ACCOUNTABLE LEADERSHIP AND RESPONSIVE ADMINISTRATION

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

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5.1 Collaborative and engaged				
DP:	5.1.1 Provide governance frameworks that support Council operating transparently for and with the community			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.1.1.1	Undertake a review and update of communication and engagement policies and procedures as part of the policy review initiative	% of policies updated by June 2025	100%	Communications & Engagement
5.1.1.2	Deliver annual Operational Plan and Annual Report	% of statutory obligations met	100%	Corporate Performance & Strategy
5.1.1.3	In consultation with the community, deliver the next suite of Integrated Planning & Reporting documents to guide the incoming Council's term, including: <ul style="list-style-type: none"> – State of the Region Report – Community Strategic Plan – Delivery Program – Resourcing Strategy 	SotR Report published; New suite of IP&R documents endorsed/ adopted	by October 2024; by end June 2025	Corporate Performance & Strategy
5.1.1.4	Implement records management activities as outlined in the Information Management Framework	% of scheduled activities completed	100% of scheduled actions completed	Information Management (Records)
5.1.1.5	Implement funded Year 1 recommendations of the Records Management Internal Audit	% of Year 1 actions delivered	100%	Information Management (Records)
5.1.1.6	Implement the online delegation system	Online system ready for use	by 31 March 2025	Governance

5.1.1.7	Complete development and implementation of the corporate governance framework	Framework adopted	by December 2024	Governance
5.1.1.8	Review and update the statutory policies required for adoption by the incoming Council	Policies adopted	by March 2025	Governance
5.1.1.9	Develop and implement a fraud prevention framework	Framework adopted	by December 2024	Risk Management
5.1.1.10	Implement the scheduled, funded findings of the Risk Management Framework review	% of actions completed	80%	Risk Management
5.1.1.11	Implement the requirements of the Office of Local Government's Risk Management and Internal Audit Framework	% of actions completed	90%	Risk Management
5.1.1.12	Facilitate and participate in interagency meetings, including: <ul style="list-style-type: none"> - Local Emergency Management Committee - Rural Fire Service Bushfire Management Committee 	No of LEMC meetings attended; No. of RFS BMC meetings attended	3 2	Emergency Management
5.1.1.13	Review and update Emergency Management Plan	Update completed	by October 2024	Emergency Management
5.1.1.14	Prepare and deliver a councillor induction program for newly elected Council	induction program delivered	by March 2025	Mayor & Councillor Services
5.1.1.15	In consultation with incoming Council, prepare a professional development program for each councillor	% of councillors with a professional development plan	100% by March 2025	Mayor & Councillor Services
DP:	5.1.2 Continue to build trust amongst our community through collaboration and communication			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.1.2.1	Implement scheduled funded actions of the Communications and Community Engagement Strategy including: <ul style="list-style-type: none"> a) Further development of the communications content calendar 	% of scheduled actions completed	100%	Communications & Engagement

	b) Audit and rationalisation of ERC social media accounts in alignment with Social Media Policy c) Develop community engagement and communication resources for council projects and events d) Deliver content management training to website content owners e) Implement the online engagement hub to increase accessibility and participation			
5.1.2.2	Coordinate a media campaign and candidate information sessions to generate interest and attract candidates for the local government elections	No of candidate information activities held; No of candidates	At least 2; More than 9	Governance
5.1.2.3	In consultation with the NSW Electoral Commission, coordinate activities to support the local government election scheduled for 14 September 2024	Election held in accordance with legislative requirements	by 30 September 2024	Governance
5.1.2.4	Provide communication and engagement activities that promote the work of Council	No of media releases issued; No of visits to website homepage; No of social media posts	At least 25; 2% increase to 98,000; at least 3 per week	Communications & Engagement
5.1.2.5	Represent Council and the Edward River community at: - Country Mayors Association - ALGA Annual Conference - LGNSW Annual Conference	Participation rate	100%	Mayor & Councillor Services
5.1.2.6	Refurbish and hang old Council honour boards, and establish new honour boards for Edward River Council	Old honour boards hung;	By March 2025 By June 2025	Leadership & Executive Support



		New ERC honour boards hung		
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DP:	5.1.3 Implement new community committee structures for community facilities			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.1.3.1	Complete implementation of recommendations arising from Council Committees review	% of Committees with current ToR by 30 June 2025	100%	Governance

5.2 Financially sustainable				
DP:	5.2.1 Develop and implement financial plans that ensure Council is financially sustainable, innovative and efficient			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.2.1.1	Establish a Grants Management Framework for Council	Framework adopted	by June 2025	Grants Management
5.2.1.2	Contribute to Council project development initiation through grant applications	% of grant applications successfully funded;	at least 50%;	Grants Management
5.2.1.3	Prepare annual budget and implement scheduled activities of the long-term financial plan, including a review of fees and charges	Budget prepared; % of activities completed	by June 2025 100%	Finance Services
5.2.1.4	Continue to implement the scheduled actions of the Financial Sustainability Review	% of scheduled actions completed	100%	Finance Services
5.2.1.5	Work with Council service leaders to identify savings and further efficiencies to reduce expenditure to achieve a balanced year-end result	Operating Performance Ratio	>0.00%	Finance Services
5.2.1.6	Commence modelling and community consultation regarding options for increasing revenue in the future.	Community consultation undertaken	by 30 June 2025	Finance Services
5.2.1.7	Update all finance policies that are due for review	% of finance policies reviewed and updated by June 2025	100%	Finance Services
5.2.1.8	Maintain and renew Council's plant and fleet in accordance with the maintenance schedule and adopted Plant Replacement Program and outcomes of the Plant & Fleet Review	% of scheduled maintenance & renewal actions completed	100%	Plant & Fleet

5.2.1.9	Continue implementation of the Project Management Framework (including training staff in its application)	% of projects delivered using the PMF; % staff trained in PMF	100% 100%	Project Management Office
5.2.1.10	Deliver the annual Council-funded grants program	No of community grant applications received; % total funding pool allocated	16 100%	Grants Management
DP:	5.2.2 Continue to foster a culture and support frameworks to enhance risk-based decision making			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.2.2.1	Provide procurement business support and advice across Council, including in relation to Purchase Orders, Tenders and Requests for Quotes.	% of all Purchase Orders that comply with Procurement Policy; % tender compliance with legislation	100% 100%	Procurement
5.2.2.2	Update procurement guides and templates and provide training to staff	Guides and templates published; % of staff trained who undertake procurement	by December 2024; 100%	Procurement
5.2.2.3	Continue to review and update Council's policies in line with legislative compliance and organisation priorities	% of ERC Policies which are out of date	less than 30%	Governance
5.2.2.4	Prepare, distribute and publish Council Meeting Agendas	% of Agendas published within statutory timeframes	100%	Leadership & Executive Support



DP:	5.2.3 Facilitate the role of the Audit Risk and Improvement Committee			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.2.3.1	Facilitate the activities of the Audit, Risk & Improvement Committee and Internal Audit function, including: <ul style="list-style-type: none"> - develop annual workplan - implementation of the revised Risk Management & Internal Audit Framework - recruitment and induction of new Committee - coordinate 2 internal audits as per annual Internal Audit Plan (cyber security and tax compliance) 	No. of ARIC meetings held; % of scheduled internal audits completed; No. of service reviews completed; new Committee in place; internal audits completed	at least 4 100% at least 1 by 30 September 2024 by June 2025	Risk Management

5.3 Professional workplace culture				
DP:	5.3.1 Maintain a culture of safety first			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.3.1.1	Continue to implement actions arising from the Safety Culture audit	% of scheduled actions completed	at least 90%	Safety
5.3.1.2	Update WH&S contractor management system	System updated and in use; % contractor using system by 30 June 2025	by 31 March 2025; 100%	Safety
5.3.1.3	Provide operational support to enable Council to fulfil its obligations under the Work Health & Safety Act (the Act) and partner with service leaders in developing a safe and healthy workplace	Lost time to injury/incident rate; % of incident investigations completed within 14 days; No of WHS training sessions delivered; No of emergency response drills held per facility	decrease to <4 per 100 employees; 100% 15; at least 1	Safety
5.3.1.4	Instal GPS and dash cam technology into Council's vehicle fleet	% of identified vehicles upgraded with GPS and dashcam	100% by June 2025	Plant & Fleet
DP:	5.3.2 A workforce culture supports the needs of the community with a safe, skilled and motivated Council workforce			
OP ref	2024-25 actions	Measure	Target	Responsibility

5.3.2.1	Implement the scheduled and funded activities of the Workforce Management Plan	% of scheduled activities completed	at least 90%	People & Culture
5.3.2.2	Deliver Council's Employee Health & Wellbeing program	No of activities delivered; % staff participation	at least 2 at least 85%	People & Culture
5.3.2.3	Deliver an efficient and accurate Payroll Service	% of pays processed on time; No of errors requiring correction in pay run	100% 0	People & Culture
5.3.2.4	Coordinate Council's workers compensation and return-to-work management	% of injured workers on Recover-at- Work plans	100%	People & Culture
DP:	5.3.3 Develop strong sector partnerships through shared projects, resources and learning to assist the Edward River community			
OP ref	2024-25 actions	Measure	Target	Responsibility
5.3.3.1	Support councillor and CEO advocacy efforts for regional growth through the provision of information and research to identify strategic advocacy priorities for the 2024-28 Council term	Advocacy priorities confirmed	Advocacy priorities articulated in new Delivery Program	Economic Development
DP:	5.3.4 Actively support the growth and development of staff			
OP ref	2024-25 actions	OP ref	2024-25 actions	OP ref
5.3.4.1	Support Council's Leadership Team to undertake annual staff appraisals	% of staff who have been appraised by target date of 31 August 2024	at least 90%	People & Culture

**Operational Plan**
2024-2025

5.3.4.2	In partnership with Council's Leadership Team, prepare and deliver Council's annual training and development program	Annual Training Plan developed; % of staff overdue for mandatory training; % of staff who have completed scheduled program	by 30 September 2024; 0%; 100%	People & Culture
5.3.4.3	Coordinate delivery of cyber security training to workforce	% workforce trained	100%	Information Communication Technology



APPENDIX 1: Capital renewal and upgrade program 2024-25

The 2024-25 Operational Plan includes an asset renewal and upgrade capital program totaling \$14.44 million. Highlights include:

Plant disposal and acquisition program (net value after disposal)	\$1.46 million
Annual Local Roads Renewal and Upgrade Programs	\$3.28 million
Annual Regional Roads Renewal Program	\$0.40 million
Buildings and Facilities	\$0.51 million
Open Space and Recreation	\$1.46 million
Flood Mitigation and Drainage	\$0.84 million
Waste Management	\$0.40 million
Water infrastructure renewal programs	\$1.55 million
Sewer infrastructure renewal programs	\$1.05 million
Non-infrastructure assets	\$0.21 million

Grant-funded capital projects

The 2024-25 Operational Plan includes grant funded capital projects. Projects include:

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


Capital Program summary

Infrastructure	\$
Plant Plant replacement program, including: <ul style="list-style-type: none"> • Large grounds mower • Small tipper • 2x 600L Quik Spray • Ride on mower • Grader • Line Marking Machine • 125HP Tractor • 5x Transport vehicles • Drone • GPS and Dashcam for fleet 	\$ 1,455,000
Roads Hardinge Street reconstruction, including: <ul style="list-style-type: none"> - Local road reconstruction - Kerb and gutters Local road reseal Gravel road re-sheet Footpaths Regional roads reconstructions Regional roads reseal Road construction design	\$2,954,000 \$2,044,078 \$775,500 \$195,000 \$500,000 \$400,000 \$ 85,000 \$6,953,578
Buildings & Facilities Airport hangars refurbishment Depot Emulsion tank Band Hall	\$50,000 \$90,000 \$363,170 \$10,000 \$513,170
Open Space & Recreation Swimming Pool refurbishment Swim Centre masterplan Rotary Park topdressing Saleyards Amenities Oval Lighting Upgrades Cemetery Plinths	\$665,000 \$35,000 \$10,000 \$125,000 \$600,000 \$30,000 \$1,465,000
Flood Mitigation & Drainage Stormwater drainage Stormwater drainage (as part of Hardinge Street reconstruction project) Lagoon stormwater system upgrades	\$272,754 \$314,000 \$250,000 \$836,754



Operational Plan 2024-2025

Infrastructure		\$
Waste Management		
Fire hydrant pump upgrade		
Flood impact repairs		\$400,000
Water		
Water treatment plant upgrades		\$1,100,000
Water main replacement (as part of Hardinge Street reconstruction project)		\$400,000
Hydrants renewals		<u>\$50,000</u>
		\$1,550,000
Sewerage		
Sewerage system renewals		\$450,000
Sewerage Treatment Plant upgrades		\$400,000
Sewer pump station upgrades		<u>\$200,000</u>
		\$1,050,000
Non-infrastructure		
IT program		\$121,500
Library – Local Priority Grant		\$42,920
Library collection		<u>\$50,000</u>
		\$214,420
Total new capital program (renewals and upgrades)		\$14,437,922



VERSION CONTROL

Title	2024-25 Operational Plan and Budget			Date modified
ECM Doc ID				
Date Adopted by Council				
Resolution No.				
Responsible Officer	Director Corporate Services			
Version Number	Modified By	Modifications Made	Date modified	
V1	Executive Team	Draft for Council endorsement for public exhibition	April 2023	

Attachment 2 - Draft 2024-25 Budget

2024/2025 Budget

Edward River Council's Operational Plan includes the annual budget and works to be undertaken along with the Statement of Revenue Policy (as detailed earlier), and Fees and Charges (refer attachment)

The 2024/25 budget has been prepared on a "business as usual basis" and has been set specifically to be able to deliver the 2024/25 Operational Plan. The consolidated budget includes revenue of \$38.42m and expenses of \$34.84m, resulting in an operating surplus of \$3.58m.

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

Total Revenue (inclusive of capital grants)		Total Expenses	
General fund	\$27.46 million	General fund	\$25.81 million
Water fund	\$3.81 million	Water fund	\$2.98 million
Sewer fund	\$4.13 million	Sewer fund	\$2.40 million
Edward River Village	\$0.04 million	Edward River Village	\$0.31 million
Waste	\$2.98 million	Waste	\$3.34 million
Consolidated funds	\$38.42 million	Consolidated funds	\$34.84 million

Revenue of \$38.42m includes Capital Income of \$5.08m. These funds are used to support the delivery of the capital works program. When Capital Income is excluded from the Surplus / (Deficit) calculation, the overall deficit is \$1.50m. This ultimately means that Council is partly reliant on Capital grants to deliver its asset renewal program.

Council will be investing a total of \$14.44m in capital works.

The \$1.50m operating deficit (excluding capital grants) is broken down by fund as follows:

- General \$3.34 million deficit
- Water \$0.79 million surplus
- Sewer \$1.68 million surplus
- Edward River Village \$0.27 million deficit
- Waste \$0.36 million deficit

Rates and annual charges revenue

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

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

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

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

User charges and fees revenue

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

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

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

Interest and investment revenue

Council's estimated interest investment revenue for 2024/25 is \$1.65m.

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

Grants and contributions revenue

Modest increases have been budgeted to operating grants in the 2024/25 year. Council has secured \$5m in capital grants to assist with the delivery of its capital works program in 2024/25.

Employee costs

Employee-related costs, which include salaries, entitlements, insurances, taxes, travel, and training costs, are estimated to be \$12.69m. No additional staff resources have been budgeted this year.

Borrowing costs

Council currently has no loans and has not budgeted for any loans in 2024/25.

Materials and contract costs

Materials and contracts for the 2024/25 year are budgeted at \$10.43m. This is an increase on the previous year predominately due to the increase in waste management costs of an estimated \$1.8m.

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.

Reserves

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

	Forecast Full Year 23/24 \$000s	Movement \$000s	Budget 2024/25 \$000s
Internal Restrictions			
Infrastructure replacement	1,360		1,360
Plant replacement reserve	1,799	42	1,841
Recreation reserves/villages	3,749		3,749
Other internal reserves	705		705
Employee entitlements	693		693
Land Development Fund	385		385
Deposits, retentions and bonds	323		323
Advanced Payment - Financial Assistance Grant	0	7,182	7,182
Waste Facilities	63	(63)	0
Total Internal Restrictions	9,077	7,161	16,238
External Restrictions			
Water supplies fund	8,850	(2,843)	6,007
Sewerage services fund	7,925	181	8,106
Developer Contributions	79		79
Domestic Waste Fund	1,300	(390)	910
Other unexpended grant funds	4,573	(704)	3,869
Other external reserves	122		122
Total External Restrictions	22,849	(3,756)	19,093
Unrestricted Funds	13,873	(6,022)	7,851
Total Funds	45,799	(2,617)	43,182

Edward River Council				
Income Statement Projections - Consolidated				
	Proposed Budget	Forecast		
Year Ending	2025	2026	2027	2028
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	16,234	16,657	17,092	17,538
User Charges and Fees	4,545	4,662	4,843	5,006
Other Revenues	483	630	642	873
Grants & Contributions for Operating Purposes	10,237	10,493	10,755	11,024
Grants & Contributions for Capital Purposes - Cash	5,083	1,508	1,520	1,533
Interest & Investment Revenue	1,653	1,686	1,720	1,754
Net Gains from the Disposal of Assets	190	190	189	189
Total Income from Continuing Operations	38,425	35,826	36,761	37,917
Expenses from Continuing Operations				
Employee Costs	12,690	13,197	13,593	14,001
Materials and Contracts	10,430	10,672	11,044	11,375
Borrowing Costs	-	-	-	-
Depreciation	11,121	11,183	10,991	11,047
Other Expenses	603	619	634	650
Total Expenses from Continuing Operations	34,844	35,671	36,262	37,073
Operating Result from Continuing Operations Surplus/(Deficit)	3,581	155	499	844
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(1,502)	(1,353)	(1,021)	(689)

Edward River Council				
Balance Sheet Projections-Consolidated				
	Proposed Budget	Forecast		
Year Ending	2025	2026	2027	2028
	\$000s	\$000s	\$000s	\$000s
Current Assets				
Cash & Cash Equivalents	37,316	33,797	39,162	42,931
Receivables	2,496	2,499	2,571	2,637
Other	523	526	530	533
Total Current Assets	40,335	36,822	42,263	46,101
Non-Current Assets				
Investments	5,865	5,865	5,865	5,865
Infrastructure, Property, Plant & Equipment	533,809	536,434	536,217	538,602
Other	1,158	1,158	1,158	1,158
Total Non-Current Assets	540,832	543,457	543,240	545,625
Total Assets	581,167	580,279	585,503	591,726
Current Liabilities				
Payables	3,584	3,419	3,509	3,651
Contract Liabilities	4,318	3,399	3,477	3,557
Borrowings	-	-	-	-
Provisions	3,654	3,653	3,653	3,653
Total Current Liabilities	11,556	10,471	10,639	10,861
Non-Current Liabilities				
Payables	2,948	2,948	7,313	10,223
Borrowings	-	-	-	-
Provisions	3,362	3,362	3,362	3,362
Total Non-Current Liabilities	6,310	6,310	10,675	13,585
Total Liabilities	17,866	16,781	21,314	24,446
Net Assets	563,301	563,498	564,189	567,280
Equity				
Retained Earnings	490,458	490,614	491,114	491,959
Revaluation Reserves	72,843	72,884	73,075	75,321
Total Equity	563,301	563,498	564,189	567,280

Edward River Council				
Cash Flow Statement Projections- Consolidated				
	Proposed Budget	Forecast		
Year Ending	2025	2026	2027	2028
	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities				
Receipts - Operating Activities	36,460	34,587	40,815	40,306
Payments - Operating Activities	(23,682)	(24,422)	(25,211)	(25,965)
Net Cash Provided by (or used in) Operating Activities	12,778	10,165	15,604	14,341
Cash Flows from Investing Activities				
Receipts - Infrastructure, Property, Plant & Equipment	450	454	460	467
Receipts- Sale of investment securities	5,940	757	127	-
Purchases - Infrastructure, Property, Plant & Equipment	(15,720)	(14,138)	(10,700)	(11,042)
Purchases - Investment Securities	(1,032)	(1,032)	(1,250)	(1,250)
Net Cash Provided by (or used in) Investing Activities	(10,362)	(13,959)	(11,363)	(11,825)
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	2,416	(3,794)	4,241	2,516
Cash and Cash Equivalents at Beginning of Reporting Period	6,224	8,640	4,846	9,087
Cash and Cash Equivalents at End of Reporting Period	8,640	4,846	9,087	11,603
investments at End of Reporting Period	34,542	34,817	35,940	37,190
Total Cash, Cash Equivalents, and Investments at End of Reporting Period	43,182	39,663	45,027	48,793



EDWARD RIVER COUNCIL

FEES & CHARGES

2024/2025

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*Statutory fees are set by other government departments and may change after the adoption of this document, where this occurs the current fee set by the department will override the fee listed in this document. This document will be updated as soon as notified of the updated to the fee.

Development Services					
Building/Environmental Planning					
		Generic Fee Description	Pricing Policy	GST Inc (Y/N)	
				23/24 Fee	24/25 Fee
Development Application Fees (Not Including Inspections)					
Up to \$5,000		Development application fee for building, works or demolition	S	N	\$138.38
\$5,001 - \$50,000	\$212.40 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost	Development application fee for building, works or demolition	S	N	\$212.40 minimum
\$50,001 - \$250,000	\$441.95 plus \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	Development application fee for building, works or demolition	S	N	\$441.95 minimum
\$250,001 - \$500,000	\$1,454.58 plus \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Development application fee for building, works or demolition	S	N	\$1,454.58 minimum
\$500,001 - \$1,000,000	\$2,189.38 plus \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Development application fee for building, works or demolition	S	N	\$2,189.38 minimum
\$1,000,001 - \$10,000,000	\$3,280.32 plus \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Development application fee for building, works or demolition	S	N	\$3,280.32 minimum
More than \$10,000,000	\$19,914.68 plus \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Development application fee for building, works or demolition	S	N	\$19,914.68 minimum
Construction Certificate Fee (Not including inspections)					
Not exceeding \$5,000		Fee for a construction certificate	P	Y	\$111.00
\$5,000 - \$100,000	\$111 plus \$4.50 per \$1,000 or part thereof by which the cost exceeds \$5,000	Fee for a construction certificate	P	Y	\$111.00 minimum
\$100,001 - \$250,000	\$765 plus \$3.50 per \$1,000 or part thereof by which the cost exceeds \$100,000	Fee for a construction certificate	P	Y	\$765.00 minimum
More than \$250,000	\$1,530 plus \$2.50 per \$1,000 or part thereof by which the cost exceeds \$250,000	Fee for a construction certificate	P	Y	\$1,530.00 minimum
Complying Development Certificates (Not including inspections)					
Not exceeding \$5,000		Application fee for complying development certificate (CDC)	P	Y	\$110.00
\$5,000 - \$100,000	\$110 plus \$5.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000	Application fee for complying development certificate (CDC)	P	Y	\$110 minimum
\$100,001 - \$250,000	\$960.00 plus \$4.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$100,000	Application fee for complying development certificate (CDC)	P	Y	\$960 minimum
\$250,001 - \$500,000	\$1,939 plus \$3.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Application fee for complying development certificate (CDC)	P	Y	\$1,939 minimum
More than \$500,000	\$3,257.00 plus \$2.00 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Application fee for complying development certificate (CDC)	P	Y	\$3,257 minimum

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Development Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Compliance Certificate and Inspect Cl6.5 EP & A Act					
Inspection	General inspection fee	P	Y	\$119.00	\$125.00
Compliance Certificate	Fee for a Compliance Certificate	P	Y	\$119.00	\$125.00
Occupation Certificate					
	Occupation Certificate Fee	P	Y	\$119.00	\$125.00
Local Government Approvals (matters requiring approval under Sec 68 of the LGA)					
Section 68 Application	Fees to carry out activities under Section 68 of the LG Act	P	N	\$191.00	\$201.00
Section 68 Compliance Inspection	Fees to carry out water inspection under Section 68 of the LG Act	P	N	\$119.00	\$125.00
Development involving Construction of a Dwelling House with an Estimated Value of \$100,000 or Less					
Development involving construction of a dwelling house with an estimated value of \$100,000 or less (cl247 EP&A Regs)	Development application fee for erection of a dwelling house, where estimated cost is \$100,000 or less	S	N	\$570.84	\$570.84
Development involving the Subdivision of Land (cl249 EP&A Regs)					
New Road	Minimum \$770 Plus \$65 per additional lot Development application for subdivision of land (not a strata subdivision) involving the opening of a public road	S	N	\$770.00 minimum	\$770.00 minimum
No New Road	Minimum \$386 Plus \$53 per additional lot Development application for subdivision of land (not a strata subdivision) not involving the opening of a public road	S	N	\$386.00 minimum	\$386.00 minimum
Strata	Minimum \$386 Plus \$65 per additional lot Development application fee for a strata subdivision	S	N	\$386.00 minimum	\$386.00 minimum
Subdivision Certificate Fee	Subdivision certificate fee	P	Y	\$155.00	\$163.00
Subdivision Works Certificate Fee					
Not exceeding \$5,000	Fee for a construction certificate	P	Y	\$111.00	\$117.00
\$5,000 - \$100,000	\$111 plus \$4.50 per \$1,000 or part thereof by which the cost	P	Y	\$111.00 minimum	\$117.00 minimum
\$100,001 - \$250,000	\$765 plus \$3.50 per \$1,000 or part thereof by which the cost	P	Y	\$765.00 minimum	\$800.00 minimum
More than \$250,000	\$1530 plus \$2.50 per \$1,000 or part thereof by which the cost exceeds \$250,000	P	Y	\$1,530.00 minimum	\$1,601.00 minimum

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Development Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Development not Involving the Erection of a Building, the Carrying on of Work, the Subdivision of Land or the Demolition of a Building or Work (cl250 EP&A Regs)					
Maximum Fee	Development application fee for development not involving the erection of a building, works, subdivision of land or demolition of a building or work	S	N	\$353.99 min	\$353.99 min
Additional Fee for a Designated Development					
In addition to any fee payable under Part 15 Division 1 of the EPA Regs (cl251 EP&A Regs)	Additional fee - designated development	S	N	\$1,154.23	\$1,154.23
Advertising Fees for Development Applications (cl252 EP&A Regs) - maximum fee applicable					
Advertised Development	Maximum fee for giving notice required for	S	N	\$1,385.93	\$1,385.93
Prohibited Development	Maximum fee for giving notice required for the prohibited development	S	N	\$1,385.93	\$1,385.93
Council must refund any part of the above fees paid for advertising under cl252 EP&A Reg that is not spent in advertising the development					

Additional Fees for Concurrence					
An additional processing fee up to a maximum of \$175.93, plus a concurrence fee of \$374 for payment to each concurrence authority, in respect of an application for development that requires concurrence	Additional processing fee for development requiring concurrence	S	N	\$ 175.93	\$ 175.93
Additional fee for Integrated Development					
An additional processing fee of up to a maximum of \$175.93 plus an approval fee of \$374 for payment to each approval body are payable in respect of an application for integrated development	Additional processing fee for development that is integrated development	S	N	\$ 175.93	\$ 175.93
Concept Development Applications (cl256B EP&A Regs)	Fee payable for a concept development application	S	N	As Quoted	As Quoted
Maximum fee payable for a concept development application and for any subsequent development application for any part of the site, is the maximum fee that would be payable as if a single development application only was required for					
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Development Services					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Fees for Review of Decision to Reject a Development Application (cl257A EP&A Reg 2000)					
Fee for an application under section s8.2(1)(c) for a review of a decision is as follows:					
Estimated cost of development is under \$100,000		S	N	\$68.65	\$68.65
Estimated cost of development is between \$100,000 and \$1,000,000		S	N	\$187.72	\$187.72
Estimated cost of development is over \$1,000,000		S	N	\$313.23	\$313.23

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Development Services					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)		
Request for Review of Determination (cl257 EP&A Reg 2000)					
Up to \$5,000		Review of determination of a development application	S	N	\$68.65
\$5,001 - \$250,000	\$107.27 plus \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	Review of determination of a development application	S	N	\$107.27 minimum
\$250,001 - \$500,000	\$627.53 plus \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Review of determination of a development application	S	N	\$627.53 minimum
\$500,001 - \$1,000,000	\$893.56 plus \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Review of determination of a development application	S	N	\$893.56 minimum
\$1,000,001 - \$10,000,000	\$1,237.90 plus \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Review of determination of a development application	S	N	\$1,237.90 minimum
More than \$10,000,000	\$5,942.76 plus \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Review of determination of a development application	S	N	\$5,942.76 minimum

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Development Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Application for a Modification of Consent (cl258 EP&A Reg 2000)					
The maximum fee for an application under section 4.55(1) of the Act	Fee for modification of consent	S	N	\$89.03	\$89.03
The maximum fee for an application under section 4.55(1A) or 4.56(1) of	\$754.00 or 50% of the fee for the original DA, whichever is the lesser	S	N	As Quoted	As Quoted
The maximum fee for an application under section 4.55(2) or 4.56(1) of the Environmental Planning and Assessment Act 1979 for the modification of a					
1) If the original fee for the application was less than \$100.00, 50% of that fee; or		S	N	As Quoted	As Quoted
2) If the fee for the original application was \$100.00 or more:					
a) in the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or		S	N	As Quoted	As Quoted
b) in the case of an application with respect to a development application that involves the erection of a dwelling house with an estimated cost of		S	N	\$235.99	\$235.99
c) in the case of an application with respect of any other development application as set out in the table below					
Application for a Modification of Consent (cl258 EP&A Reg 2000)					
Up to \$5,000	Fee for modification of consent	S	N	\$68.65	\$68.65
\$5,001 - \$250,000	\$106.20 plus \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	S	N	\$106.20 minimum	\$106.20 minimum
\$250,001 - \$500,000	\$627.53 plus \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	S	N	\$627.53 minimum	\$627.53 minimum
\$500,001 - \$1,000,000	\$893.56 plus \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	S	N	\$893.56 minimum	\$893.56 minimum
\$1,000,001 - \$10,000,000	\$1,237.90 plus \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	S	N	\$1,237.90 minimum	\$1,237.90 minimum
More than \$10,000,000	\$5,942.76 plus \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	S	N	\$5,942.76 minimum	\$5,942.76 minimum
An additional fee, not exceeding \$778 is notice of the application is required to be given under section 4.55(2) or 4.56(1) of the Environmental Planning and Assessment Act	Fee for modification of consent	S	N	\$834.56	\$834.56
An additional fee, not exceeding \$953.63 is payable for development to which clause 115(3) applies	Fee for modification of consent	S	N	\$953.63 minimum	\$953.63 minimum
Review of Modification Application					
Review of modification application fee - an application under S8.9 for a review of a decision is 50% of the		S	N		
Modification of a Construction Certificate					
Minor Change - e.g. Rearrangement of a window or change in area	Fee for modification of consent, plan or certificate	P	N	\$94.00	\$99.00
Major Area	\$756.00 or 50% of the fee for the original construction certificate, whichever is the lesser	P	N	\$756.00	\$794.00

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Development Services						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Modification of a Complying Development Certificate						
Minor Change - e.g. Rearrangement of a window or change in area	Fee for modification of consent, plan or certificate	P	N	\$96.00	\$101.00	
Major Area	\$774 or 50% of the fee for the original Complying Development Certificate, whichever is lesser	Fee for modification of consent, plan or certificate	P	N	\$774.00	\$812.00
Building Information Certificate (cl260 EP&A Reg 2000)						
Up to \$5,000	138.38	P	Y		\$138.38	
\$5,001-\$50,000	\$212.40 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated Cost	P	Y		\$212.40 minimum	
\$50,001-\$250,000	\$441.95 plus \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	P	Y		\$441.00 minimum	
\$250,001-\$500,000	\$1,454.58 plus \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	P	Y		\$1454.58 minimum	
More than \$500,000	\$2,189.38 plus \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	P	Y		Minimum \$2189.38	
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Building Information Certificate (cl260 EP&A Reg 2000)						
Additional fee payable for the above in the total of the following amounts						
a) the amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the act in the period of 24 months immediately preceding the date of application		F	N	As Quoted	As Quoted	
b) the amount of the maximum fee that would be payable if the application were an application to Council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application (cl260 (3A&3B) EP&A Reg 2000)		F	N	As Quoted	As Quoted	
c) where order 2, 3, 10, 11 or 14 in Part 1 Schedule 5 of the Act has been given in relation to the building unless the order has been revoked on appeal		F	N	As Quoted	As Quoted	
d) where person has been found guilty of an offence under the Act in relation to the erection of the building		F	N	As Quoted	As Quoted	
e) where the court has made a finding that the building was erected in contravention of a provision of the Act		F	N	As Quoted	As Quoted	

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Development Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Copy of Building Certificate (cl261 EP&A Reg 2000)					
Copy of building certificate	Copy of a building certificate	S	N	\$13.00	\$13.00
Certified copy of Document Map or Plan held by Council (cl262 EP&A Reg 2000)					
Certified copy of document map or	Fee for certified copy of document, map or	S	N	\$53.00	\$53.00
Land Rezoning Application & Change of Precinct (DCP)					
LEP amendment	All costs to be paid by proponent once the \$1395.00 has been Amendment fee - LEP	P	N	\$1,395.00	\$1,464.00
Registration of Certificates where Council is not the Certifying Authority (cl263(2) EP&A Reg					
Registration of Complying Development Certificate or a Part 6 Certificate being a Construction	Registration fee	S	N	\$40.00	\$40.00
Principal Certifying Authority Appointment					
Where Council is not the consent authority	Fee to appoint Council as PCA	F	Y	\$113.00	\$119.00
Compliance Inspection as per Consent Conditions					
Compliance inspection as per consent conditions	Development consent compliance inspection fee	F	Y	\$120.00	\$120.00
Planning and Policy Fees					
Provision of planning, health and building documentation (copies)	Fee for accessing or printing required information	P	N	As quoted	As quoted
Temporary Suspension of Alcohol Free Zones or Alcohol Prohibited Areas					
Development application for temporary suspension of alcohol free zones or alcohol prohibited areas -	Fee for temporary suspension of alcohol	F	N	\$799.00	\$839.00

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Development Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Caravan Park and Manufactured Home Estate Inspections (per S608(s) Local Government Act 1993)					
Determination of application for approval to operate a caravan park, camping ground or manufactured home estate (greater than 12 sites). Fee per site. Minimum Fee \$106.50	Fee to operate a caravan park, camping ground or manufactured home estate	F	N	\$10.00 per site	\$10.00 per site
OR					
Caravan Park and Manufactured Home Estate Inspections (per S608(s) Local Government Act 1993)					
Inspection fee for manufactured homes, unregistrable moveable homes or associated structures and issuing a Certificate of Compliance	Fee to operate a caravan park, camping ground or manufactured home estate	F	Y	\$119.00	\$125.00
Re-inspection because of non-compliance	Fee to operate a caravan park, camping ground or manufactured home estate	F	Y	\$119.00	\$125.00
Health Inspection Fees					
Hairdresser/Barber Shop Annual License for					
Skin penetration inspection	Skin penetration registration - annual fee	F	N	\$151.00	\$159.00
Other Charges - Bonds					
Landscaping	Bond	R	N	\$1,363.00	\$1,430.00
Relocation of a building	Bond	R	N	\$4,118.00	\$4,320.00
Food Premises and Miscellaneous Inspections					
Food premises inspection fee	Food premises inspection fee	F	Y	\$178.00	\$187.00
Food premises re-inspection fee	Food premises re-inspection fee	S		\$100.00	\$100.00
Improvement notice	Food premises improvement notice fee including inspection	S	Y	\$330.00	\$330.00
Community / Charity / Non-Profit	General food premises inspection fee	N/A	Y		
Mobile food vendors (prescribed under LG Act 1993)	General food premises inspection fee	F	Y	\$110.00	\$116.00
Private Swimming Pools - Council Inspection Program - Swimming Pools Amendment Act					
Initial inspection - Swimming Pool Program		N/A	N/A	No charge	No charge
First follow up inspection		S	N	\$50.00	\$50.00
Second follow up inspection		S	N	\$100.00	\$100.00
Registration of private swimming pool on NSW Swimming Pool Register	Fee for registration of private swimming pool	S	N	\$10.00	\$10.00
Private Swimming Pools - For Sale/Lease- Swimming Pools Amendment Act					
Inspections for properties being sold or leased					
Initial inspection	Fee under NSW Swimming Pools Amendment Act 2012	S	N	\$150.00	\$150.00
First follow up inspection	Fee under NSW Swimming Pools	S	N	\$100.00	\$100.00
Duplicate certificate of compliance		S	N	\$13.00	\$13.00

Resuscitation chart	Fee for signs	F	N	\$31.00	\$33.00
Miscellaneous Inspection					
Inspector (fire safety, etc)	Fire Safety Audit Fee	P	Y	\$225.00 per hour or \$166.00 Minimum Fee	\$225.00 per hour or \$166.00 Minimum Fee

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Aerodrome					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Arrival tax (on restoration of regular passenger transport service)	Use of facilities - airport	P	Y	\$9.00	\$10.00
Casual hangarage per night	Use of facilities - airport	P	Y	\$31.00	\$33.00
Departure tax (on restoration of regular passenger transport service)	Use of facilities - airport	P	Y	\$9.00	\$10.00
Hangarage per annum	Use of facilities - airport	P	Y	\$2,274.00	\$2,386.00
Hangar site annual lease costs - single	Use of facilities - airport	P	Y	as per Lease agreement	as per Lease agreement
Hangar site annual lease costs - double	Use of facilities - airport	P	Y	as per Lease agreement	as per Lease agreement
Parking of aircraft in open - per annum	Use of facilities - airport	P	Y	\$864.00	\$907.00
Permit fees per plane per annum (maximum \$1,600.00)	Use of facilities - airport	P	Y	\$570.00	\$598.00
Hangar connection to electricity access fee per annum	Connection fee for power (additional to infrastructure contribution and does not include power usage)	P	Y	\$77.00	\$81.00
Fire Training Facility (Nsw Fire & Rescue)	Lease of Facility	P	Y	as per Lease agreement	as per Lease agreement
Land Leased	Lease of Aerodrome Land	P	Y	as per Lease agreement	as per Lease agreement
Fuel site lease	Lease of Fuel site	P	Y	\$661.00	\$694.00

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Civic Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Land Information Fees					
Section 603 rates & charges due (in accordance with Section 603 of the LGA)	Fee for accessing or printing required information	S	N	\$95.00	\$95.00
Urgent request applicable to all certificates (in addition to certificate fee)	Fee for accessing or printing required information	F	N	\$106.00	\$112.00
Special water meter reading - Section 603	Fee for accessing or printing required information	F	Y	\$59.00	\$62.00
Copy of rates notice (first copy free/ current year only)	Fee for accessing or printing required information per notice	F	N	\$4.00	\$5.00
Copy of rates notice (Historic notice / per individual notice copy)	Fee for accessing or printing required information per notice	F	N	\$21.00	\$23.00
Copy of Rate Account transactions	Fee for accessing or printing required information per notice	F	N	\$7.00	\$8.00
Section 10.7 (2) Planning certificate	Fee for accessing or printing required information	S	N	\$64.00	\$64.00
Section 10.7(2) & 10.7 (5) Planning certificate	Fee for accessing or printing required information	S	N	\$156.00	\$156.00
Dwelling entitlement search	Fee for accessing or printing required information	P	N	\$98.00	\$103.00
Development approvals information	Fee for accessing or printing required information	F	N	\$67.00	\$71.00
LG Act & EP&A Act Combined Certificate	Fee for accessing or printing required information	F	N	\$114.00	\$120.00
Government Information Public Access Act (GIPA)					
Application Fee	Fees for accessing or printing required information	S	N	\$30.00	\$30.00
Processing Rate	Fee for accessing or printing required information	S	N	\$30.00	\$30.00
Internal Review	Fee for accessing or printing required information	S	N	\$40.00	\$40.00

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Civic Services					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
General Fees					
Refund of overpayment and/or movement between Rates & Water accounts (excluding settlements)	Fee for accessing and processing the payment	F	Y	\$34.00	\$35.00
Returned Cheque Fee	Dishonoured Cheque/Payment/Credit Card incl Fee	F	Y	Bank dishonoured charges plus \$19.00 admin Fee	Bank dishonoured charges plus \$20.00 admin Fee

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Civic Services							
		Generic Fee Description	Pricing Policy		GST Inc (Y/N)	23/24 Fee	24/25 Fee
Merchant Card Surcharge (based on percentage of total amount transacted by credit card)							
Merchant Credit Card Surcharge (BPOINT)		Merchant service fee recoverable	F	Y	Full recovery of charge from Financial institution.		0.6% up to \$3.30
DEFT Transactions conducted through Macquarie Bank		Administration Fee - as a percentage of the transaction amount - charged by the bank	F	Y	0.02%		0.02%
Over the Counter Transactions conducted at Customer Service Centre		Administration Fee - as a percentage of the transaction amount - charged by the bank	F	Y	0.6% up to \$3.30		0.6% up to \$3.30
Hire of Council Facilities							
Casuals Users insurance for Facilities other than Parks & Gardens	Per Occasion	Fee for Public Liability Insurance	F	Y	\$190.00		\$190.00
Casuals Users insurance for Parks and Gardens	Per Occasion	Fee for Public Liability Insurance	F	Y	\$95.00		\$95.00
Cleaning and Rubbish Removal (All Hirings) NB - The cost of cleaning and rubbish will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.		Cost of cleaning and rubbish removal	F	Y	At cost		At cost
New Key Issue	Per Key		F	Y	\$34.00		\$36.00
Key replacement - lost or not returned	Per Key		F	Y	\$50.00		\$50.00
Key Bond	Per Key		F	Y	\$300.00		\$300.00
Town Hall							
Private Use	1 day hire and 1/2 day for clean up	Use of Facilities - Other - Theatre & Kitchen + chairs & tables (excl. Foyer, Function, Meeting, stage, backstage)	P	Y	\$1,500.00		\$1,500.00
Private Use	1 day hire and 1/2 day for clean up	Use of Facilities - Other - Entire venue - Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (excl. mezzanine, stage, backstage)	P	Y	\$2,000.00		\$2,000.00
Private Use	Bond		P	Y	\$1000 + damages at cost		\$1000 + damages at cost
Commercial and Government Usage	Half Day	Use of Facilities - Other - Entire venue	P	Y	\$650.00		\$650.00
Commercial and Government Usage	Per Day	Use of Facilities - Other - Entire venue	P	Y	\$1,200.00		\$1,200.00
Technical Support	Half Day	Staff assistance for use of the facility	P	Y	\$250.00		\$250.00
Technical Support	Per Day	Staff assistance for use of the facility	P	Y	\$450.00		\$450.00
Setup Fee	Per use	Setup and pack down fees for use of the facility	P	Y	\$500.00		\$500.00

Community Organisations/NFPs	Half Day	Use of Facilities - Other - Entire venue Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (Mezzanine, stage, backstage neg. by request)	P	Y	\$250.00	\$250.00
Community Organisations/NFPs	Per Day	Use of Facilities - Other - Entire venue - Foyer, Function, Meeting, Kitchen, Theatre + chairs & tables (Mezzanine, stage, backstage neg. by request)	P	Y	\$650.00	\$650.00
Community Organisations/NFPs	Per Day	Use of Facilities - Foyer	P	Y	\$150.00	\$150.00
Community Organisations/NFPs	Per Day	Use of Facilities - Foyer & Function	P	Y	\$200.00	\$200.00
Community Organisations/NFPs	Per Day	Use of Facilities - Foyer, Function, Meeting, Kitchen	P	Y	\$400.00	\$400.00
Community Organisations/NFPs	Bond		P	N	\$500 + damages at cost	\$500 + damages at cost
Wedding Hire package	2 days (half day set up, full day use, half day pack up)	Use of full facilities, cleaning, ERC safety warden and setup of function space and base hire of lawn space	F	Y		\$3,750.00
Civic Plaza (lawn area)	per day	base hire of lawn space	F	Y		\$150.00
Civic Plaza (lawn area)	Per Day	lawn space and access to electric supply	F	Y		\$200.00
Civic Plaza (lawn area)	Per Day	lawn space and access to electric supply and toilet access in DTH	F	Y		\$300.00
bond						
Multi Arts Centre						
Private Use	1 day hire and 1/2 day for clean up	Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer	P	Y	\$300.00	\$300.00
Private Use	Bond		P	Y	\$250.00 + Damages at Cost	\$250.00 + Damages at Cost
Commercial and Government Usage	Half Day	Use of Facilities - Other - Venue & toilet block	P	Y	\$250.00	\$250.00
Commercial and Government Usage	Per Day	Use of Facilities - Other - Venue & toilet block	P	Y	\$500.00	\$500.00
Community Organisations	Half Day	Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer	P	Y	\$120.00	\$120.00
Community Organisations	Per Day	Use of Facilities - Other - Excluding post- event cleaning of venue and toilets which must be undertaken by hirer	P	Y	\$200.00	\$200.00

Sunday School	Per hour	Use of Facilities - Other	P	Y	\$10.00	\$10.00
User Groups as per lease agreement		Use of Facilities - Other	P	Y	As Per Lease	As Per Lease
Peppin Heritage Centre						
Use of Gardens & Reception		Use of Facilities - Other	P	Y	\$300.00	\$300.00
Use of PHC Grounds for photos or other approved uses		Use of Facilities - Other	P	Y	\$100.00	\$100.00
Use of PHC Grounds for ceremony (up to 45 chairs)		Use of Facilities - Other	P	Y	\$150.00	\$150.00
Main Hall Hire - per day or any part there of		Use of Facilities - Other	P	Y	\$250.00	\$250.00
Cleaning Bond		Use of Facilities - Other	P	N	\$260.00	\$260.00
Use of Grassed area at PHC		Use of Facilities - Other	P	N	\$150.00	\$150.00
Electricity Charges for PHC grassed area			F	Y	As Below	As Below
Recreation Reserves						
Conargo Memorial Hall	Functions	All Facilities	F	Y	\$426.00	\$447.00
		Hall Only	F	Y	\$244.00	\$256.00
		Kitchen Only	F	Y	\$183.00	\$192.00
		Outside Facilities	F	Y	\$92.00	\$97.00
	Bond for all bookings	REFERENCE subject to the premises being left clean and no damage	P	N	\$234.00	\$246.00
	Meeting Hire	Half Day	F	Y	\$61.00	\$64.00
		Full Day	F	Y	\$124.00	\$131.00
Functions booked by schools, Service Clubs and Charities may be discounted by negotiaton with the Management Committee						

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Civic Services						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Gardens , Reserves and Sporting Grounds						
Hardinge Street	Leased to Deniliquin RAMS Football & Netball Club	Use of Facilities - Sport	P	Y	As per Lease	As per Lease
Rotary Park	Deniliquin Soccer Club/ Annum	Use of Facilities - Sport	P	Y	\$1,038.00	\$1,089.00
	Other approved activities/ Day	Use of Facilities - Sport	P	Y	\$149.00	\$157.00
	Other approved activities Bond- REFERENCE at Council Discretion	Bond	R	N	\$284.00	\$298.00
Scott's Park/ Rocket Park	Commercial venture - REFERENCE at Council discretion. Booking form must be completed. Bond and Insurances required.	Use of Facilities - Commercial (less than 200 people.	R	N	\$284.00	\$298.00
	Commercial venture - REFERENCE at Council discretion . Application in writing.	Use of Facilities - Commercial (more than 200 people	R		Quote for each application	Quote for each application
	Commercial venture Bond - REFERENCE at Council discretion .	Bond (more than 200 people)	R	N	Quote for each application	Quote for each application
	Per Day community groups (non fee charging activities) No exclusive use. Booking form must be completed. Insurances required.	Use of Facilities - Community groups			No charge	No charge
Use by community for personal group recreational activities eg birthdays parties, family gatherings. Does not include exclusive use of facility or council assistance for setting up etc.If any structures to be erected a booking form must be completed. Other bookings will be taken for information.		Use of Facilities - Community personal recreational use			No charge	No charge
	Other approved activities Bond- REFERENCE at Council Discretion	Bond	R	N	\$284.00	\$298.00
	Any assistance/resources required from Council will be invoiced at cost plus 30%.				Cost plus 30%	Cost plus 30%
Waring Gardens	Commercial venture - REFERENCE at Council discretion. Application in writing.	Use of Facilities - Commercial (less than 500 people	R	Y	\$284.00	\$298.00
	Commercial venture - REFERENCE at Council discretion. Application in writing.	Use of Facilities - Commercial (more than 500 participants	R	Y	Quote for each application	Quote for each application

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Civic Services						
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Gardens , Reserves and Sporting Grounds						
	Commercial venture Bond- REFERENCE at Council discretion	Bond	R	N	Quote for each application	Quote for each application
	Commercial venture - Group fitness or training. No bond required.	Use of Facilities - Commercial Group fitness (less than 20 people)			No charge	No charge
	Community groups (non fee charging activities) Per day. No exclusive use. Booking form must be completed. Insurances required.	Use of Facilities - Community groups			No charge	No charge
	Community groups (markets charging stall holders fees) Per day. Booking form must be completed. Insurances required.	Use of Facilities - Community groups	P	N	\$137.00	\$144.00
	Use by community for personal group recreational activities eg birthdays parties, family gatherings, weddings ceremonies (not commercially organised). Does not include exclusive use of facility or council assistance for setting up etc. If any structures to be erected a booking form must be completed. Other bookings will be taken for information.	Use of Facilities - Community personal recreational use			No charge	No charge
	Any assistance/resources required from Council will be at cost plus 30%.				Cost plus 30%	Cost plus 30%
	Other approved activities Bond- REFERENCE at Council Discretion	Bond	R	N	\$284.00	\$298.00
Edward River Oval	Approved activities/ Day	Use of Facilities - Other	P	Y	\$149.00	\$157.00
	Bond - REFERENCE at Council Discretion	Bond	R	N	\$269.00	\$283.00
Memorial Park	P & A Society - Annual Show per annum	Use of Facilities - Other	P	Y	\$1,269.00	\$1,332.00
	Per Show day	Use of Facilities - Other	P	Y	\$512.00	\$538.00
	Electricity at cost	Use of Facilities - Other	F	Y	At cost	At cost
	Reinstatement of grounds at cost	Use of Facilities - Other	F	Y	At cost	At cost
	P A Society Sheep Dog Trials/ Day	Use of Facilities - Other	P	Y	\$228.00	\$240.00
	Electricity	Use of Facilities - Other	F	Y	At cost	At cost

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Civic Services						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Gardens , Reserves and Sporting Grounds						
	Knock Out Sports Carnivals Msc Activities upon application	Use of Facilities - Sports	P	Y	As per Quote	As per Quote
	Deniliquin District Cricket Association/ Annum	Use of Facilities - Sports	P	Y	\$1,232.00	\$1,293.00
	Deniliquin Rovers Football & Netball Club	Use of Facilities - Sports	P	Y	\$1,232.00	\$1,293.00
	Electricity	Use of Facilities - Sports	F	Y	At cost	At cost
	Deniliquin Collectors Club	Use of Facilities - Other	P	Y	\$488.00	\$512.00
	Deniliquin Collectors Club/ day for Rally	Use of Facilities - Other	P	Y	\$232.00	\$244.00
	Deniliquin Netball Association/Annum	Use of Facilities - Sports	P	Y	\$621.00	\$652.00
	Equestrian Events Including Tent Pegging/ Day	Use of Facilities - Sports	P	Y	\$488.00	\$512.00
	Bond - REFERENCE at Council Discretion	Bond	R	N	\$7,060.00	\$7,406.00
	Circuses and Other approved activities	Use of Facilities, Trade Business or Entertainment	P	Y	\$1,268.00	\$1,331.00
	Bond - REFERENCE at Council Discretion	Bond	R	Y	\$621.00	\$652.00
	Electricity Usage	Use of Facilities - Sports	F	Y	At cost	At cost
Cleaning & Rubbish removal (all Hirings)	The cost for cleaning & rubbish removal will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.	Cleaning & Rubbish removal	F	Y	At cost	At cost
Wheeler Bin Hire	Includes delivery and collection only where rubbish collection is available. Any daily servicing of bins is to be arranged by the Hirer		F	Y	\$22.00	\$24.00
Power - access and any use within 24- hr period from time of access		Electricity Usage per Day per Unit accessed	F	Y	\$40.00	\$42.00
Request for Signage	Depot Staff to drop off and pick up	Signage	F	Y	\$244.00	\$256.00
Electric Vehicle Charging Station	Fee for charging electric vehicle	EV Charging fee per kwh	F	Y	\$0.40	\$0.00

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Civic Services					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Recreation Reserves					
Boooroorban	Hall Hire Fees - half day	Use of Facilities - Other	F	Y	\$135.00
	Hall Hire Fees - full day		F	Y	\$275.00
	Meeting room/kitchen only - half day		F	Y	\$50.00
	Meeting room/kitchen only - full day		F	Y	\$100.00
Wanganella	Hall Hire Fees - per day	Use of Facilities - Other	F	Y	\$305.00
Pretty Pine	Hall Hire Fees - per day	Including Kitchen & Cool room	F	Y	\$426.00
	Hall Hire Fees - per day	Hall only	F	Y	\$244.00
	Hall Hire Fees - per half day		F	Y	\$61.00
	Hall Hire Fees - per day		F	Y	\$124.00
	Hall Hire Fees - per day	Kitchen hire Only- Cool room, utensils, crockery, cutlery and toilets	F	Y	\$183.00
	Hall Hire Fees - per day	BBQ Hire only	F	Y	\$34.00
Blighty	Club Rents	Club rentals- Blighty Football + Power at cost	F	Y	\$1,827.00
		Blighty Netball	F	Y	\$2,436.00
		Blighty Tennis	F	Y	\$1,220.00
		Extra Club functions per event	F	Y	\$128.00
		Deniliquin Children's Centre	F	Y	\$80.00
	General Hire per day	Tennis Rooms and Courts	F	Y	\$98.00
		Tennis Rooms and Courts (individuals)	F	Y	\$39.00
	Hall Hire Fees - per day	Main Hall	F	Y	\$160.00
	Hall Hire Fees - per day	Main Hall & Kiosk	F	Y	\$305.00
	Hall Hire Fees - per day	Clubrooms and kitchen (Deniliquin Children's Centre)	F	Y	\$77.00
	Hall Hire Fees - per day	Clubrooms and kitchen (all other purposes)	F	Y	\$154.00
		Meeting Room	F	Y	\$98.00
	Private Functions Functions booked by schools, Service Clubs and Charities may be discounted by negotion with the Management Committee	Use of Facilities - Other	F	Y	\$549.00 \$234.00
	Bond	REFERENCE subject to the premises being left clean and no damage	R	N	\$234.00

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Civic Services					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Tender Documents					
Tender Documents- Electronic	Tender Documents fee	P	Y	No charge	No charge
Tender Documents - Hard Copy	Tender Documents fee	P	Y	\$100.00	\$100.00
Bike Hire					
Bike Hire	2hrs /person	Use of Equipment - Sports	F	Y	No charge
Bike Hire	2hrs /Family	Use of Equipment - Sports	F	Y	No charge
Bike Hire	4hrs /person	Use of Equipment - Sports	F	Y	No charge
Bike Hire	4 Hrs /Family	Use of Equipment - Sports	F	Y	No charge
Bike Hire	8 hrs /Family	Use of Equipment - Sports	F	Y	No charge
Bond		Use of Equipment - Sports	R	N	\$20.00
Property Rentals					
Medical Centre Rental	Annual Lease	P	Y	Annual Lease	Annual Lease
Crossing Café Rental	Annual lease	P	Y	Annual Lease	Annual Lease
McLeans Beach Caravan Park Lease	Annual Lease	P	Y	Annual Lease	Annual Lease
81 Hunter street	Annual lease	P	Y	Annual Lease	Annual Lease
Lawson Syphon Road Reserve	Annual Lease	P	Y	Annual Lease	Annual Lease
Part of Lagoon Street	Shell Co Of Australia	Annual Lease	P	Y	Annual Lease
Radio Tower Optus	Annual Lease	P	Y	Annual Lease	Annual Lease
Radio Tower Essential Energy	Annual Lease	P	Y	Annual Lease	Annual Lease
Road reserve Conargo (Hussey)	Annual Lease	P	Y	Annual Lease	Annual Lease
Office Rental - Former Conargo Shire Offices	Annual Lease	P	Y	Annual Lease	Annual Lease
Seeding Compound Rental	Annual Lease	P	Y	Annual Lease	Annual Lease
Saleyards	Calculated on Stock sales			Annual Lease	Annual Lease
Mill's Pit Block	Annual Lease	P	Y	Annual Lease	Annual Lease
Wanganella Reserve	Annual Lease	P	Y	Annual Lease	Annual Lease
Conargo Land (Scoble)	Annual Lease	P	Y	Annual Lease	Annual Lease
Areodrome Residence	Annual Lease	P	Y	Annual Lease	Annual Lease

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Animal Management - Companion Animal Registration - Dogs & Cats (Lifetime Registration)					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Companion Animal Registration - Dogs & Cats (Lifetime Registration)					
Dog - Entire (after relevant age)	Companion animals registration fee	S	N	\$252.00	\$252.00
Cat - Desexed or Not Desexed	Companion animals registration fee	S	N	\$65.00	\$65.00
Dog - Desexed (by relevant age)	Companion animals registration fee	S	N	\$75.00	\$75.00
Dog/Cat - Desexed (by relevant age eligible pensioner)	Companion animals registration fee	S	N	\$32.00	\$32.00
Dog - Not Desexed (recognised breeder)	Companion animals registration fee	S	N	\$75.00	\$75.00
Cat - Not Desexed (recognised breeder)	Companion animals registration fee	S	N	\$65.00	\$65.00
Dog - Working/Service of State/Assistance	Companion animals registration fee	S	N	\$0.00	\$0.00
Dog - Desexed (sold by pound/shelter and rehoming organisation)	Companion animals registration fee	S	N	\$0.00	\$0.00
Registration Late Fee	Companion animals registration fee	S	N	\$21.00	\$21.00
Restricted and dangerous dog enclosure inspection fee	Companion animals registration fee	S	N	As per legislation	As per legislation
Annual Permit Category					
Cat not desexed by four months of age	Companion animals registration fee	S	N	\$92.00	\$92.00
Dangerous Dog	Companion animals registration fee	S	N	\$221.00	\$221.00
Restricted Dog	Companion animals registration fee	S	N	\$221.00	\$221.00
Permit Late Fee	Companion animals registration fee	S	N	\$21.00	\$21.00
Companion Animal Impounding Fees					
Unregistered dog					
Release fee	Impounding fees - release fee for animals	F	N	\$77.00	\$81.00
+ Microchipping and vet fee	Fee for elected veterinary services	F	Y	Cost + 10%	Cost + 10%
+ Appropriate registration fee	Companion animals registration fee	S	N	see above	see above
Registered dog					
Release fee - first offence	Impounding fees - release fee for animals	F	N	\$77.00	\$81.00
Maintenance charge (Companion Animals Act) - per day	Companion animals - animal care fee	F	N	\$20.00	\$21.00
Surrender of companion animals					
Surrender of companion animals to Council	Surrender of animal	F	N	\$90.00	\$95.00
Traps/Cages Hire					
Deposit	Bond	F	N	\$40.00	\$42.00
Hire per week	Sale of animal-related equipment	F	Y	\$18.00	\$19.00

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Animal Management					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Stock Impounding Fees					
Impounding (sheep, pigs, goats) per head per day	Impounding fee - care of animals	F	N	\$58.00	\$61.00
Impounding large stock	Impounding fee - large stock per head per day	F	N	\$71.00	\$75.00
Release fee - first offence	Impounding fee - release fee for animals per head	F	N	\$104.00	\$110.00
Maintenance fee (sheep, pig, goat)		F	N	\$12.00	\$13.00
Maintenance fee (cow, bull, horse)		F	N	\$15.00	\$16.00
Conveyance fee (sheep, pig, cow, goat, horse)		F	N	Cartage fee plus 15%	Cartage fee plus 15%
Other Impounding Fees					
Sign - release impounded sign		F	N	\$98.00	\$103.00
Vehicle Impounding Fees					
Abandoned vehicle impounding		P	Y	\$165.00	\$174.00
Abandoned vehicle - towing		P	Y	Tow Charges plus \$103	Tow Charges plus \$103
Release impounded vehicle		P	Y	\$143.00	\$151.00
Burying of dead animals (dead stock pit)					
Special promotion days	Impounded and companion animals - microchipping fee	F	Y	Free	Free
Normal fee	Impounded and companion animals - microchipping fee	F	Y	\$72.00	\$76.00
Wanganella Common Rental					
Wanganella Common Rental	Annual lease	P	Y	\$3,932.00	\$4,125.00
Desexing Program					
Pensioner Concession Card Holders					
Desexing Program - Female Dog	Co-payment for the desexing program	F	Y	\$56.00	\$59.00
Desexing Program - Male Dog	Co-payment for the desexing program	F	Y	\$39.00	\$41.00
Desexing Program - Female Cat	Co-payment for the desexing program	F	Y	\$39.00	\$41.00
Desexing Program - Male Cat	Co-payment for the desexing program	F	Y	\$34.00	\$36.00
Pensioner Health Care Card Holders					
Desexing Program - Female Dog	Co-payment for the desexing program	F	Y	\$89.00	\$94.00
Desexing Program - Male Dog	Co-payment for the desexing program	F	Y	\$73.00	\$77.00
Desexing Program - Female Cat	Co-payment for the desexing program	F	Y	\$73.00	\$77.00
Desexing Program - Male Cat	Co-payment for the desexing program	F	Y	\$68.00	\$72.00

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Cemetery Fees					
	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
For the purpose of this schedule 'interment' includes the sinking of the grave, the placement of the coffin or ashes therein, backfilling of the grave and removal of debris. Interment fees, subject to such reduction as the General Manager may authorise in particular case where hardship can be demonstrated.					
General cemetery					
Land for grave	Burial site reservation fee	P	Y	\$1,032.00	\$1,083.00
Single grave interment	Interment	F	Y	\$1,078.00	\$1,131.00
Triple depth interment	Interment	F	Y	As per quote	As per quote
Double grave interment	Interment	F	Y	\$1,203.00	\$1,262.00
Oversize grave	Interment	F	Y	\$1,266.00	\$1,329.00
Internment of body - penalty rates, weekends & public holidays	Interment	F	Y	\$382.00	\$401.00
Re-opening of grave for second internment	Exhumation fee	F	Y	\$1,203.00	\$1,262.00
Removal/replacement of monument for excavation (works to be undertaken by a Monumental Mason)	Monument removal/replacement		Y	As per quote	As per quote
Re-opening and closing a vault	Exhumation fee	F	Y	As per quote	As per quote
Reception of ashes for burial (existing grave)	Interment of ashes fee	F	Y	\$307.00	\$323.00
Removal of deceased from one part of cemetery to another	Exhumation fee	F	Y	At cost	At cost
Permission to erect monument	Monumental / Headstone permit fee	P	N	\$131.00	\$138.00
Columbarium					
Perpetual lease fee	Fee for wall niche	F	Y	\$284.00	\$298.00
Interment fee	Interment	F	Y	\$284.00	\$298.00
Cost of plaque	Fee for plaque	F	Y	As per quote	As per quote

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Cemetery Fees						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Lawn Cemetery - Land for each grave and perpetual maintenance						
Perpetual lease fee	Burial site reservation fee	F	Y	\$1,305.00	\$1,369.00	
Single grave interment	Interment	F	Y	\$1,078.00	\$1,131.00	
Double grave interment	Interment	F	Y	\$1,192.00	\$1,251.00	
Oversize grave	Interment	F	Y	\$1,260.00	\$1,322.00	
Install plaque	Fee for plaque	F	Y	\$194.00	\$204.00	
Interment of body - penalty rates, weekends & public holidays	Interment	F	Y	\$382.00	\$401.00	
Re-opening of grave for second interment	Exhumation fee	F	Y	\$142.00	\$149.00	
Re-opening of grave for second interment - penalty rates, weekends and public holidays	Exhumation fee	F	Y	\$382.00	\$401.00	
Cost of plaque	Fee for plaque	F	Y	As per quote plus 10%	As per quote plus 10%	
Children's Cemetery						
Perpetual lease fee	Burial site reservation fee	F	Y	\$1,305.00	\$1,369.00	
Single grave interment	Interment	F	Y	\$1,078.00	\$1,131.00	
Single grave interment - still/new born	Interment	F	Y	\$110.00	\$116.00	
Install plaque	Fee for plaque	F	Y	\$194.00	\$204.00	
Interment of body - penalty rates, weekends & public holidays	Interment	F	Y	\$382.00	\$401.00	
Cost of plaque	Fee for plaque	F	Y	As per quote plus 10%	As per quote plus 10%	
Memorial Rose Garden						
Perpetual lease fee	Burial site reservation fee	P	Y	\$1,390.00	\$1,459.00	
Interment Fee	Interment	F	Y	\$307.00	\$323.00	
Cost of plaque	Fee for plaque	F	Y	As per quote	As per quote	
Cost of rose	Accessories fee	F	Y	\$114.00	\$120.00	
Research Activities						
Historical/ Cemetery research	Per Hour or part of	Fee for utilisation of staff for various activities	P	Y	\$80.00	\$84.00

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Works					
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Fire Hazard Removal					
Fire Hazard Reduction Service Fee	Fee to cover Council costs when property owners do not comply with direction from Council to clean up their properties requiring Council to do the work. This is the only situation that Council shall undertake Fire Hazard Reduction. Minimum fee based on 4 hours work @ \$136/hr (including staff, plant and tipping fees, etc)	F	Y	As per quote - Minimum charge \$597.00	As per quote - Minimum charge \$626.00
Private Works					
Condition of Undertaking Works:				Price on application	Price on application
All private works are to be undertaken in accordance with Council's adopted Private Works Policy. Note: Council does not dry hire plant.				P	Y

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Works						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Noxious weeds						
Spraying Fee		Noxious Weeds Spraying fee	F	Y	Price on Application	Price on Application
Reinstatement Works						
Kerb & Gutter	per Lineal Metre	Works charge - owner/developer initiated	F	Y	\$191.00	\$201.00
Foot Paving	per Square Metre	Works charge - owner/developer initiated	F	Y	\$192.00	\$202.00
Undertake Activity on Public Road Reserve						
Permit to undertake activity in Public Road Reserve not impacting on Council assets.		Road Activity Permit- based on 1 hour to review request and undertake site inspection	F	Y	\$75.00	\$79.00
Road Opening Fees						
Permit to work on road pavement for driveway crossover, stormwater connection or driveway culvert crossing.		Road Opening Permit	P	N	\$178.00	\$187.00
Permit to work on footpath or nature strip area only for the above purposes		Road Opening Permit	P	N	\$96.00	\$101.00
Reinstatement, if required will be carried out by quotation		See Private Works for Rates			As Quoted	As Quoted
Temporary Road Closures						
Installation and removal of traffic control measures such as barriers, boards and signage, including hiring of boards and signs.		Traffic Control measures - installation and removal	F	Y	As Quoted	As Quoted
Special Event Application		Permit fee to hold a special Event	P	Y	\$297.00	\$312.00
Traffic Management						
Traffic Management Plan Preparation Fee - Simple plan, 1 page based on standard TCP.		Fee for Service	F	Y	\$150.00	\$158.00
Traffic Management Plan Preparation Fee - Complex Plan, 1 page or more requiring		Fee for Service	F	Y	As per quote	As per quote
Hire Fee per Day - Signs/Bollards/Traffic Cones - to be quoted on complexity of TCP		Fee for Service dependent on numbers	F	Y	Min Cost \$30/day	Min Cost \$30/day
Banner Poles Hardinge Street & Davidson Street						
Supply and Installation of Banners, including supply of Banner			F	Y	As per Quote	As per Quote
Truck Wash Facility						
Truck wash fee (per minute)		Use of General Equipment fee - Civic or other	F	Y	\$5.00	\$6.00
Truck wash key		Use of General Equipment fee - Civic or other	F	Y	\$56.00	\$59.00

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Works						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Plant Hire						
Note: Section 67 of the Local Government Act 1993 empowers councils to undertake works on private land. Council is required to fix an amount or rate for the carrying out of the works after considering the actual costs of performing the work and the current market rates relevant to such works. If the amount for which, or the rate at which, it proposes to carry out the works is less than the amount or rate so fixed, the decision to carry out the works is made by resolution of the council at an open meeting before the work is carried out for						
	Loader	Hourly	F	Y	\$182.00	\$191.00
	Backhoe	Hourly	F	Y	\$162.00	\$170.00
	Grader	Hourly	F	Y	\$241.00	\$253.00
	Dozer	Hourly	F	Y	\$249.00	\$262.00
	Multi-tyred Roller (24Tonne)	Hourly	F	Y	\$172.00	\$181.00
	Vibrating Roller Pad Foot	Hourly	F	Y	\$167.00	\$176.00
	Vibrating Roller Smooth Drum	Hourly	F	Y	\$159.00	\$167.00
	Tractors	Hourly	F	Y	\$169.00	\$178.00
	Slasher (Berend)	Hourly	F	Y	\$53.00	\$56.00
	Trucks - Water Cart 6,000 litre	Hourly	F	Y	\$134.00	\$141.00
	Trucks - Water Cart 12,000 litre	Hourly	F	Y	\$200.00	\$210.00
	Trucks - Water Cart 18,000 litre	Hourly	F	Y	\$223.00	\$234.00
	Truck - Low Loader	per km (under 100kms)	F	Y	\$6.00	\$7.00
		per km (over 100kms)	F	Y	\$6.00	\$7.00
		Hourly	F	Y	\$212.00	\$223.00
	Truck 6M3 - Tipping	Hourly	F	Y	\$134.00	\$141.00
	Truck/ Trailer 18M3 - Tipping	Hourly	F	Y	\$209.00	\$220.00
	Truck Suction Sweeper	Hourly	F	Y	\$209.00	\$220.00
	Weed Spraying Units hire with Operator (chemicals at hirer's expense)	Hourly	F	Y	\$135.00	\$142.00
Note: Council has the discretion to quote for Private Work outside of the above rates subject to Council receiving a benefit for the work						

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Waste Management						
Generic Fee Description			Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Waste Charges						
Residential and Non-residential						
Domestic Waste Charge per Property (set of 3 bins)		Waste charges per annum	F	N	\$408.00	\$558.00
Vacant Land Domestic Waste Charge		Waste charges per annum	F	N	\$105.00	\$111.00
Additional Green Bin - Fogo Bin		Waste charges per annum	F	N		\$220.00
Additional Yellow Bin - Recycling bin		Waste charges per annum	F	N		\$150.00
Community Recycling Centre						
All Batteries	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Paint	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Scrap steel	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Reusable items (Tip shop)	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Degassed refrigerators/Freezers/Air Conditioners	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
eWaste	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Waste oil	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
All Gas Cylinders	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Globes	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Vegatable Oil Drums		Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Drum Muster Drums(Triple rinsed clean)	20LTR/5LTR	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		Free
Waste Depot Charges						
Green waste	Per cubic metre		F	Y	Free for Edward River Residents	\$8.50
General Solid Waste/Mixed Waste	Per cubic metre or (\$180 tonne)	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	Free for Edward River Residents	\$24.00
Construction & Demolition Waste	Per Cubic Metre or (\$180 tonne)	Commercial waste single service charge	F	Y	\$60.00	\$126.00
Commercal & Industrial Waste	Per Cubic Metre or (\$180 tonne)	Commercial waste single service charge	F	Y	\$79.00	\$83.00
Motor Oil Drums (cleaned)	Plastic	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		\$82.00
Refrigerators/ Freezers/ Air Conditioners	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$37.00	\$50.00

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Waste Management						
Generic Fee Description			Pricing Policy GST Inc (Y/N)		23/24 Fee	24/25 Fee
Waste Depot Charges						
Tyres- Car (max 4)	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$12.00	\$13.00
Tyres - Truck	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$18.00	\$24.00
Tyres - Tractor	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$28.00	\$30.00
Car Bodies	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$39.00	\$45.00
Disposal of Rubbish in incorrect area tip		Fine for non compliance	F	Y	\$79.00	\$85.00
All Mattresss	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$27.00	\$36.00
Furniture - soft furnishing (lounge/recliner)	Each	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y		\$32.00
Asbestos (from within Edward River LGA ony)	Cubic Metre	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$150.00	\$160.00
Contaminated soil from within Edward River LGA (with approval of the EPA, Test results required)	Cubic Metre	Waste Disposal fee- Garbage tip recycling or transfer Station	F	Y	\$151.00	\$159.00
Asbestos/Waste from outside the Edward River Council municipality to be quoted on request					As per quote	As per quote
Inert waste such as clean fill suitable for cover material – Free of Charge					Free for Edward River Residents	Free for Edward River Residents

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Sewerage						
		Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Sewer Charges						
Non residential - Volume Charge	Per Kl	Sewer Non- Residential Usage Charge	F	N	\$2.00	\$2.10
Sewer Access Charge						
Residential Sewer Unconnected Charge	Per annum	Fee for Sewer Access	F	N	\$494.00	\$519.00
Residential Sewer Connected Charge	Per annum	Fee for Sewer Access	F	N	\$983.00	\$1,032.00
Non-Residential Sewer Unconnected Charge	Per annum	Fee for Sewer Access	F	N	\$494.00	\$519.00
Non-Residential Sewer Connected Charge	Per annum	Fee for Sewer Access	F	N	\$983.00	\$1,032.00
Sewerage Dual Occupancy Charge						
Dual Occupancy Residencies	Same as Residential Charge	Dual Occupancy Residences Sewerage	F	N	\$ 979.00	\$ 1,027.00
Sewerage Works & Inspection						
Sewer Testing- Other Buildings		Sewer & Drainage inspection	P	Y	\$134.00	\$141.00
Sewer Connections	as per Quote but a minimum fee applies	Sewer Connection Charge	P	N	as per quote. Minimum charge is \$554	as per quote. Minimum charge is \$591
Sewer Drainage Diagrams		Fee for accessing or printing required information	P	N	\$42.00	\$45.00
Sewer Main & Point Map		Fee for accessing or printing required information	P	N	\$14.00	\$15.00
Sewer Drainage Diagrams copy of certificates and Drainage Diagrams		Use of Genral equipment- Civic or other	F	Y	\$8.00	\$9.00
Tankered Waste						
Septic pump out at Sewer Treatment Plant - Septage	Per Kl	Septic tank Effluent disposal fee	P	Y	\$30	\$32.00
Septic pump out at Sewer Treatment Plant - Effluent	Per Kl	Septic tank Effluent disposal fee	P	N	\$4.00	\$4.20
Chemical Toilet effluent disposal at Sewer Treatment Plant	Per Kl	Chemical Toilet effluent disposal fee	S	N	\$19.00/kl Minimum Charge \$19.01	\$20.00/kl Minimum Charge \$20.01
Section 64 Contributions						
Sewer headworks		Developer contribution under S. 64	F	N	\$5,091.00	\$5,341.00

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Water						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Supply Of Water from Council Water Supply System (per kilolitre)						
Standpipe/ Water sales	Per Kilolitre	Draw water from a council water supply or a standpipe or sell water so drawn	P	Y	\$10.00	\$11.00
Avdata Water Supply access key		Supply access key	P	Y	\$54.00	\$57.00
Water Supply						
Water Meter Testing Fee	Refundable if metre found to be inaccurate by more than 3%	Fee to carry out testing of meter for accuracy	F	Y	\$271.00	\$285.00
Pressure flow test application and fire service tests (service point on Council's main		Fee to carry out testing	P	N	\$155.00	\$163.00
Additional Water Meter Reading	Usually associated with sale of property/ Tenant	Fee to carry out meter Reading	P	Y	\$62.00	\$66.00
Turn off Mains for Plumber		Fee to recover costs for labour etc	F	Y	\$124.00	\$131.00
Plugging, Removal or Abandonment 20mm to 50mm of service at the meter		Fee to recover costs for labour etc	F	Y	\$190.00	\$200.00
Plugging, removal of service from main		Fee to recover costs for labour etc	F	Y	As per Quote	As per Quote
Bachflow prevention Device Inspection- 20mm to 100mm		Fee to recover costs for labour etc	F	N	\$335.00	\$352.00
Water Connection (Filtered and raw water) up to 25mm						
Connection to main on same side of road*		Fee to recover costs for labour and materials etc	F	N	\$1,891.00	\$1,984.00
Connection to main on opposite side of road*		Fee to recover costs for labour and materials etc	F	N	\$3,531.00	\$3,705.00
Other connections		Fee to recover costs for labour and	F	N	As per Quote	As per Quote
Removal of water limiting device		Fee to recover costs for labour and	F	N	As per Quote	As per Quote

*Local Roads only. (Does not include properties located on State Highways or Regional Roads)

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Water							
		Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Water Supply (Residential - Filtered Water)							
Access Charge		Fee for water Supply	F	N	\$408.00	\$428.00	
Usage Charge		0-800k Per kl	Fee for water Supply	F	N	\$1.12	\$1.17
Usage Charge		>800k Per kl	Fee for water Supply	F	N	\$1.59	\$1.67
Water Supply (Residential - Raw Water)							
Access Charge		Fee for water Supply	F	N	\$206.00	\$217.00	
Usage Charge		Per Kilolitre	Fee for water Supply	F	N	\$0.83	\$0.87
Water Supply Non potable (Conargo, Wanganella & Booroorban)							
Access Charge		Fee for water Supply	F	N	\$117.00	\$123.00	
Usage Charge		Per Kilolitre	Fee for water Supply	F	N	\$0.80	\$0.84
Connection to Main Supply		Fee for water Supply	F	N	\$368.00	\$387.00	
Dual Occupancy residences		Same as Sewer	Fee for water Supply	F	N	\$969.00	\$1,017.00
Water Supply (Non-Residential - Filtered and Raw Water)							
Access Charge -20mm connection size		Fee for water Supply per annum	F	N	\$341.00	\$358.00	
Access Charge-25mm connection size		Fee for water Supply per annum	F	N	\$552.00	\$580.00	
Access Charge-32mm connection size		Fee for water Supply per annum	F	N	\$710.00	\$745.00	
Access Charge-40mm connection size		Fee for water Supply per annum	F	N	\$907.00	\$952.00	
Access Charge-50mm connection size		Fee for water Supply per annum	F	N	\$1,152.00	\$1,209.00	
Access Charge-80mm connection size		Fee for water Supply per annum	F	N	\$2,239.00	\$2,349.00	
Access Charge-100mm connection size		Fee for water Supply per annum	F	N	\$2,526.00	\$2,650.00	
Raw Water Usage Charge		Per Kilolitre	Fee for water Supply	F	N	\$0.83	\$0.87
Raw Water Usage Charge – Community Land		Per Kilolitre	Fee for water Supply	F	N	\$0.06	\$0.87
Filtered Water Usage Charge		Per Kilolitre	Fee for water Supply	F	N	\$1.59	\$1.67
Section 64 Contributions							
Water headworks		Developer contribution under S. 64	F	N	\$4,098.00	\$4,299.00	

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Liquid Trade Waste * Council normally adopts fees suggested by NSW government - These should be published in April *						
	Unit	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Application fees						
Category 1		Liquid Trade Waste Application fee	F	N	\$131.00	\$138.00
Category 2		Liquid Trade Waste Application fee	F	N	\$256.00	\$269.00
Category 3		Liquid Trade Waste Application fee	F	N	\$381.00	\$400.00
Annual fees						
Category 1 Discharger		Annual Trade Waste Fee	F	N	\$211.00	\$222.00
Category 2 Discharger		Annual Trade Waste Fee	F	N	\$211.00	\$222.00
Category 3 Discharger		Annual Trade Waste Fee	F	N	\$211.00	\$222.00
Larger Discharger		Annual Trade Waste Fee	F	N	\$211.00	\$222.00
Industrial Discharger		Annual Trade Waste Fee	F	N	\$211.00	\$222.00
Re Inspection Fee		Inspection Fee	F	N	\$211.00	\$222.00
Liquid Trade Waste Usage Charges for Discharge with Prescribed Pre-Treatment						
Category 1 Discharger with appropriate equipment		Liquid Trade Waste Usage Charge	F	N	Nil	Nil
Category 1 Discharger without appropriate pre-treatment	per Kilolitre	Liquid Trade Waste Usage Charge	F	N	\$1.97	\$2.07
Category 2 Discharger with appropriate equipment	per Kilolitre	Liquid Trade Waste Usage Charge	F	N	\$1.97	\$2.07
Category 2 Discharger without appropriate pre-treatment	per Kilolitre	Liquid Trade Waste Usage Charge	F	N	\$18.16	\$19.05
Non Compliance Charges for Category 3						
Ph coefficient 0.38 to be calculated with equation 3 in liquid Trade waste policy (refer to equation 4 & 5 in Trade Waste policy for other parameters						
		Liquid Trade Waste Usage Charge	F	N	To be Calculated	To be Calculated
Excess Mass Charge						
Aluminum	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Ammonia	per Kg	Excess Mass Charges	F	N	\$3.20	\$3.36
Arsenic	per Kg	Excess Mass Charges	F	N	\$92.00	\$97.00
Barium	per Kg	Excess Mass Charges	F	N	\$46.00	\$49.00
Biochemical Oxygen demans - Up to 600mg/L (for greater than 600mg/L refer to equation no 2	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Boron	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Bromine	per Kg	Excess Mass Charges	F	N	\$20.00	\$21.00
Cadmium	per Kg	Excess Mass Charges	F	N	\$421.00	\$442.00
Chloride	per Kg	Excess Mass Charges	F	N	No Charge	No Charge
Chlorinated Hydrocarbons	per Kg	Excess Mass Charges	F	N	\$46.00	\$49.00
Chromium	per Kg	Excess Mass Charges	F	N	\$31.00	\$33.00
Cobalt	per Kg	Excess Mass Charges	F	N	\$20.00	\$21.00
Copper	per Kg	Excess Mass Charges	F	N	\$20.00	\$21.00

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Liquid Trade Waste						
	Unit	Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Excess Mass Charge						
Fluoride	per Kg	Excess Mass Charges	F	N	\$6.00	\$7.00
Formaldehyde	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Oil and Grease (Total O & G)	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Herbicides/defoliant	per Kg	Excess Mass Charges	F	N	\$911.00	\$956.00
Iron	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Lead	per Kg	Excess Mass Charges	F	N	\$46.00	\$49.00
Lithium	per Kg	Excess Mass Charges	F	N	\$10.00	\$11.00
Manganese	per Kg	Excess Mass Charges	F	N	\$10.00	\$11.00
Mercury	per Kg	Excess Mass Charges	F	N	\$3,063.00	\$3,214.00
Methylene Blue Active Substance (MBAS)	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Molybdenum	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Nickel	per Kg	Excess Mass Charges	F	N	\$31.00	\$33.00
Total Kjeldahl Nitrogen (TKN)	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Organoarsenic Compounds	per Kg	Excess Mass Charges	F	N	\$911.00	\$956.00
Pesticides General (excludes organochlorins & organophosphates)	per Kg	Excess Mass Charges	F	N	\$911.00	\$956.00
Petroleum Hydrocarbons (non-flammable)	per Kg	Excess Mass Charges	F	N	\$3.20	\$3.36
Phenolic Compounds (non-chlorinated)	per Kg	Excess Mass Charges	F	N	\$10.00	\$11.00
Phosphorus (Total P)	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Polynuclear Aromatic Hydrocarbons (PAHs)	per Kg	Excess Mass Charges	F	N	\$20.00	\$21.00
Selenium	per Kg	Excess Mass Charges	F	N	\$64.00	\$68.00
Silver	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Sulphate (SO4)	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Sulphide	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Sulphite	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Suspended Solids (SS)	per Kg	Excess Mass Charges	F	N	\$2.13	\$2.23
Thiosulphate	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Tin	per Kg	Excess Mass Charges	F	N	\$10.00	\$11.00
Total Dissolved Solids (TDS)	per Kg	Excess Mass Charges	F	N	\$1.07	\$1.12
Uranium	per Kg	Excess Mass Charges	F	N	\$10.00	\$11.00
Zinc	per Kg	Excess Mass Charges	F	N	\$20.00	\$21.00
Food Waste Disposal Charge						
Food waste disposal Charge	per Kg	Food Waste Disposal Charge	F	N	\$26.00	\$28.00

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Edward River Library						
		Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee
Reservations	All Stock	Fee for accessing required information	P	N	\$2.00	\$2.00
Inter- Library Loans	Per Item	Fee for accessing required information	P	N	\$6.00	\$6.00
(plus any special costs levied by lending library or requested by the borrower: fast track, photocopying etc.)						
Photocopying and Printing - Per page						
Printing/Photocopying A4 – Black & White (per page)		Use of General Equipment fee - Civic or other	F	Y	\$1.00	\$0.50
Printing/Photocopying A4 – Colour (per page)		Use of General Equipment fee - Civic or other	F	Y	\$2.00	\$1.20
Printing/Photocopying A3 – Black & White (per page)		Use of General Equipment fee - Civic or other	F	Y	\$1.00	\$1.00
Printing/Photocopying A3 – Colour (per page)		Use of General Equipment fee - Civic or other	F	Y	\$2.00	\$2.00
Printing/Photocopying A4 – Black & White (Double-sided)		Use of General Equipment fee - Civic or other	F	Y	\$1.00	\$0.80
Printing/Photocopying A4 – Colour (Double-sided)		Use of General Equipment fee - Civic or other	F	Y	\$3.00	\$2.00
Printing/Photocopying A3 – Black & White (Double-sided)		Use of General Equipment fee - Civic or other	F	Y	\$2.00	\$2.00
Printing/Photocopying A3 – Colour (Double-sided)		Use of General Equipment fee - Civic or other	F	Y	\$3.00	\$3.00
Microfilm/Fiche – Printout	Price set by Genealogy Group	Use of General Equipment fee - Civic or other	F	Y	\$0.50	\$0.50
Scanning – per 10 pages (A4)		Use of General Equipment fee - Civic or other	F	Y	\$1.00	\$1.00
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Edward River Library						
Generic Fee Description		Pricing Policy	GST Inc (Y/N)	23/24 Fee	24/25 Fee	
Computers						
Public Computers		Use of General Equipment fee - Civic or other	S	N	No Charge	No Charge
Overdue Items						
Books	Per Day	Administration Fee	P	N	\$1.00	Free
Video/ DVD	Per Day	Administration Fee	P	N	\$1.00	Free
Charge for items not Returned after Overdue Notice Issued, or Damaged Beyond Repair						
Recommended retail price of item plus GST (plus any overdue charge)		Replacement cost	F	Y	At Cost	At Cost
Tuition, Book Covering and Laminating						
Research or Computer tuition	Per Hour	Fee for utilisation of staff for various activities	F	Y	\$59.00	\$59.00
Organised or Group Tuition		Fee for utilisation of staff for various activities	F	Y	At Cost	At Cost
Book Covering	A4 size	Fee for utilisation of staff for various activities	F	Y	\$4.00	\$4.00
Book Covering	Larger than A4	Fee for utilisation of staff for various activities	F	Y	\$5.00	\$5.00
Tuition, Book Covering and Laminating						
Laminating	A4 size	Fee for utilisation of staff for various activities	F	Y	\$3.00	\$3.00
Laminating	Credit card size	Fee for utilisation of staff for various activities	F	Y	\$2.00	\$2.00

S = STATUTORY F = FULL COST RECOVERY P = PARTIAL COST RECOVERY R = REFERENCE

Edward River Library					
		Generic Fee Description	Pricing Policy	GST Inc (Y/N)	23/24 Fee
					24/25 Fee
Property Management Fee	Weekly	Management Fee	F	N	\$130.00
Wait list deposit		Wait list deposit	R	N	\$200.00
Unit entry fee		Unit entry fee	F	N	Based on contract

S = STATUTORY F = FULL COST RECOVERY P = PARTIAL COST RECOVERY R = REFERENCE

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Attachment 4 - Draft 2024-25 Statement of Revenue Policy

EDWARD RIVER COUNCIL – OPERATIONAL PLAN

Statement of Revenue Policy

Introduction

The Local Government Act (the Act) requires Council, under section 404, to include a Statement of Revenue Policy in its annual Operational Plan. In compiling this statement, significant factors have been considered in conjunction with the projected Operational Budget. In the current economic climate, Council is continuing to face cost pressures while being relatively constrained with static revenue base. The 2024-25 Operational Budget has been formulated within these income and cost constraints.

The Revenue Policy is a key component of the Operational Plan and lists Council's Rates, Fees and Charges for 2024-25, including all areas that support the generation of Council's income.

Revenue categories include:

- Rates
- Annual charges for services
- Fees for services
- Commonwealth and State government grants
- Earnings on investments
- Borrowings
- Other revenues, including income from the sale of assets

Council adopts its Revenue Policy on an annual basis.

The following sections provide information regarding how Council will levy ordinary land rates, charges and fees in the 2024-25 financial year and the anticipated revenue that will be derived from each separate rate, charge and fee.

Rates

Rates are levied on the land value (as determined by the Valuer General) of the property and in accordance with the *Local Government Act 1993*.

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Categorisation of Land for the purposes of ordinary rates

Council has categorised all rateable properties in accordance with section 514 of the Act, to be within one of the following rating categories.

- Farmland
- Residential
- Mining
- Business

Before making an ordinary rate, a council may determine a sub-category or sub-categories for one or more categories of rateable land in its area. A sub-category may be determined for the category:

- “Farmland” according to the intensity of the land use, the irrigability of the land, or economic factors affecting the land or
- “Residential” according to whether the land is rural residential land or is within a Centre of Population or
- “Mining” according to the kind of mining involved or
- “Business” according to a Centre of Activity

Rating Methods and Council’s Rating Structure

The Act provides Council with the following three alternative methods for levying rates:

- Solely ad valorem rating
- Minimum rate plus ad valorem rate
- A base amount of up to 50% of the total yield required to be raised from a category or sub-category plus an ad valorem rate

The ad valorem amount of a rate is an amount in the dollar determined for a specified year by the council and expressed to apply, in the case of an ordinary rate, to the Land Value of all rateable land in the council's area within the category or sub-category of the ordinary rate.

Land Valuations

Land valuations are supplied to Council by the NSW Valuer General’s Office (VG) and are based on the unimproved capital value (ignore any developments) on the land. Land valuations are used by Councils to levy ordinary land rates. The VG provides council with Supplementary Lists every four weeks which dictate land value changes to particular properties within the three-year base year period.

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Council uses land values to equitably levy ordinary land rates by applying a rate in the dollar to an individual property's land valuation. A different rate in the dollar applies to different rating categorisations.

An increase in total land valuations received from the VG does not increase Council's total permissible annual income; instead, it redistributes the rate burden between individual properties based on that property's land value change in comparison to others.

More information about land valuations and their use by councils is available from the Property NSW website at http://www.valuergeneral.nsw.gov.au/council_rates.

Total Permissible Revenue – Rate Pegging and Special Rate Variation

The rate peg is a percentage determined by the Independent Pricing and Regulatory Tribunal (IPART) each year that limits the maximum general rate income NSW Councils can collect above the rate income it collected in the previous year. The rate pegging limit for Edward River Council (ERC) for 2024-25 determined by IPART is 4.5%.

General income comprises income from ordinary land rates and special rates (Council is not levying any special rates at this current time). It does not include income derived from fees or charges for water, sewer, waste management, stormwater, on-site sewage management fees etc.

The rate peg applies to the total rate income, and therefore individual property rates may fluctuate depending upon their rating categorisation, Council's adopted rating structure and their land valuation.

Councils may apply for an increase above the rate peg limit determined by IPART for a set number of years, this is known as a Special Rate Variation under section 508 of the Act. A Special Rate Variation, if approved, overrides the rate pegging limit.

Council's Rating Structure

Council's overall Rate income is based on last year's income plus the rate peg 4.5% set by the Office of Local Government through IPART. The rating structure in Table 1, next page, shows Edward River Council rates structure.

It should be noted ERC was also subject to a General Revaluation of all properties, which occurs every three years. This General Revaluation as issued was effective from 1-7-2023.

Table 1 – Rating Structure 2024-25

EDWARD RIVER COUNCIL – OPERATIONAL PLAN

Rating Category	Property Count Analysis	Property Count	Total Revenue Analysis	Total Revenue	Total Land Value Analysis	Total Land Value	Ad Valorem	Minimum Charge Base Amount
BUSINESS								
Business Other	1		\$4,864		\$2,360,000		0.0020610	
Business Other Minimum	51	52	\$25,857	\$30,721	\$946,990	\$3,306,990		\$507.00
Business Town - Deniliquin	433		\$1,159,697		\$59,891,825		0.0193632	
Business Town - Deniliquin -Minimum	25	458	\$13,925	\$1,173,622	\$414,785	\$60,306,610		\$557.00
FARMLAND								
Farmland Dry	87		\$132,363		\$111,229,700		0.0011900	
Farmland Dry Base Amount		87	\$52,983	\$185,346		\$111,229,700		\$609.00
Farmland Irrigable	783		\$2,561,214		\$1,495,424,600		0.0017127	
Farmland Irrigable Base Amount		783	\$476,847	\$3,038,061		\$1,495,424,600		\$609.00
Farmland Unclaimed Dry	45		\$998		\$145,670	\$145,670	0.0068500	
Farmland Unclaimed Dry Base Amount		45	\$450					\$10.00
MIXED DEVELOPMENTS								
Business Lots (Mixed Development)	5		\$7,075	\$7,075	\$273,898	\$273,898	0.0258324	
Residential Lots (Mixed Development)	-		\$2,443		\$173,202		0.0141075	
Residential Lots (Mixed Development) Base Rate	-	5	\$747	\$3,190		\$173,202		\$393.00
RESIDENTIAL								
Residential Deniliquin - Other	418		\$437,491		\$105,748,300		0.0041371	
Residential Deniliquin - Other Base Amount		418	\$201,476	\$638,967		\$105,748,300		\$482.00
Residential Other	224		\$93,450		\$16,671,630		0.0056053	
Residential Rural Other Base Amount		224	\$46,144	\$139,593		\$16,671,630		\$206.00
Residential Town -Deniliquin	2963		\$2,039,954		\$327,282,690		0.0062330	
Residential Town -Deniliquin Base Amount		2963	\$1,428,166	\$3,468,119		\$327,282,690		\$482.00
	5035	5035	\$8,686,144	\$8,686,144	\$2,120,563,290	\$2,120,563,290		

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How rates are calculatedGeneral Rates

The calculation used to ascertain the general rates for an individual property is:

$$\frac{\text{Land Value x Ad Valorem}}{100} = \text{General Rate payable}$$

Base Rates

The calculation used to ascertain the base rate for an individual property is:

$$\text{Base Rate} + \frac{\text{Land Value x Ad Valorem}}{100} = \text{Base Rate payable}$$

Note: Different categories/sub categories will have by default different Base Rates. Base rates are total dependent on the percentage of total income for that category/sub category depending on the total income for that category. Base rates ARE NOT an indication of the amount a property is contributing to services provided by Council, it is purely an optional method of calculating rates on a property.

Minimum Rates

The calculation used to ascertain the minimum rate for an individual property is:

$$\frac{\text{Land Value x Ad Valorem}}{100} = \text{Rate payable if above the minimum rate. If the result is less than the minimum, then the minimum rate is payable.}$$

Rate Instalment dates

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Section 562 (3)(b) the Act states “If payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May”, except as provided in subsection 4”. It has been Council’s practice to extend the payment date to the first working day after the due date if the instalment falls due on a weekend.

Charges

Under sections 496, 496A and 501 of the Act, a Council may levy annual charges for the following services:

- Water
- Sewer
- Domestic Waste Management
- Non-Domestic Waste Management
- Stormwater Management

Under section 502 of the Act, Council may levy charges for actual use for the following services:

- Water Usage
- Sewer Usage
- Liquid Trade Waste

Water, Sewer and Waste Management charges relating to non-rateable properties will be charged in accordance with sections 496, 501, and 502 of the Act. For the purposes of charging these non-rateable properties that actually use these services in accordance with section 503 (2) of the Act, the charges to be applied are the same as those charged against rateable properties as these charges are representative of use.

Best practice pricing

The introduction of best-practice pricing for water, sewer and trade waste services is essential for the effective and sustainable management of Council’s water supply and sewerage businesses and the minimisation of customer bills. The purpose of best-practice management is:

- to encourage the effective and efficient delivery of water supply and sewerage services and
- to promote sustainable water conservation practices and water demand management throughout NSW

With increasing demands on the limited water resources of NSW, it is vital that these resources are managed in an efficient and sustainable manner.

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Best-practice management is essential for efficient and sustainable management of water resources and the environment. It enables Council to achieve sustainable water supply and sewerage businesses and comply with the Australian Government's National Competition Policy (NCP) and National Water Initiative (NWI).

Best-practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long-term (i.e. long-run marginal cost), through a usage charge.

Section 552 (1)(b) of the Act prescribes that Council may levy a special rate or charge on land that is situated within 225 metres of a water pipe of the council whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the council.

Section 552 (3)(a) of the Act prescribes that Council may levy a special rate or charge relating to the sewerage on all land except land which is more than 75 metres from a sewer of the council and is not connected to the sewer.

Water access and usage charges

The water access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of consumption. The annual access charges for water are estimated to yield \$1,686,311 for 2024-25 financial year.

Set out in Table 2, below, are the annual water access and usage charges for 2024-25

Table 2 - Water Access and Usage Charges 2024-25

Description	Charge		Unit
	2023-24	2024-25	
Residential - Filtered Water			
Access Charge	\$408.00	\$428.00	Per annum
Usage charge 0-800K	\$1.12/ kl	\$1.17/kl	Per kilolitre
Usage charge >-800K	\$1.59/ kl	\$1.67/kl	Per kilolitre
Residential – Raw Water			
Access Charge	\$206.00	\$217.00	Per annum
Usage Charge	\$0.83/kl	\$0.87/kl	Per kilolitre
Residential - Non-Potable Water			
Access Charge (Conargo, Wanganella, Boorooban)	\$117.00	\$123.00	Per annum

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Connection Charge to main supply (Conargo, Wanganella, Booroorban)	\$368.00	\$387.00	Per annum
Usage Charge (Conargo, Wanganella, Booroorban)	\$0.80/kl	\$0.84/kl	Per kilolitre
Non-Residential - Filtered and raw water			
Access Charge -20mm connection size	\$341.00	\$358.00	Per annum
Access Charge-25mm connection size	\$552.00	\$580.00	Per annum
Access Charge-32mm connection size	\$710.00	\$745.00	Per annum
Access Charge-40mm connection size	\$907.00	\$952.00	Per annum
Access Charge-50mm connection size	\$1,152.00	\$1,209.00	Per annum
Access Charge-80mm connection size	\$2,239.00	\$2,349.00	Per annum
Access Charge-100mm connection size	\$2,526.00	\$2,650.00	Per annum
Raw Water Usage Charge	\$0.83/kl	\$0.87/kl	Per kilolitre
Raw Water Usage Charge – Community Land	\$0.06/kl	\$0.07/kl	Per kilolitre
Filtered Water Usage Charge	\$1.59/kl	\$1.67/kl	Per kilolitre

Sewerage access charges

The sewer access charge is an annual charge, under section 501 of the Act, levied to customers and is independent of the level of usage. The annual access charges for sewer are estimated to yield \$3,614,817 for 2024-25 financial year.

Set out in Table 3, below, are the annual sewer access charges for 2024-25.

Table 3 – Sewer Access Charges for 2024-25

Description	Charge		Unit
	2023-24	2024-25	
Sewer Access Charges			
Residential Sewer Unconnected Charge	\$494.00	\$519.00	Per annum
Residential Sewer Connected Charge	\$983.00	\$1,032.00	Per annum
Non-Residential Unconnected Charge	\$494.00	\$519.00	Per annum
Non-Residential Connected Charge	\$983.00	\$1,032.00	Per annum

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Non-Residential Volume Charge	\$2.00/kl	\$2.10/kl	Based on %
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Stormwater Management Service Charge

Council will levy a stormwater management service charge, under section 496A of the Act, against rateable properties for which the service is available in order to establish and sustain a funding source for improved storm water management. This charge appears as a separate charge on the rate notice.

The charging methodology used by Council was established under the guidelines released by the Office of Local Government. The guidelines provide Council with the opportunity to levy charges on a catchment area or global basis while ensuring that the total income generated does not exceed the level of expenditure for new and additional stormwater management services. Council has a stormwater capital works program and as a result, a global approach will be used to enable significant works to be funded at a given time using all the revenue levied.

Set out in Table 4, below, are the annual stormwater management charges for 2024-25.

Table 4 – Stormwater Management Service Charges for 2024-25

Description	Charge		Unit
	2023-24	2024-25	
Residential property	\$25.00	\$25.00	Per annum Per Occupancy
Residential strata property	\$12.50	\$12.50	Per annum Per occupancy
Business property	\$25.00	\$25.00	Per annum Per occupancy
Business strata property (apportioned by unit entitlement for business strata lot with a minimum charge of \$5 per unit entitlement per annum)	\$25.00	\$5.00	Per annum Per occupancy

Funds derived from the Stormwater Management Service Charge must be spend on transparent works relating to Stormwater and the community must be advised of the proposed works and project as part of the Operational Plan consultation process. For 2024-25

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financial year the estimated gross yield is \$74,685. Details of the capital works program can be found in the Capital Works – Other Infrastructure section of the budget as part of this Revenue Policy.

Domestic Waste Management Charge

Council cannot apply income from ordinary rates towards the cost of providing Domestic Waste Management services. Therefore, Council levies a Domestic Waste Management Charge under section 496 of the Act. The charge applies uniformly to each separate residential occupancy of rateable land (including vacant land) for which the service is available (i.e. properties that are along the route of the waste collection truck).

In determining the annual Domestic Waste Management Charge, Council must include all expenditure that relates to the delivery of this service and may include provision for the future increases to allow for equalisation of pricing from year to year. This is considered a prudent approach as the waste management subject to changing industry regulation, cost and operational requirements that have a potential for significant variations in the future. The Domestic Waste Management Charge for 2024-25 is to yield \$2,224,227 (estimate).

For the 2024-25 year, council is introducing a Household 3-bin system, this is to reduce, reuse and recycle waste. There will a green-lidded bin for organics to be collected every week, a yellow-lidded recycling bin to be collected fortnightly and a red-lidded general waste bin to be collected fortnightly.

Set out in Table 5, below, are the annual domestic waste charges for 2024-25.

Table 5 – Domestic Waste Management Charges for 2024-25

Description	Charge		Unit
	2023-24	2024-25	
Residential and Non-residential - Domestic Waste Charge Per Property - 3 bin package includes 1 general waste (red), 1 recycle waste (yellow) and 1 Food Organics and green organics (green).	\$408.00	\$558.00	Per Annum
Residential and Non-residential - Vacant Land Domestic Waste Charge	\$105.00	\$111.00	Per Annum
Residential and Non-residential - Additional Green Bin Collected Per Property		\$220.00	Per Annum
Residential and Non-residential - Additional Yellow Bin Collected Per Property		\$150.00	Per Annum
Residential and Non-residential - Additional General Bin (red) will include 1 green bin and 1 yellow bin-that is a second 3 bin package Collected Per Property		\$558.00	Per Annum

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Liquid Trade Waste Charges

Under section 501 of the Act, Council levies Liquid Trade Waste Charges. Liquid Trade Waste means 'all liquid waste other than sewage of a domestic nature'. The purpose of this Liquid Trade Waste Charge is to cover the costs incurred by Council for the administration and management (including inspections) of these systems. Council has an adopted Liquid Trade Waste Policy, which sets out the classifications of liquid trade waste based on the level of impact discharges have on the sewerage system.

Category 1 discharges are those conducting an activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system.

Category 2 discharges are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment, as this effluent is clearly characterised.

Category 2S discharger is for those conducting an activity of transporting and/or discharging septic tank or pan content waste into the sewerage system.

Category 3 dischargers is for those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kl/d) into the sewerage system.

Note: That any category 1 or 2 discharger whose volume exceeds 20 kilolitres per day becomes a Category 3 discharger, except shopping complexes and institutions (eg. hospitals, educational facilities, correctional facilities, etc).

Set out in Table 6, below, are the Liquid Trade Waste Fixed Charges for 2024-25.

Table 6 – Liquid Trade Waste Fixed Charges for 2024-25

Application Fees			
Description	Charge		Unit
	2023-24	2024-25	
Category 1	\$131.00	\$138.00	Per application
Category 2	\$256.00	\$269.00	Per application
Category 3	\$381.00	\$400.00	Per application

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Annual Fees			
Description	Charge		Unit
	2023-24	2024-25	
Category 1 Discharger	\$211.00	\$222.00	Per annum
Category 2 and 2S Discharger	\$211.00	\$222.00	Per annum
Category 3 Discharger	\$211.00	\$222.00	Per annum
Larger Discharger	\$211.00	\$222.00	Per annum
Industrial Discharger	\$211.00	\$222.00	Per annum
Pre-Inspection Fee	\$211.00	\$222.00	Per inspection

Liquid Trade Waste discharges have a Trade Waste Discharge Factor (TWDF) added to their Sewerage Discharge Factor (SDF) to determine their total usage charge. Like the SDFs, the TWDFs have been determined using category of business guidelines set by the NSW Department of Water and Energy. TWDF is the estimated ratio of Liquid Trade Waste discharged from business premises into the sewer system to the total consumption expressed as a percentage. Usage charges will apply to Category 2 Liquid Trade Waste discharges and charges will be calculated as defined in NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009.

Excess Mass charges will apply to Category 3 dischargers and charges will be calculated as defined in the NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009.

The trade waste usage charge for non-residential properties is calculated by applying the property's business category TWDF against the usage charge.

Properties that are technically non-complying users of Council's sewer reticulation system will be charged a higher liquid trade waste usage charge to encourage compliance and reduce the adverse impact of non-compliant discharge into Council's sewer infrastructure.

Set out in Table 7, below, are the Liquid Trade Waste Usage Charges for 2024-25.

Table 7 – Liquid Trade Waste Usage Charges for 2024-25

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Description	Charge		Unit
	2023-24	2024-25	
Category 1 Discharger with appropriate equipment	\$0.00	\$0.00	Per kilolitre
Category 1 Discharger without appropriate pre-treatment	\$1.97	\$2.07	Per kilolitre
Category 2 Discharger with appropriate equipment	\$1.97	\$2.07	Per kilolitre
Category 2 Discharger without appropriate pre-treatment	\$18.16	\$19.05	Per kilolitre
Non-Compliant Category 3 Discharger (Ph coefficient 0.38 to be calculated with equation 3 in Liquid Trade waste policy) (refer to equation 4 & 5 in Liquid Trade Waste policy for other parameters)	To be Calculated	To be Calculated	Per kilolitre
Excess Mass Charges:			
Food Waste	\$26.00	\$28.00	Per kilogram
Aluminum	\$1.07	\$1.12	Per kilogram
Ammonia	\$3.20	\$3.36	Per kilogram
Arsenic	\$92.00	\$97.00	Per kilogram
Barium	\$46.00	\$49.00	Per kilogram
Biochemical Oxygen demand - Up to 600mg/L (for greater than 600mg/L refer to Council's Policy for calculation)	\$1.07	\$1.12	Per kilogram
Boron	\$1.07	\$1.12	Per kilogram
Bromine	\$20.00	\$21.00	Per kilogram
Cadmium	\$421.00	\$442.00	Per kilogram
Chloride	No Charge	No Charge	Per kilogram
Chlorinated Hydrocarbons	\$46.00	\$49.00	Per kilogram
Chromium	\$31.00	\$33.00	Per kilogram
Cobalt	\$20.00	\$21.00	Per kilogram
Copper	\$20.00	\$21.00	Per kilogram
Fluoride	\$6.00	\$7.00	Per kilogram
Formaldehyde	\$2.13	\$2.23	Per kilogram
Oil and Grease (Total O & G)	\$2.13	\$2.23	Per kilogram
Herbicides/defoliant	\$909.00	\$954.00	Per kilogram
Iron	\$2.13	\$2.23	Per kilogram
Lead	\$46.00	\$49.00	Per kilogram
Lithium	\$10.00	\$11.00	Per kilogram
Manganese	\$10.00	\$11.00	Per kilogram
Mercury	\$3,063.00	\$3,214.00	Per kilogram
Methylene Blue Active Substance (MBAS)	\$1.07	\$1.12	Per kilogram
Molybdenum	\$1.07	\$1.12	Per kilogram

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Nickel	\$31.00	\$33.00	Per kilogram
Total Kjeldahl Nitrogen (TKN)	\$1.07	\$1.12	Per kilogram
Organoarsenic Compounds	\$911.00	\$956.00	Per kilogram
Pesticides General (excludes organochlorines & organophosphates)	\$911.00	\$956.00	Per kilogram
Petroleum Hydrocarbons (non-flammable)	\$3.20	\$3.36	Per kilogram
Phenolic Compounds (non-chlorinated)	\$10.00	\$11.00	Per kilogram
Phosphorus (Total P)	\$2.13	\$2.23	Per kilogram
Polynuclear Aromatic Hydrocarbons (PAHs)	\$20.00	\$21.00	Per kilogram
Selenium	\$64.00	\$68.00	Per kilogram
Silver	\$2.13	\$2.23	Per kilogram
Sulphate (SO ₄)	\$1.07	\$1.12	Per kilogram
Sulphide	\$2.13	\$2.23	Per kilogram
Sulphite	\$2.13	\$2.23	Per kilogram
Suspended Solids (SS)	\$2.13	\$2.23	Per kilogram
Thiosulphate	\$1.07	\$1.12	Per kilogram
Tin	\$10.00	\$11.00	Per kilogram
Total Dissolved Solids (TDS)	\$1.07	\$1.12	Per kilogram
Uranium	\$10.00	\$11.00	Per kilogram
Zinc	\$20.00	\$21.00	Per kilogram

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Sundry

Interest on Overdue Rates and Charges

The interest rate payable for the 2024-25 financial year, under section 566 of the Act for 2024-25 will be advised by Office of Local Government at the determination of the Minister of Local Government to be (not yet advised).

Adjustments to Rates and Charges

Property rates and charges will be adjusted following a change in circumstances, for example, a subdivision / amalgamation on notification from the VG or a change in rating categorisation, in accordance with sections 527 and 546 of the Act. Relevant adjustments to rates will be made at the start of the following Rate year but service charges will be made pro-rata from the date of notification by the VG through its Supplementary process or following the effective date of the charge including subdivision plan registration date or date an application for categorisation review was made. These adjustments are made in accordance with sections 527 and 546 of the Act

Retrospective adjustments would usually be made only for the current year, however, Council may decide to make adjustments for a period outside the current year in certain cases at its discretion, depending upon equity and specific circumstances.

Council may choose not to make current year adjustments if the value of the adjustment is less than \$50 if Council considers that the account will be uneconomical to collect.

Making the rate and charges and setting the interest rate

In accordance with sections 533, 534, 535, 543 and 566, Council must make the rates and charges and set the interest rate annually. Council must also give a short name to each rate and charge made. A separate report is presented to Council in June annually to adopt the rates, charges and interest to satisfy these legislative requirements.

Pensioner Concessions

Council provides concessions for eligible pensioners under section 575 of the Act as follows:

- 50% of the combined ordinary land rate and domestic waste management charge up to a \$250 maximum rebate
- 50% of water fixed and usage charges up to an \$87.50 maximum rebate
- 50% of sewerage fixed charge up to an \$87.50 maximum rebate

Council funds 45% of the total concession granted with 50% funded by the NSW State Government and the remaining 5% by the Australian Federal Government.

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Holders of the cards listed below are eligible for the concession. Pensioner concessions will only be granted in the year the application is made, that is, an eligible pensioner can only claim a maximum concession dating back to the 1st of July in the current rating year.

- Holders of a Pensioner Concession Card (PCC)
- Holders of a gold card embossed with 'TPI' (Totally Permanently Incapacitated)
- Holders of a gold card embossed with 'EDA' (Extreme Disablement Adjustment)
- War widow or widower or wholly dependent partner entitled to the DVA income support supplement

Borrowings

Council determines borrowing requirements in conjunction with the review of its Delivery Program each year.

The borrowing of funds if required, will be in accordance with Part 12 - Loans, sections 621, 622, 623 and 624 of the Act and the 'Borrowing Order' issued by the Minister for Local Government, dated 27th September 1993.

Council has Identified that there may be borrowings in the 2024-25 financial year.

Pricing Policy

Council's pricing policy aims to be equitable by recognising people's ability to pay and balancing expectation that some services will be cross-subsidised for the common good of the community.

Council's key pricing strategies are to:

- develop pricing structure that can be administered simply, inexpensively and be easily understood by members of the public
- explore all cost-effective opportunities to maximize Council's revenue base
- balance the dependences on rates and grants against other funding sources and
- full cost attribution be applied to all business activities considered to be of a commercial nature

Council's pricing principles are:

S Statutory

The price for goods / services are a statutory charge set by government legislation

F Full Cost Recovery

The price for goods / services are set to recover the total operating costs, both direct and indirect, of providing this good / service.

Indirect costs are to include taxation equivalent payments, where applicable, in accordance with the principles of National Competition Policy

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P Partial Cost Recovery

The price for goods / services are set to make a significant contribution towards the operating costs, both direct and indirect, of providing the goods / services. The remainder of the costs are met from property rates and general-purpose income

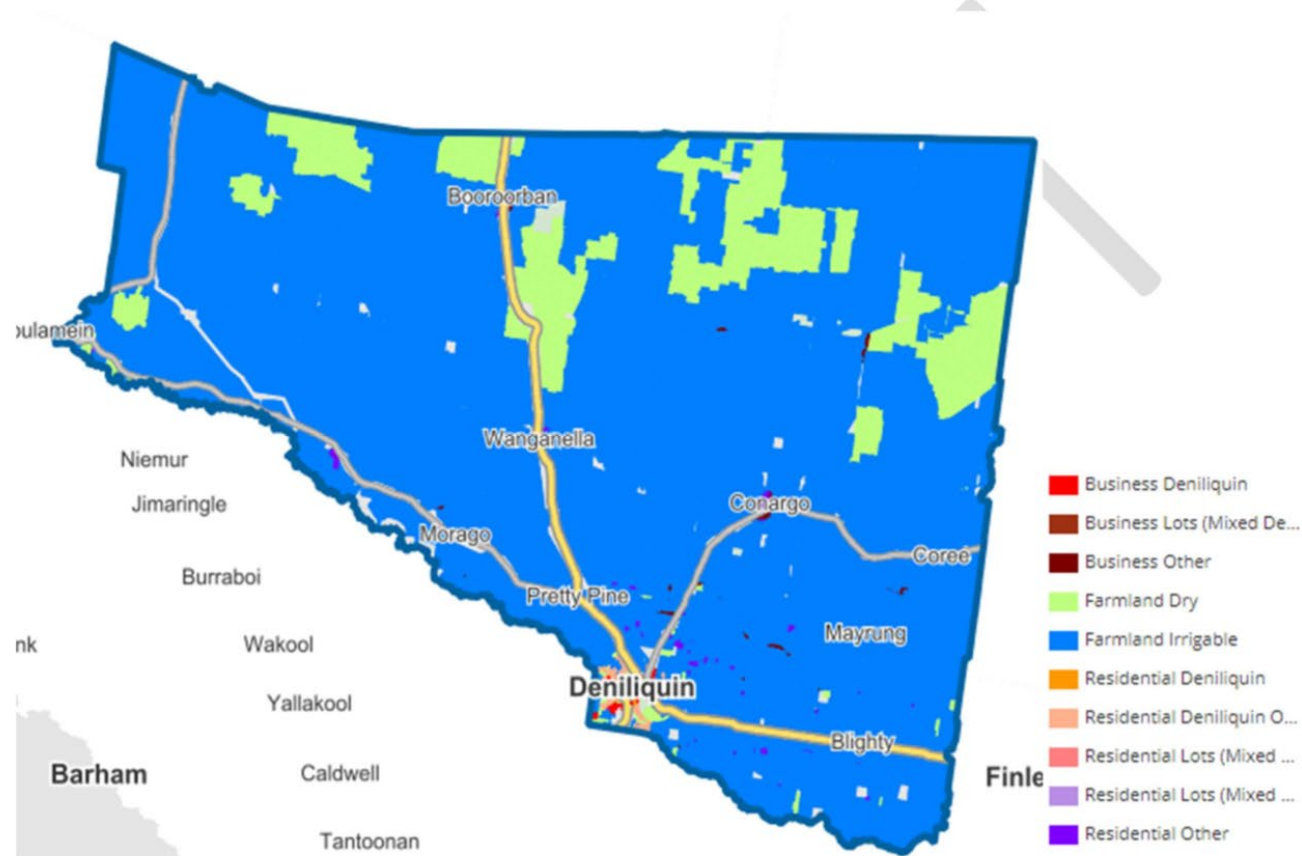
R Reference Price

The price for goods / services are set by reference to prices charged for similar goods / services by like councils or competitors

Council's schedule of Fees and Charges has been prepared using the best information available in relation to the GST impact on the fees and charges at the time of publication. If a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely, if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

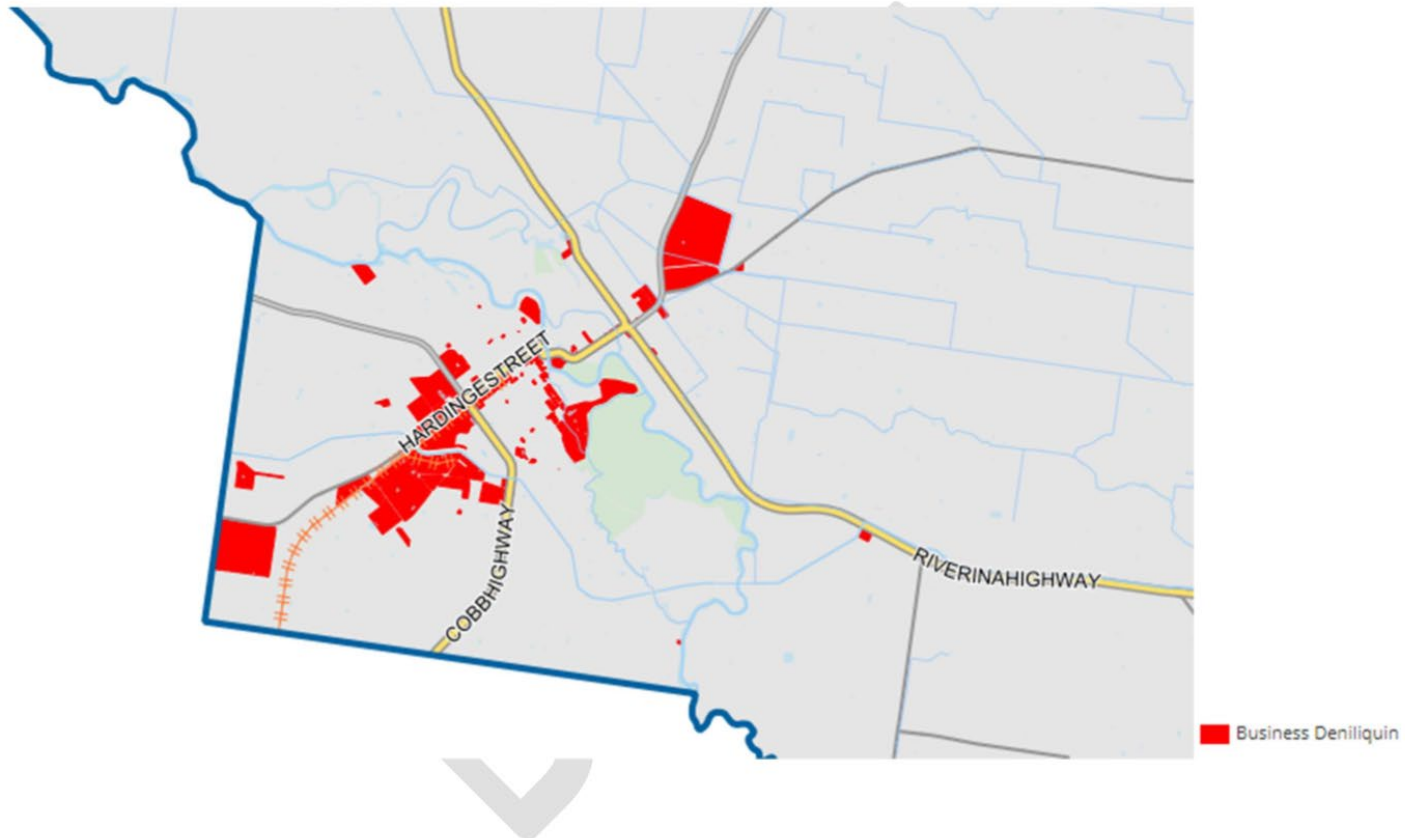
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Edward River Council Rate Map – all Rate categories



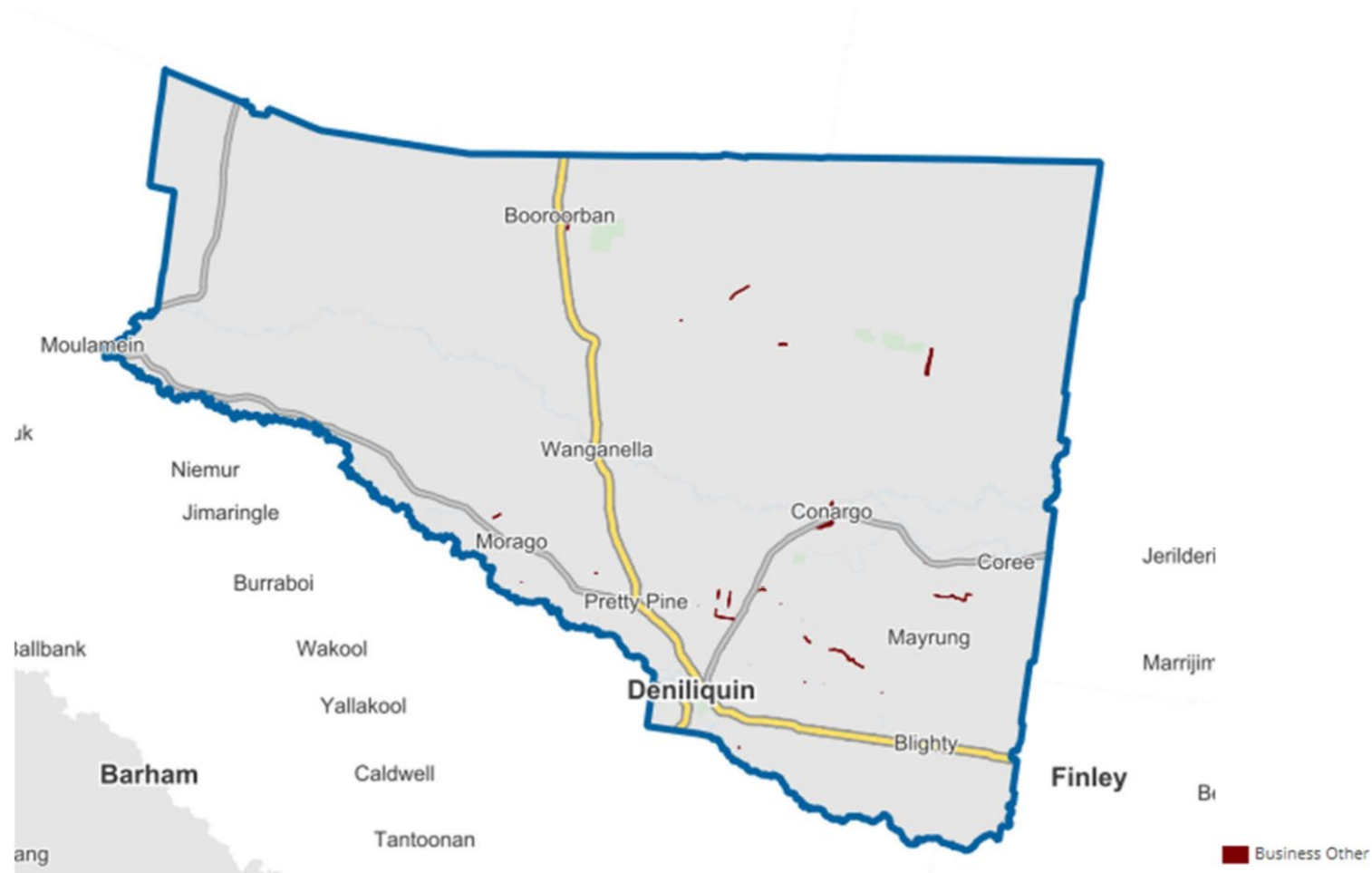
EDWARD RIVER COUNCIL – OPERATIONAL PLAN

Category - Business Deniliquin



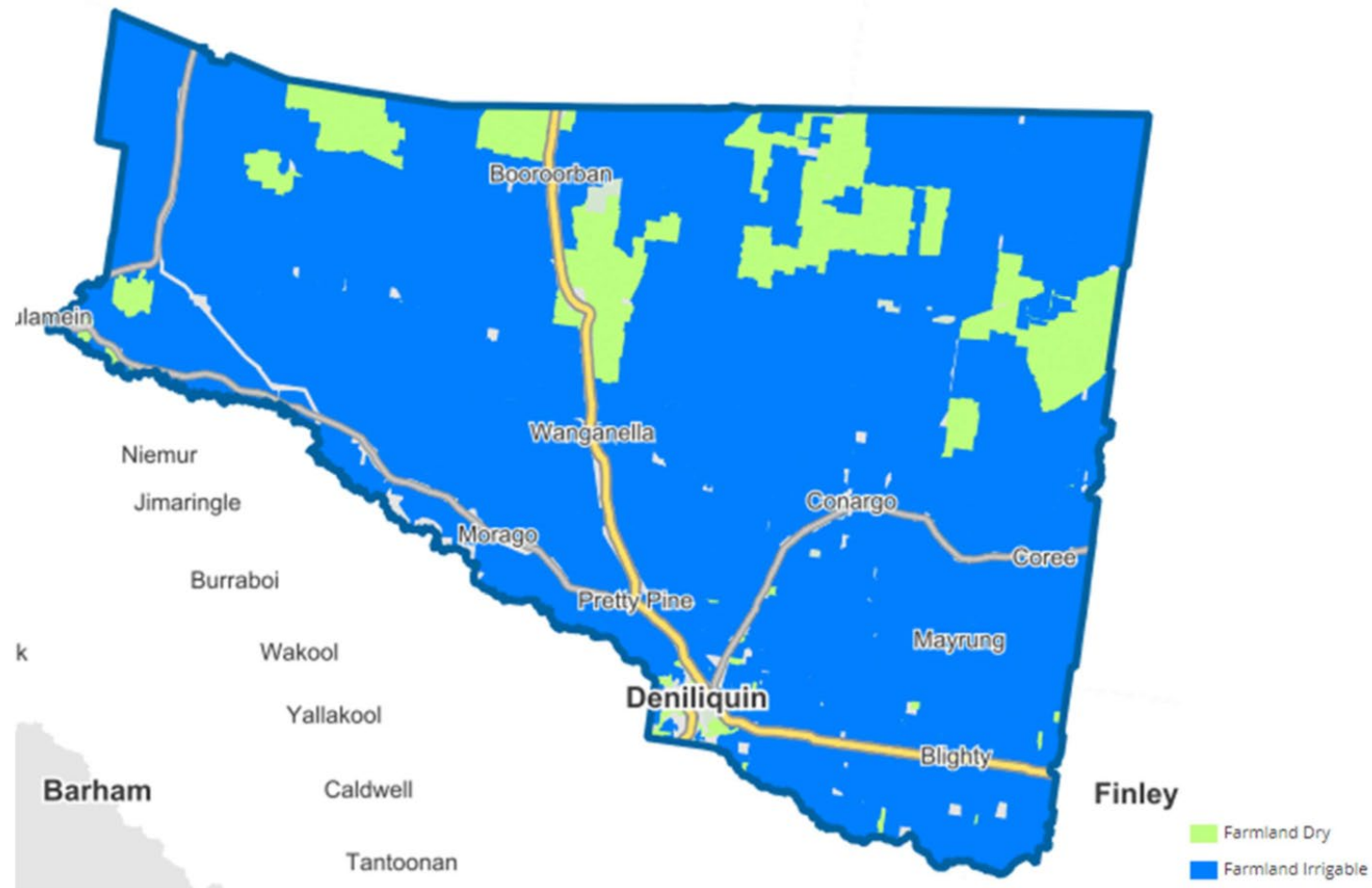
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Category - Business Other



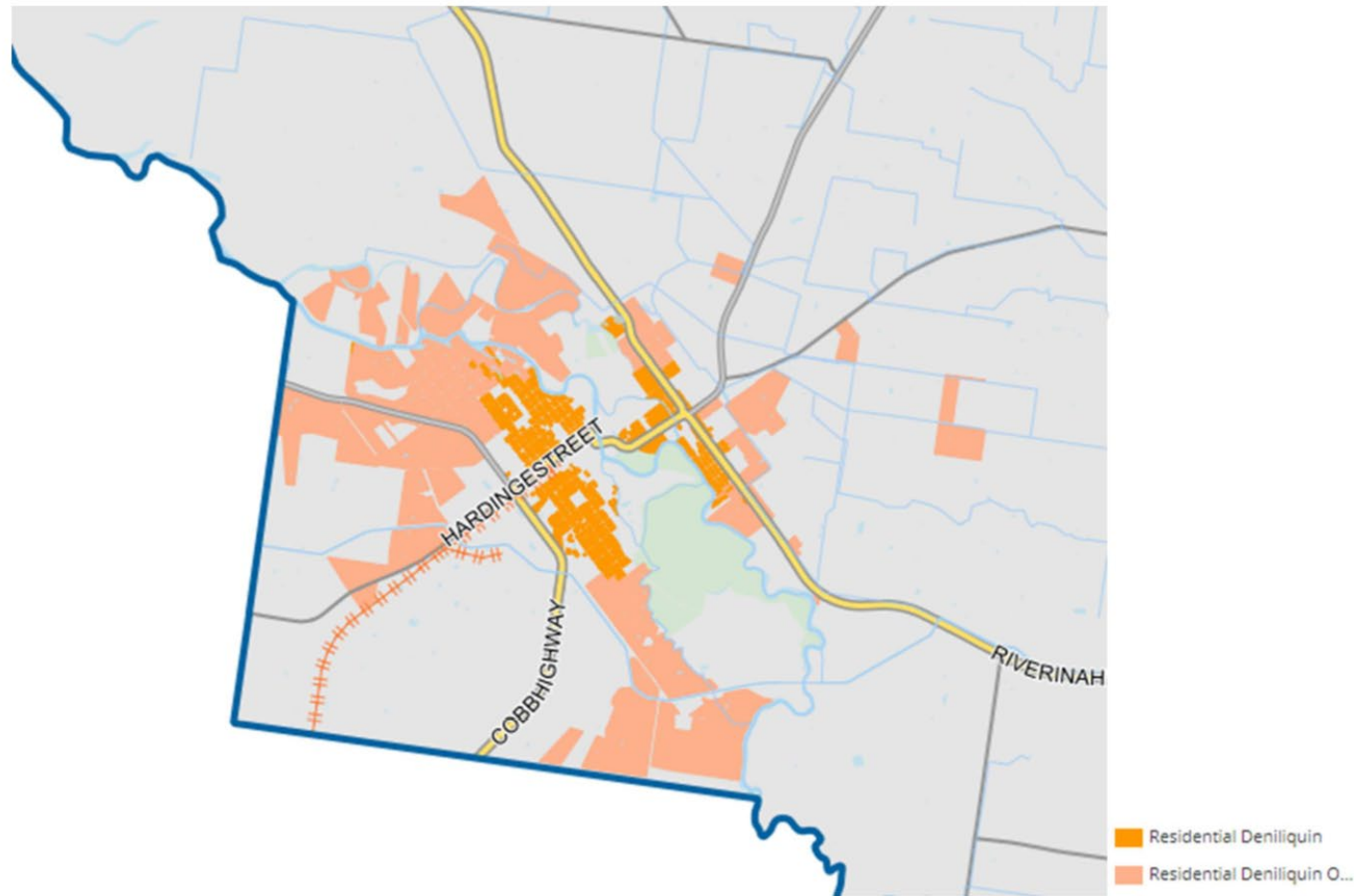
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Category – Farmland Dry and Farmland Irrigable



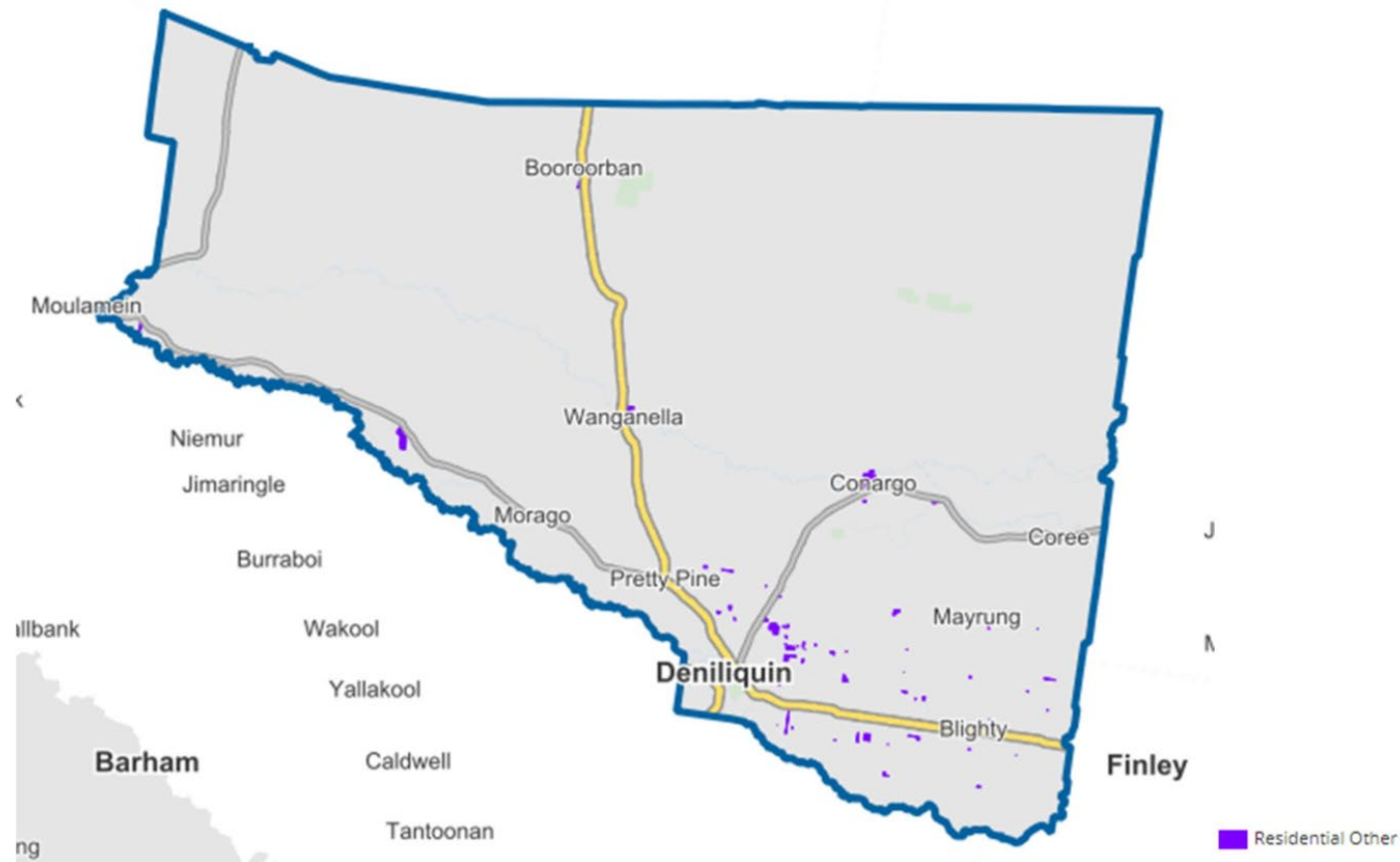
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Category – Residential Deniliquin Town and Residential Deniliquin Other



EDWARD RIVER COUNCIL – OPERATIONAL PLAN

Category – Residential Other



EDWARD RIVER COUNCIL – OPERATIONAL PLAN

Category – Mixed Development (Business & Residential)





Long Term Financial Plan DRAFT

2024/2025 – 2033/2034



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Record Of Versions

Please note, this is an uncontrolled document when printed. Please refer to the published document on Council's website for the controlled document.

Version	Date Published	Reason for Amendments	Resolution	Author/Document Owner
1.0		Draft – Community feedback		



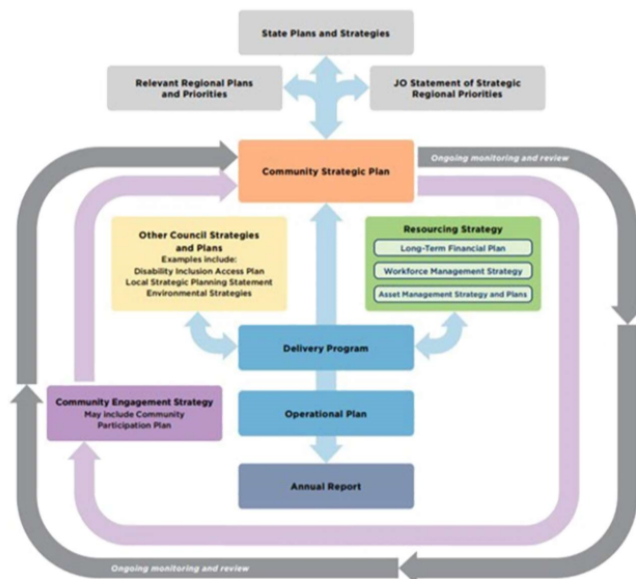
Introduction

The NSW Integrated Planning and Reporting framework (see Figure 1 below) requires councils to prepare a suite of long-term strategic documents, including a Community Strategic Plan, Resourcing Strategy and Delivery Program, as well as an annual Operational Plan. Integration of these strategic documents is key to effective long-term planning and provides an agreed roadmap for delivering and resourcing community priorities and aspirations.

As one of three components of the resourcing strategy, the Long-Term Financial Plan (LTFP) is situated within the framework to emphasise the important role that resource planning plays in delivering Council's strategic objectives. The LTFP tests community aspirations as contained in the Community Strategic Plan against the financial realities of delivering on those aspirations. The LTFP integrates with Edward River 2022 - 2050 through the Delivery Program and one-year Operational Plan.

The LTFP provides a roadmap for maintaining long-term financial sustainability and affordability for current and future generations and this therefore an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on their responsibilities.

Figure 1: NSW Integrated Planning and Reporting Framework



Source: Edward River Council



Purpose of Long-Term Financial Planning

The development of a LTFP allows Council to take a proactive approach to its financial management. Long-term planning gives Council the ability to model what the future could look like given different policy settings, Council decisions, external circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits.

Long term planning also allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term, the longer-term implication may show a very different picture.

By having a long-term planning process in place, Council is much better placed to manage the expectations of the community in terms of what levels of services it can provide. Council is constantly faced with demands for increases to services and/or continuation of existing services. Through longer term financial plans, Council will be able to better explain the decisions that it makes.

Development of the Plan

In development the LTFP the Council has fulfilled the general requirements for long-term financial planning, as outlined in the Integrated Planning and Reporting Framework, as follows:

- The Council has prepared the LTFP to be used to inform decision-making during the future preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.
- In developing the LTFP, due regard has been given to promoting the financial sustainability of the council through:
 - the progressive elimination of operating deficits
 - the establishment of a clear revenue path for all categories of rates linked to specific expenditure proposals.
 - ensuring that any proposed increase in services and assets is within the financial means of the council.
 - ensuring the adequate funding of infrastructure maintenance and renewal
 - the use of borrowing, where appropriate and financially responsible, and
 - the fair and equitable distribution of the rate burden across all categories of rate payers.

Objectives

The LTFP is a requirement under the Integrated Planning and Reporting framework for NSW Local Government. It is an annual process and part of the continuous improvement cycle.

Primarily, Council's LTFP provides a framework, on a 10-year rolling horizon, to assess its revenue generating capacity towards meeting the activities and level of services outlined in its Community Strategic Plan.

In developing the LTFP, Edward River Council has within that framework:

- addressed how various plans fit together;
- set greater transparency and accountability of Council to the community;



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- provided prospects for early identification of financial issues and any likely impacts in the longer term to the delivery program of the Community Strategic Plan.

The LTFP is thus a tool to complement decision making that continuously reviews what Council may deliver as outcomes given the level of resources.

Timeframes

The Office of Local Government has set the minimum timeframe of ten years. In this report, Edward River Council's LTFP covers the period from 2024/2025 to 2033/2034.

Financial Sustainability Policy

The Council is committed to fulfilling all responsibilities outlined in the Local Government Act 1993 – in particular Section 8B which outlines the principles of sound financial management. The Council considers that the responsibilities under the Local Government Act 1993 will be filled, and that the Council can demonstrate financial sustainability, if it can deliver the Community Strategic Plan and Delivery Program while demonstrating capacity to maintain financial capital and infrastructure capital over the short (1-4 years), medium (4-10 years) and long term (10-25 years).

Council will remain financially sustainable into the future based on the following Financial Sustainability Objectives.

- **Operating position** – Council will generate sufficient revenue and control the costs of services and infrastructure to produce sufficient cash from operations to invest in assets and meet the servicing of borrowings. This must be demonstrated over the 10 year period, acknowledging that annual budgets will vary, with some annual budgets necessarily producing higher or lower operating positions. Annual budgets must not burden future budget decisions with unfunded commitments and must not unnecessarily defer decisions that could be made to correct the operating position within the current budget.
- **Availability of cash** – Council will maintain sufficient cash (or access to cash) to meet the current and future needs of operating, investing, and financing activities as needed to maintain the desired levels of services and infrastructure. This must be demonstrated over the 10 year period. Council will use reserves to quarantine cash earned for material future commitments and maintain a balance of unconstrained revenue to mitigate risk of unplanned or shocks to the annual budget. Borrowings are to be used where appropriate to spread the burden of funding assets over the generations that will consume the asset.
- **Investment in assets** – Council prioritises the renewal or replacement of assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services. New assets that increase levels of service or add new services must be supported by a business case that demonstrates the new investment will not increase the risk to Council's financial sustainability.
- **Responsible use of public finances** - Spending by the Council will be responsible and sustainable, aligning general revenue and expenses.

Through implementing the Financial Sustainability Objectives, Council aims to be in a financial position to invest in developing and growing the local economy, and can withstand, react and adapt to unplanned shocks. The Council must maintain a financial position to manage likely developments and unexpected financial changes in future periods without unplanned increases in rates and charges or disruptive cuts to services. It is also important that Council provides a degree of stability and predictability in the overall rate burden allowing for an equitable distribution of council resources between current and future ratepayers.



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In adopting this LTFP, the Council understands that being financially sustainable ensures future generations are not burdened with excessively high debt, rates charges or assets in serious disrepair.

Council's long-term strategic and financial planning is aimed at Council achieving and maintaining financial sustainability over a period of time, through engagement with the community regarding agreed service levels, and consideration of the community's capacity to contribute to Council's rating revenue.

Capital expenditure regarding infrastructure assets will be guided by principles outlined in the Asset Management Strategy. The focus of Council's capital expenditure will be renewal of existing assets. Consideration of new assets will be assessed through Council's project management framework, including the development of a business case to support the expenditure.

Where grant funding is available to Council for the creation of new assets, Council will undertake an assessment of the proposed expenditure through the development of a business case. The business case will consider the initial investment and the whole of life cost of the asset, including additional depreciation, maintenance costs and future asset renewal or replacement. If the net impact of the asset on Council's future operating results and cash availability is adverse, Council will consider not accepting the funding, or if accepting the funding, future long-term financial plans are adjusted to reflect the impact of the new asset.

Council will explore financing assets through loan borrowings to achieve inter-generational equity, for assets that will serve present and future ratepayers. Loan borrowings will be based on Council's capacity to service the borrowings over the applicable term.

Services Provided By Fund Type

The services and infrastructure provided by Council to the community are planned and managed through the use of different fund types. Creating fund types enables the Council to consider separately the financial sustainability of different grouped services, and to avoid subsidisation of the general rate for services that should be funded by separate user charges. The LTFP outlines the resource planning for the following five fund types:

- **General Fund** – Primarily for services and infrastructure funded by general rate revenue and untied grant funding. It is also used for all other services that are not included in the defined use of the other four fund types.
- **Sewer Fund** – only services and infrastructure used in the provision of the sewer network.
- **Water Fund** – only services and infrastructure used in the provision of the treated water network.
- **Waste Fund** - only services and infrastructure used in the provision of waste management, including the provision of domestic waste collection.
- **Village Fund** – used to quarantine the financial management of the Edward River Village.

The following Figure outlines the service provided from within each fund type:



Figure 2: Services Provided by Each Fund

General Fund Library Service Community Development and Events Economic Development and Business Support Visitor Information, Gallery and Museum Town Hall Regional Theatre Customer Services Planning and Development Services Health and Building Services Ranger Services Roads and Transport Road Safety Airport Facilities and Open Spaces	Sewer Fund Provision of safe, compliant, reliable and sustainable sewer services 24 hours a day, seven days a week. Water Fund Provision of safe, reliable, compliant and sustainable water supply services 24 hours a day, seven days a week. Waste Fund Management of waste transfer facilities and waste disposal to landfill, collection of general waste, recyclables and green waste from commercial and domestic premises, special events, bulk kerbside collection and community education. Village Fund Management of an independent living village that supports aging in place.
--	---

Source: Edward River Council

Description Of Scenarios

Across the Resourcing Strategy documents, Council has outlined three scenarios that have been considered by Council as options for forward resource planning. Each scenario is described below, including a summary of the increase in rating and service charges, programmed capital works and the projected cash balances of Council.

The Base Model is the status quo – does not include changes to the current rating approach – that is, does not plan for a Special Rate Variation Application to increase the rate revenue collected above the anticipated rate peg set by IPART.

In the Appendix the following detailed analysis is provided for each Scenario:

- Operating Statement
- Balance Sheet
- Cashflow Statement
- Capital Works Plan
- Performance Indicators
- Sensitivity Analysis



Base Model – Business As Usual

The Base Model is a planned approach to the continued delivery of services and provision of infrastructure based on a revenue base that does not increase the rate above the projected rate peg (as set by IPART) and current service charges only increasing each year by the projected annual CPI.

The capital works program, being constrained by the cash generated from operations (including rates, grants and charges) and borrowings, is below what is considered to be necessary to maintain the current levels of service provided by the infrastructure. Assets such as roads, buildings and the sewer network are expected to deteriorate over time, requiring future Councils to make decisions on rationalisation of assets when assets begin to fail.

Scenario One – Enhanced Asset Management

The Enhanced Asset Management scenario includes increased investment in the renewal and replacement of assets to a level of investment that is expected to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, in gravel re-sheeting for unsealed roads, improved stormwater drainage, increased replacement of kerb and gutter and the replacement of the sewerage treatment plant in Deniliquin.

The Enhanced Asset Management scenario is funded through the introduction of a special variation in the rates increasing the general rate by 7% for six consecutive years (a permanent increase), from 2025/26, and then returning to the projected rate peg approved by IPART. To fund the sewerage treatment plant, the sewerage charges need to increase by 6% for consecutive years and then increase by the projected annual CPI.

The waste charges have also increased by 10% in the first 3 consecutive years starting 2025/26 and then 3 consecutive years of 5% increase and then 2.5% from 2031/32 onwards.

Scenario Two – Enhanced Asset Management and Growth Model

The Enhanced Asset Management and Growth scenario includes increased investment in the renewal and replacement of assets as per Scenario One, with additional investment made from Councils existing cash reserves and expected grant funding to improve the level of service of Council assets and grow the assets to encourage population growth within the region. Investment in parks, open spaces, the swimming pool, and other assets is expected to increase the livability of the region and encourage more people to live in our region.

The Enhanced Asset Investment scenario is funded through the introduction of a special variation in the rates increasing the general rate by 7% for six consecutive years (a permanent increase), from 2025/26, and then returning to the projected rate peg approved by IPART. To fund the sewerage treatment plant, the sewerage charges need to increase by 6% for consecutive years and then increase by the projected annual CPI.

As per the previous scenario, the waste charges have also been increased by 10% in the first 3 consecutive years starting 2025/26 and then 3 consecutive years of 5% increase and then 2.5% from 2031/32 onwards.

Investment in the enhancement of assets and extension of infrastructure necessary for growth if funded through drawing down on the Council's available cash reserves, as well as some reliance on grant funding.



Budget Alignment

Council has aligned the 2023/24 budget position within the LTFP to reconcile with the December 2023 Quarterly Budget Review. This alignment ensures that the budget reflects the most up-to-date financial information, including the projected starting 2024/25 cash position and reserve balances, and considers any changes or adjustments made during the quarter.

The projection for the 2024/25 LTFP budget has been aligned with the proposed annual budget, pending Council adoption.

Comparison of Operating Position by Scenario Consolidated

CONSOLIDATED	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	5,148,000	(765,594)	(1,501,765)	(1,352,580)	(1,020,604)	(688,694)	(420,619)	(182,582)	127,191	294,815	305,348	760,481
Scenario One - Enhanced Asset Management	5,148,000	(765,594)	(1,394,956)	(670,257)	325,270	921,561	1,783,330	2,662,664	3,762,177	4,095,217	4,220,300	4,854,892
Scenario Two - Enhanced Asset Management & Growth	5,148,000	(765,594)	(2,069,956)	(915,257)	(249,730)	396,507	916,269	2,178,099	2,797,371	3,503,409	3,058,042	3,934,119

General Fund

GENERAL	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	2,248,000	(2,319,511)	(3,341,898)	(3,308,008)	(2,928,376)	(2,827,007)	(2,724,858)	(2,621,576)	(2,517,176)	(2,411,301)	(2,312,338)	(2,204,307)
Scenario One - Enhanced Asset Management	2,248,000	(2,319,511)	(3,341,898)	(2,941,960)	(2,160,774)	(1,619,592)	(1,036,418)	(407,735)	269,840	450,965	627,209	814,607
Scenario Two - Enhanced Asset Management & Growth	2,248,000	(2,319,511)	(3,791,898)	(2,961,960)	(2,510,774)	(1,919,647)	(1,578,424)	(572,949)	(358,271)	200,227	(167,951)	262,488



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Water Fund

WATER	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	87,000	670,614	793,710	731,061	745,630	761,137	777,603	795,053	813,510	832,998	846,952	1,157,782
Scenario One - Enhanced Asset Management	87,000	670,614	793,710	731,061	745,630	761,137	777,603	594,943	491,402	506,043	472,028	784,018
Scenario Two - Enhanced Asset Management & Growth	87,000	670,614	693,710	631,061	645,630	661,137	577,548	400,593	279,708	289,972	229,930	540,364

Sewer Fund

SEWER	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	2,657,000	1,131,668	1,682,372	1,734,128	1,765,282	1,824,687	1,885,483	1,947,703	2,011,380	2,076,547	2,143,240	2,211,492
Scenario One - Enhanced Asset Management	2,657,000	1,131,668	1,682,372	1,867,775	2,043,952	1,726,894	1,810,357	2,092,744	2,392,989	2,522,596	2,656,164	2,793,828
Scenario Two - Enhanced Asset Management & Growth	2,657,000	1,131,668	1,682,372	1,867,775	2,043,952	1,726,894	1,810,357	2,092,744	2,392,989	2,522,596	2,656,164	2,793,828

Village Fund

VILLAGE	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	(82,000)	(118,150)	(273,350)	(137,023)	(214,234)	(52,529)	42,428	104,035	234,032	218,123	56,299	39,548
Scenario One - Enhanced Asset Management	(82,000)	(118,150)	(273,350)	(190,434)	(319,167)	(152,381)	(52,098)	15,094	150,947	141,177	(14,212)	(24,218)
Scenario Two - Enhanced Asset Management & Growth	(82,000)	(118,150)	(273,350)	(190,434)	(319,167)	(152,381)	(52,098)	15,094	150,947	141,177	(14,212)	(24,218)

Waste Fund

WASTE	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for Capital Purposes												
Base Model - Business As Usual	238,000	(130,216)	(362,597)	(372,738)	(388,906)	(394,981)	(401,275)	(407,797)	(414,553)	(421,553)	(428,805)	(444,034)
Scenario One - Enhanced Asset Management	238,000	(130,216)	(255,788)	(136,699)	15,629	205,504	283,886	367,616	456,999	474,437	479,111	486,657
Scenario Two - Enhanced Asset Management & Growth	238,000	(130,216)	(380,788)	(261,699)	(109,371)	80,504	158,886	242,616	331,999	349,437	354,111	361,657



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Comparison of Cash Balances by Scenario Consolidated

CONSOLIDATED			Current Year												
		Actuals		Projected Years											
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
		\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Net Increase/(Decrease) in Cash & Cash Equivalents															
Base Model - Business As Usual	1,661,000	(3,052,589)	2,415,334	(3,794,377)	4,241,347	2,518,503	2,483,285	5,373,939	2,038,243	1,662,757	1,992,061	2,123,577			
Scenario One - Enhanced Asset Management	1,661,000	(3,009,378)	777,246	(3,964,294)	2,224,729	(156,029)	1,588,498	7,141,035	3,522,993	3,147,298	5,015,495	4,319,034			
Scenario Two - Enhanced Asset Management & Growth	1,661,000	(3,009,378)	348,324	(3,933,794)	2,092,620	(403,269)	3,133,899	5,350,016	3,517,479	2,176,920	4,228,222	3,222,264			
Cash, Cash Equivalents & Investments - end of the year															
Base Model - Business As Usual	51,282,000	45,674,251	43,181,618	39,662,420	45,027,142	48,795,646	52,528,931	60,012,561	64,422,026	68,378,483	71,484,975	74,768,530			
Scenario One - Enhanced Asset Management	51,282,000	45,799,251	40,856,092	36,577,062	38,298,883	31,015,567	33,009,554	41,120,596	45,833,941	50,262,417	55,277,912	59,145,229			
Scenario Two - Enhanced Asset Management & Growth	51,282,000	45,799,251	39,716,869	34,747,812	36,243,542	27,957,473	31,541,371	37,732,569	42,445,491	45,833,808	50,062,030	52,455,372			

General Fund

GENERAL			Current Year		Projected Years										
	Actuals		2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
	\$		\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Net Increase/(Decrease) in Cash & Cash Equivalents															
Base Model - Business As Usual	-		(2,876,307)		(607,312)	663,120	1,740,214	630,884	1,394,135	2,394,490	2,261,861	1,844,128	1,132,969	1,226,546	
Scenario One - Enhanced Asset Management	-		(2,876,307)		(700,367)	(96,558)	(194,768)	(70,892)	2,286,123	3,799,358	3,330,962	4,073,052	3,529,835	3,711,031	
Scenario Two - Enhanced Asset Management & Growth	-		(2,876,307)		(739,251)	(126,411)	(178,248)	(132,060)	2,023,971	3,177,219	3,174,031	3,399,154	3,027,606	2,694,856	
Cash, Cash Equivalents & Investments - end of the year															
Base Model - Business As Usual	38,128,000		31,796,933		25,723,813	26,386,933	28,127,147	28,758,031	30,152,165	32,546,655	34,808,516	36,652,645	37,785,613	39,012,159	
Scenario One - Enhanced Asset Management	38,128,000		31,796,933		24,793,264	23,827,680	21,880,004	21,171,086	23,457,209	27,256,567	30,587,529	34,660,581	38,190,416	41,901,447	
Scenario Two - Enhanced Asset Management & Growth	38,128,000		31,796,933		24,404,427	23,140,316	21,357,837	20,037,235	22,061,206	25,238,424	28,412,455	31,811,609	34,839,215	37,534,071	

Water Fund

WATER			Current Year		Projected Years									
	Actuals		2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$		\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Increase/(Decrease) in Cash & Cash Equivalents														
Base Model - Business As Usual	-	(120,670)		73,283	(88,865)	324,998	902,380		920,402	274,472	0	0	(0)	-
Scenario One - Enhanced Asset Management	-	(120,670)		(12,672)	(42,735)	126,791	704,219	(855,680)	571,917		282,907	(840,587)	242,138	(306,566)
Scenario Two - Enhanced Asset Management & Growth	-	(120,670)		(52,710)	(82,385)	(26,962)	307,896	1,118,967	(731,308)		433,759	(1,137,647)	301,150	(393,253)
Cash, Cash Equivalents & Investments - end of the year														
Base Model - Business As Usual	6,105,000		5,933,299		6,006,583	5,777,484	6,102,482	7,004,862	7,925,264	8,909,427	9,880,650	10,774,349	11,888,780	13,048,759
Scenario One - Enhanced Asset Management	6,105,000		5,933,299		5,806,583	5,379,234	5,506,026	6,210,245	5,132,531	5,704,448	5,987,356	5,146,769	5,388,907	4,630,624
Scenario Two - Enhanced Asset Management & Growth	6,105,000		5,933,299		5,406,196	4,582,348	4,312,727	4,620,623	5,739,590	5,008,282	5,442,041	4,229,395	4,530,546	3,308,369



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Sewer Fund

SEWER	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Increase/(Decrease) in Cash & Cash Equivalents												
Base Model - Business As Usual	-	(72,819)	365,444	(757,915)	320,532	379,606	440,391	352,600	416,265	481,421	1,948,101	2,016,341
Scenario One - Enhanced Asset Management	-	(72,819)	(974,966)	(630,123)	592,696	(1,556,975)	188,245	91,112	132,261	142,353	1,515,690	1,610,049
Scenario Two - Enhanced Asset Management & Growth	-	(72,819)	(1,324,966)	(530,121)	597,821	(1,346,724)	21,151	225,456	132,827	142,933	1,171,633	1,616,141
Cash, Cash Equivalents & Investments - end of the year												
Base Model - Business As Usual	5,749,000	6,708,601	8,106,464	8,380,969	9,951,502	11,581,108	13,271,499	15,024,099	16,840,364	18,721,784	20,669,885	22,686,226
Scenario One - Enhanced Asset Management	5,749,000	6,708,601	6,766,054	7,168,351	9,011,047	964,813	1,780,579	2,841,698	4,164,311	5,587,842	7,103,532	8,713,581
Scenario Two - Enhanced Asset Management & Growth	5,749,000	6,708,601	6,416,054	6,823,351	8,671,172	630,191	1,101,342	2,167,979	3,496,250	4,925,579	6,097,212	7,713,353

Village Fund

VILLAGE	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Increase/(Decrease) in Cash & Cash Equivalents												
Base Model - Business As Usual	-	(118,150)	2,636,650	(3,542,161)	1,880,312	763,041	(107,940)	2,522,601	(462,902)	(478,811)	(495,135)	(511,886)
Scenario One - Enhanced Asset Management	-	(118,150)	2,536,650	(3,184,486)	1,666,161	548,214	(323,461)	2,306,370	(679,861)	(696,516)	(713,605)	(731,140)
Scenario Two - Enhanced Asset Management & Growth	-	(118,150)	2,536,650	(3,184,486)	1,666,161	548,214	(323,461)	2,306,370	(679,861)	(696,516)	(713,605)	(731,140)
Cash, Cash Equivalents & Investments - end of the year												
Base Model - Business As Usual	-	(118,150)	2,518,500	(1,023,661)	856,651	1,619,693	1,511,753	4,034,354	3,571,452	3,092,641	2,597,506	2,085,621
Scenario One - Enhanced Asset Management	-	(118,150)	2,418,500	(765,986)	900,175	1,448,389	1,124,929	3,431,299	2,751,438	2,054,922	1,341,316	610,176
Scenario Two - Enhanced Asset Management & Growth	-	(118,150)	2,418,500	(765,986)	900,175	1,448,389	1,124,929	3,431,299	2,751,438	2,054,922	1,341,316	610,176

Waste Fund

WASTE	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Increase/(Decrease) in Cash & Cash Equivalents												
Base Model - Business As Usual	-	135,357	(52,731)	(68,556)	(24,709)	(157,408)	(163,702)	(170,224)	(176,981)	(183,981)	(593,874)	(607,425)
Scenario One - Enhanced Asset Management	-	178,568	(71,399)	(10,391)	33,848	219,405	293,270	372,278	456,723	468,996	441,438	35,662
Scenario Two - Enhanced Asset Management & Growth	-	178,568	(71,399)	(10,391)	33,848	219,405	293,270	372,278	456,723	468,996	441,438	35,662
Cash, Cash Equivalents & Investments - end of the year												
Base Model - Business As Usual	1,300,000	1,353,568	826,258	140,694	(10,640)	(168,048)	(331,750)	(501,974)	(678,955)	(862,936)	(1,456,810)	(2,064,235)
Scenario One - Enhanced Asset Management	1,300,000	1,478,568	1,071,692	967,783	1,001,630	1,221,035	1,514,305	1,886,584	2,343,307	2,812,303	3,253,741	3,289,403
Scenario Two - Enhanced Asset Management & Growth	1,300,000	1,478,568	1,071,692	967,783	1,001,630	1,221,035	1,514,305	1,886,584	2,343,307	2,812,303	3,253,741	3,289,403



Comparison of Capital Works Plan by Scenario

Capital Works Program - 10 years	Base Model	Scenario One	Scenario Two
Capital Expenses by asset class - All			
Capital WIP	-	-	-
Plant & Equipment	14,518,830	14,518,830	14,518,830
Office Equipment	1,694,990	1,694,990	1,694,990
Furniture & Fittings	213,480	213,480	213,480
Land Improvements - depreciable	60,206	60,206	60,206
Infrastructure	-	-	-
Buildings	700,000	700,000	700,000
Buildings - non-specialised	629,268	629,268	629,268
Buildings - specialised	17,587,626	18,587,626	24,837,626
Other Structures	240,000	240,000	240,000
Roads	39,334,843	57,883,707	57,883,707
Bridges	900,000	900,000	900,000
Footpath	860,790	860,790	860,790
Other road assets	419,625	419,625	419,625
Stormwater Drainage	1,936,754	1,936,754	1,936,754
Water Supply Network	9,926,160	19,726,160	22,426,160
Sewerage Network	10,760,000	37,100,410	38,150,410
Swimming Pools	595,210	595,210	595,210
Other Open Space/Recreational Assets	3,036,280	3,036,280	8,286,280
Library Books	410,000	410,000	410,000
Other Assets	1,363,397	1,741,511	1,741,511
Total Capital Expenses - All	105,187,460	161,254,848	176,504,848
Total Capital Expenses - New	12,761,079	13,861,079	20,861,079
Total Capital Expenses - Renewal	92,426,381	147,393,768	155,643,768



Planning Assumptions

Rates and Annual Charges

Council major source of operating income is via the levying of rates. Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates.

By virtue of section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all rateable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four broad categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining

All rateable land is classed within one of the four categories unless it is deemed non-rateable, such as a church or school or similar institution, as specified in the Local Government Act.

Council has discretion to levy special rates. Special rates must be made pursuant to section 495 of the Local Government Act 1993 but may be levied under either section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the act. ERC does not currently plan to collect any special rates.

The limitation on rates income is set by the Independent Pricing and Regulatory Tribunal (IPART). This limitation is known as Rate Pegging and involves a percentage cap on the income raised from ordinary and special rates from one year to another. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. IPART advises Councils of the allowable rate increase in December each year for the coming financial year.

Council can apply for a Special Rate Variation under section 508A of the Local Government Act 1993, should Council and community adopt an approved program of works funded by the levy. A Special Rate Variation, if approved, overrides the rate pegging limit.

User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision and use of sewerage, water and domestic waste services. Council aims to set user charges and fees at a full cost recovery rate.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services.

Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

Most statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.



Other Fees

User fees and charges include library fees (photocopying, binding etc.), fees for use of Council facilities (hall hire etc.) and fees for private works undertaken.

Grants & Contributions

Council has assumed recurrent grant revenue will continue with an increase determined by projected CPI.

The Financial Assistance Grant is calculated using a formula that considers the population of the Local Government areas, road lengths and other factors. Given the complexity of the formula, Council has assumed that these grants will increase in line with the forecast CPI in the budget year.

Council has also projected capital grants for the recurrent capital (maintenance and renewal) programs and minimal amounts over this, unless there is a certainty of funding to be granted.

Investment Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from term deposit investments, whilst ensuring the security of Council funds.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the early redemption of an investment.

Forecast returns on Council's investment portfolio are based on current actual year average return plus a small margin to reflect strategic investments in longer-term investment products.

Other Revenues

Other revenues include recoup of work compensation, commission and agency fees, rental of Council properties, and diesel fuel rebate from the Australian Taxation Office.

Commission and agency fees are likely to continue in line with CPI over the long term, as will rental of Council properties.

Salaries and Wages

For projecting future salary, wage and employee leave costs to Council a percentage increase in line with CPI. This is assumed to account for future Award increases and staff competency/performance increases.

Further details about Council's staffing are included in the Workforce Plan.

Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating costs has been generally based on CPI. The exceptions to this are expenditures that are either:

- not recurrent every year, or
- have been identified as increasing by an amount different to CPI e.g., Insurance premiums.



Borrowings costs

Council had anticipated new borrowings where necessary to enable sufficient access to cash and to ensure responsibility for funding assets is born by current and future users of the services and infrastructure.

Capital Expenditure

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans.

Assets will be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

The long-term capital works program for each Scenario is outlined below.

Council utilises both capital grant and own-sourced cash to fund renewal of existing assets, based on current asset management planning.

Performance Management And Reporting

Quarterly Budget Review Statement

Council prepares a Quarterly Budget Review Statement (QBRs) which forms part of its performance management. The QBRs presents a summary of Council financial position at the end of each quarter.

The report informs Councillors and the community about the progress versus the Operational plan (original budget) and the latest revised budget.

Annual Financial Statements

Within four months of the end of each financial year, Council prepares the Annual Report that contains a copy of the financial reports.

The Annual report details progress against the performance measures in implementing the Delivery Program and activities undertaken to deliver on the objectives of the Community Strategic Plan.

NSW Local Government Indicators

As detailed in the Appendix, Council uses the NSW Local Government Indicators as metrics to highlight and report Council performance to the community.



Appendix A – NSW Local Government Indicators

NSW Local Government Performance Monitoring Indicators

MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
Operating Performance Ratio	It measures a council's achievement in containing operating expenditure within operating income	>0%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) excluding capital grants and contributions, less operating expenses, divided by total continuing operating revenue (excluding capital grants and contributions).
Own Source Operating Revenue Ratio	It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils	>60%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) less all grants and contributions divided by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) inclusive of capital grants and contributions.
Unrestricted Current Ratio	It measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions.	>1.5x	The ratio is calculated by current assets less all external restrictions divided by current liabilities less specific purpose liabilities.
Debt Service Cover Ratio	It measures the availability of operating cash to service debt including interest, principal and lease payments	>2.0x	The ratio is calculated by operating results (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) before capital, excluding interest and depreciation/impairment / amortisation divided by principal repayments (from Statement of Cashflow) and interest on loans.
Cash Expense Cover Ratio	It indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow	>3 months	The ratio is calculated by current year's cash, cash equivalents and term deposits divided by payments from the cash flow of operating and financing activities, multiplied by 12.



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MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
Rates & Annual Charges Outstanding Ratio	It assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery.	<10%	This ratio is calculated by rates and annual charges outstanding divided by rates and annual charges levied by council.
Building and Infrastructure Renewal Ratio	It assesses the rate at which assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capability, as opposed to the acquisition of new assets.	>100%	The ratio is calculated by asset renewals (infrastructure assets) divided by depreciation, amortisation, and impairment (infrastructure assets).
Infrastructure Backlog Ratio	It shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure.	<2%	The ratio is calculated by the estimated cost to bring assets to a satisfactory condition divided by the total value written down value of roads, water, sewer, buildings, and other infrastructure assets.
Asset Maintenance Ratio	It compares a council's actual asset maintenance expenditure against its estimated required annual asset maintenance expenditure.	>100%	The ratio is calculated by actual asset maintenance expenditure divided by required asset maintenance expenditure.



Appendix B – Summary Of Key Assumptions And Indices

Asset Group	Useful life	WOL cost
Bridges	100	1.00%
Buildings	75	2.00%
Buildings - non-specialised	75	2.00%
Buildings – specialised	75	2.00%
Bulk earthworks (non-depreciable)	N/A	0.00%
Community land	N/A	2.00%
Crown land	N/A	2.00%
Footpath	50	1.00%
Furniture & Fittings	10	1.00%
Heritage Collections	N/A	2.50%
Infrastructure	50	2.50%
Information Technology	3	2.50%
Land Improvements - depreciable	50	2.00%
Land Improvements - non-depreciable	N/A	2.00%
Land under roads (post 30/6/08)	N/A	0.00%
Land under roads (pre 1/7/08)	N/A	0.00%
Landfill	N/A	0.00%
Levees	70	1.00%
Library Books	7	0.00%
Office Equipment	10	1.00%
Operational land	N/A	2.00%
Other Assets	10	1.00%
Other Infrastructure	50	2.50%
Other Open Space/Recreational Assets	50	1.00%
Other road assets	50	1.00%
Other Structures	10	1.00%
Plant & Equipment	10	5.00%
Plant & Equipment (under Finance Lease)	10	5.00%
Roads	50	0.75%
Sewerage Network	50	2.00%
Stormwater Drainage	70	1.00%
Swimming Pools	50	10.00%
Water Supply Network	50	2.00%

**Scenario: Base Model - Business As Usual**[illegible]



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Global income and expenditure changes

Scenario: Base Model - Business As Usual

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Interest & Investment Revenues - Other 1		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rental Income - Investment Property		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rental Income - Other 1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rental Income - Other 2		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rental Income - Other 3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of I,PP&E		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of ROU		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of Investment Property		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of Real Estate		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of Assets "held for sale"		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of Intangible Assets		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gains from Disposal of Investments		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Gain on Share of Interest in JV's & Associated Entities		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Gain on Discontinued Operations		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Operating Expenditure

Employee Costs - Salaries	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Casual Wages	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Superannuation	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Workers Comp	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Other 1	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials & Contracts - Raw Materials & Consumables	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Contracts	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Legal Expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other 1	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other 2 (Utilities)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other 3 (Insurance)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other 4	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Insurance	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Utilities	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Statutory & Regulatory	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Other 1	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Other 2	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%



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Scenario: Base Model - Business As Usual

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Other Expenses - Other 3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Other 4		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of I,PP&E		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of ROU		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of Investment Property		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of Real Estate		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of Assets "held for sale"		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of Intangible Assets		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Net Losses from Disposal of Investments		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Capital Income

Capital Grants - Non-recurrent 1	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Grants - Non-recurrent 2	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Grants - Non-recurrent 3	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Recurrent - Developer Contributions	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Recurrent - Other Contributions 1	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Recurrent - Other Contributions 2	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Recurrent - Other Contributions 3	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Non-recurrent - Developer Contributions	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Non-recurrent - Other Contributions 1	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Non-recurrent - Other Contributions 2	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Contributions - Non-recurrent - Other Contributions 3	-90.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Proceeds from Sale of I,PP&E	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%



Draft Long Term Financial Plan 2024/25 – 2033/34

Appendix C1 - Financial Statements and Performance Indicators – Base Model (Business As Usual) Operating Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED Scenario: Base Model - Business As Usual	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,030,000	14,923,962	16,233,985	16,657,360	17,091,793	17,537,572	17,994,995	18,464,366	18,945,998	19,440,211	19,947,335	20,467,707
User Charges & Fees	5,904,000	4,232,500	4,545,145	4,661,975	4,842,674	5,006,202	5,166,159	5,336,149	5,468,935	5,605,166	5,744,930	5,888,320
Other Revenues	883,000	692,850	482,500	629,813	641,920	872,581	1,030,802	1,165,090	1,323,955	1,337,654	1,206,195	1,220,588
Grants & Contributions provided for Operating Purposes	13,418,000	10,351,336	10,237,258	10,493,189	10,755,519	11,024,407	11,300,017	11,582,517	11,872,080	12,168,882	12,473,104	12,784,932
Grants & Contributions provided for Capital Purposes	5,395,000	22,915,857	5,082,922	1,508,292	1,520,300	1,533,307	1,546,640	1,560,306	1,574,313	1,588,671	1,603,388	1,618,473
Interest & Investment Revenue	1,141,000	1,671,414	1,652,926	1,685,985	1,719,704	1,754,098	1,789,180	1,824,964	1,861,463	1,898,692	1,936,666	1,975,400
Other Income:												
Net Gains from the Disposal of Assets	250,000	235,000	190,000	189,750	189,494	189,231	188,962	188,686	188,403	188,113	187,816	187,511
Reversal of revaluation decrements on IPPE previously expensed	4,077,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	45,098,000	55,022,919	38,424,736	35,826,363	36,761,403	37,917,398	39,016,755	40,122,078	41,235,148	42,227,390	43,099,435	44,142,931
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,316,000	11,825,192	12,689,634	13,197,220	13,593,136	14,000,930	14,420,958	14,853,587	15,299,195	15,758,170	16,230,916	16,717,843
Borrowing Costs	-	253,257	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	13,192,000	9,227,015	10,429,339	10,671,773	11,043,687	11,374,507	11,704,917	12,052,642	12,354,734	12,664,002	12,981,377	13,312,351
Depreciation & Amortisation	10,153,000	10,883,154	11,121,105	11,183,071	10,990,832	11,047,444	11,098,708	11,155,320	11,179,840	11,204,360	11,243,100	10,980,094
Impairment of receivables	154,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	740,000	684,040	603,500	618,588	634,052	649,904	666,151	682,805	699,875	717,372	735,306	753,689
Total Expenses from Continuing Operations	34,555,000	32,872,657	34,843,578	35,670,650	36,261,708	37,072,785	37,890,734	38,744,354	39,533,643	40,343,904	41,190,699	41,763,977
Operating Result from Continuing Operations	10,543,000	22,150,262	3,581,157	155,712	499,696	844,613	1,126,021	1,377,724	1,701,505	1,883,486	1,908,736	2,378,954
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,148,000	(765,594)	(1,501,765)	(1,352,580)	(1,020,604)	(688,694)	(420,619)	(182,582)	127,191	294,815	305,348	760,481



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Balance Sheet (Consolidated)

BALANCE SHEET - CONSOLIDATED Scenario: Base Model - Business As Usual	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,277,000	6,224,411	8,639,744	4,845,368	9,086,715	11,605,218	14,088,503	19,462,442	21,500,685	23,163,442	25,155,503	27,279,080
Investments	36,005,000	32,200,148	28,676,851	28,952,030	30,075,405	31,325,405	32,575,405	34,685,096	37,056,319	39,350,018	40,464,449	41,624,428
Receivables	3,070,000	2,872,919	2,495,532	2,499,000	2,571,623	2,636,917	2,709,594	2,791,370	2,873,744	2,954,679	3,032,024	3,111,899
Contract assets and contract cost assets	1,544,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000
Other	311,000	140,725	137,067	140,163	143,717	147,314	151,007	154,793	158,674	162,645	166,722	170,894
Total Current Assets	50,207,000	41,824,203	40,335,194	36,822,561	42,263,460	46,100,854	49,910,510	57,479,701	61,975,422	66,016,783	69,204,698	72,572,300
Non-Current Assets												
Investments	6,000,000	7,249,692	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022	5,865,022
Contract assets and contract cost assets	-	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000
Infrastructure, Property, Plant & Equipment	498,391,000	529,789,845	533,399,388	536,314,037	536,097,576	538,482,054	538,914,039	535,967,803	533,576,179	531,900,965	530,845,689	530,045,499
Intangible Assets	995,000	733,702	409,701	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720
Total Non-Current Assets	505,386,000	538,931,239	540,832,111	543,456,780	543,240,319	545,624,796	546,056,782	543,110,546	540,718,921	539,043,708	537,988,432	537,188,242
TOTAL ASSETS	555,593,000	580,755,442	581,167,305	580,279,341	585,503,779	591,725,650	595,967,291	600,590,247	602,694,343	605,060,491	607,193,129	609,760,542
LIABILITIES												
Current Liabilities												
Payables	4,663,000	4,806,012	3,584,389	3,418,713	3,509,116	3,650,777	3,700,156	3,744,864	3,848,135	3,965,159	4,098,686	4,194,511
Contract liabilities	7,088,000	9,404,612	4,318,007	3,399,092	3,476,984	3,556,823	3,638,658	3,722,539	3,808,517	3,896,644	3,986,975	4,079,563
Employee benefit provisions	2,979,000	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565
Other provisions	229,000	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979
Total Current Liabilities	14,959,000	17,864,167	11,555,940	10,471,349	10,639,644	10,861,144	10,992,358	11,120,947	11,310,195	11,515,347	11,739,205	11,927,619
Non-Current Liabilities												
Payables	55,000	38,153	2,948,361	2,948,399	7,313,437	10,223,476	12,648,516	15,558,557	15,558,599	15,558,642	15,558,686	15,558,732
Employee benefit provisions	149,000	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435
Other provisions	3,658,000	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021
Total Non-Current Liabilities	3,862,000	3,399,609	6,309,817	6,309,854	10,674,892	13,584,932	16,009,972	18,920,013	18,920,055	18,920,098	18,920,142	18,920,187
TOTAL LIABILITIES	18,821,000	21,263,776	17,865,757	16,781,203	21,314,536	24,446,075	27,002,330	30,040,960	30,230,250	30,435,445	30,659,347	30,847,806
Net Assets	536,772,000	559,491,666	563,301,548	563,498,137	564,189,243	567,279,575	568,964,962	570,549,287	572,464,093	574,625,046	576,533,782	578,912,736
EQUITY												
Retained Earnings	464,727,000	486,877,262	490,458,420	490,614,132	491,113,828	491,958,441	493,084,462	494,462,185	496,163,690	498,047,176	499,955,912	502,334,866
Revaluation Reserves	72,045,000	72,614,403	72,843,128	72,884,005	73,075,415	75,321,134	75,880,500	76,087,102	76,300,402	76,577,870	76,577,870	76,577,870
Council Equity Interest	536,772,000	559,491,666	563,301,548	563,498,137	564,189,243	567,279,575	568,964,962	570,549,287	572,464,093	574,625,046	576,533,782	578,912,736
Total Equity	536,772,000	559,491,666	563,301,548	563,498,137	564,189,243	567,279,575	568,964,962	570,549,287	572,464,093	574,625,046	576,533,782	578,912,736



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Cashflow Statement (Consolidated)

CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Model - Business As Usual	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	14,048,000	14,651,655	16,215,889	16,649,636	17,083,869	17,529,443	17,986,656	18,455,812	18,937,223	19,431,209	19,938,100	20,458,234
User Charges & Fees	6,345,000	4,490,032	4,563,482	4,648,888	4,829,249	4,992,431	5,152,032	5,321,656	5,454,068	5,589,914	5,729,284	5,872,270
Investment & Interest Revenue Received	718,000	1,976,131	1,690,119	1,672,022	1,699,791	1,742,877	1,771,973	1,800,092	1,837,463	1,877,642	1,920,753	1,958,545
Grants & Contributions	19,957,000	35,583,804	10,233,575	11,082,566	12,353,710	12,637,553	12,928,492	13,226,704	13,532,372	13,845,681	14,166,823	14,495,993
Bonds & Deposits Received	-	-	2,910,000	(145,500)	4,219,500	2,546,250	1,915,750	2,279,500	(776,000)	(776,000)	(630,500)	(630,500)
Other	5,821,000	624,852	846,605	678,809	628,719	859,049	1,016,932	1,150,874	1,309,383	1,322,718	1,190,886	1,204,895
Payments:												
Employee Benefits & On-Costs	(10,217,000)	(11,809,587)	(12,680,263)	(13,183,700)	(13,582,591)	(13,990,069)	(14,409,771)	(14,842,064)	(15,287,326)	(15,745,946)	(16,218,325)	(16,704,874)
Materials & Contracts	(15,525,000)	(9,498,338)	(10,442,911)	(10,661,440)	(11,031,713)	(11,362,400)	(11,692,483)	(12,039,898)	(12,341,670)	(12,650,637)	(12,967,653)	(13,298,309)
Borrowing Costs	-	(253,257)	-	-	-	-	-	-	-	-	-	-
Other	-	(1,456,222)	(558,900)	(576,631)	(596,301)	(611,583)	(626,736)	(642,288)	(658,225)	(674,581)	(691,295)	(708,470)
Net Cash provided (or used in) Operating Activities	21,147,000	34,309,071	12,777,597	10,164,649	15,604,233	14,343,550	14,042,844	14,710,388	12,007,287	12,220,000	12,438,074	12,647,784
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	3,587,580	5,940,387	757,241	126,624	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	433,000	423,295	450,000	454,332	460,691	467,208	473,888	480,735	487,754	494,948	502,321	509,879
Other Investing Activity Receipts	495,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(1,032,420)	(1,032,420)	(1,032,420)	(1,250,000)	(1,250,000)	(1,250,000)	(2,109,691)	(2,371,223)	(2,293,699)	(1,114,432)	(1,159,978)
Purchase of Infrastructure, Property, Plant & Equipment	(20,387,000)	(40,340,116)	(15,720,230)	(14,138,180)	(10,700,201)	(11,042,255)	(10,783,447)	(7,707,493)	(8,085,575)	(8,758,491)	(9,833,903)	(9,874,109)
Purchase of Intangible Assets	(27,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(19,486,000)	(37,361,661)	(10,362,263)	(13,959,026)	(11,362,886)	(11,825,047)	(11,559,559)	(9,336,449)	(9,969,044)	(10,557,243)	(10,446,014)	(10,524,208)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	1,661,000	(3,052,589)	2,415,334	(3,794,377)	4,241,347	2,518,503	2,483,285	5,373,939	2,038,243	1,662,757	1,992,061	2,123,577
plus: Cash & Cash Equivalents - beginning of year	7,616,000	9,277,000	6,224,411	8,639,744	4,845,368	9,086,715	11,605,218	14,088,503	19,462,442	21,500,685	23,163,442	25,155,503
Cash & Cash Equivalents - end of the year	9,277,000	6,224,411	8,639,744	4,845,368	9,086,715	11,605,218	14,088,503	19,462,442	21,500,685	23,163,442	25,155,503	27,279,080
Cash & Cash Equivalents - end of the year	9,277,000	6,224,411	8,639,744	4,845,368	9,086,715	11,605,218	14,088,503	19,462,442	21,500,685	23,163,442	25,155,503	27,279,080
Investments - end of the year	42,005,000	39,449,840	34,541,873	34,817,052	35,940,428	37,190,428	38,440,428	40,550,119	42,921,341	45,215,040	46,329,472	47,489,450
Cash, Cash Equivalents & Investments - end of the year	51,282,000	45,674,251	43,181,618	39,662,420	45,027,142	48,795,646	52,528,931	60,012,561	64,422,026	68,378,483	71,484,975	74,768,530



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Performance Indicators

KEY PERFORMANCE INDICATORS - CONSOLIDATED

Scenario: Base Model - Business As Usual

		Current Year 2023/24	Projected Years									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			<div> <div>● Within green benchmark (green min and/or green max)</div> <div>● Within amber benchmark (amber min and/or amber max)</div> <div>● Not within benchmark (amber min and/or amber max)</div> </div> <div> <div>— Within green benchmark</div> <div>↗ above green maximum and below amber maximum</div> <div>↘ below green minimum and above amber minimum</div> <div>↑ above amber maximum</div> <div>↓ below amber minimum</div> </div>									
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● —	● —	● —
	Actual Ratio	-3.14%	-5.10%	-4.52%	-3.45%	-2.43%	-1.64%	-0.97%	-0.16%	0.26%	0.28%	1.35%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	39.28%	59.93%	66.32%	66.43%	66.72%	66.91%	67.09%	67.24%	67.27%	67.20%	67.23%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.54	4.85	4.26	4.94	5.07	5.26	6.21	6.43	6.53	6.39	6.31
Debt Service Cover Ratio 1)	Snapshot	● —	● ↗	● ↗	● ↗	● ↗	● ↗	● ↗	● ↗	● ↗	● ↗	● ↗
	Actual Ratio	40.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	6.77%	6.47%	6.46%	6.47%	6.47%	6.47%	6.47%	6.47%	6.47%	6.48%	6.48%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● ↓	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.25	4.38	2.38	4.33	5.36	6.33	8.49	9.12	9.56	10.10	10.66
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Asset Renewal Ratio	Snapshot	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	403.40%	132.43%	63.46%	61.95%	68.90%	59.16%	51.76%	55.66%	57.44%	66.40%	65.70%
Capital Expenditure Ratio	Snapshot	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	3.81	1.27	1.22	0.95	0.98	0.94	0.66	0.70	0.76	0.85	0.87



Draft Long Term Financial Plan 2024/25 – 2033/34

Capital Works Plan (not indexed)

CAPITAL WORKS - ALL FUNDS (CONSOLIDATED) Scenario: Base Model - Business As Usual	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Capital Expenses by asset class - All											
Capital WIP	-	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	1,470,769	485,000	1,642,920	1,536,320	1,536,320	1,536,320	1,536,320	1,536,320	1,636,670	1,536,320	1,536,320
Office Equipment	10,000	106,500	298,410	168,310	73,410	298,410	136,410	73,410	393,310	73,410	73,410
Furniture & Fittings	-	-	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720
Land Improvements - depreciable	-	-	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690
Infrastructure	7,093,538	-	-	-	-	-	-	-	-	-	-
Buildings	2,781,738	700,000	-	-	-	-	-	-	-	-	-
Buildings - non-specialised	-	-	-	-	33,670	-	43,459	25,139	54,650	236,175	236,175
Buildings - specialised	-	50,000	3,259,638	2,633,526	3,624,514	3,057,430	115,430	575,711	689,313	1,791,033	1,791,033
Other Structures	10,000	240,000	-	-	-	-	-	-	-	-	-
Roads	26,795,520	7,829,668	3,500,575	3,500,575	3,500,575	3,500,575	3,500,575	3,500,575	3,500,575	3,500,575	3,500,575
Bridges	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Footpath	-	165,000	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310
Other road assets	-	-	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625
Stormwater Drainage	-	586,754	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Water Supply Network	1,898,404	1,150,000	1,824,251	1,307,939	770,000	792,379	770,000	825,326	946,265	770,000	770,000
Sewerage Network	855,735	1,050,000	2,190,000	940,000	940,000	940,000	940,000	940,000	940,000	940,000	940,000
Swimming Pools	-	400,000	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690
Other Open Space/Recreational Assets	714,000	1,615,000	157,920	157,920	157,920	157,920	157,920	157,920	157,920	157,920	157,920
Library Books	86,594	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Other Assets	-	10,000	548,114	-	-	-	-	-	-	402,642	402,642
Total Capital Expenses - All	41,716,297	14,437,922	13,887,862	10,710,625	11,102,444	10,749,068	7,666,149	8,100,435	8,784,737	9,874,109	9,874,109
Total Capital Expenses - New	912,804	39,000	5,219,352	2,228,092	1,865,910	2,228,092	55,000	55,000	155,350	457,642	457,642
Total Capital Expenses - Renewal	40,803,494	14,398,922	8,668,510	8,482,533	9,236,534	8,520,976	7,611,149	8,045,435	8,629,387	9,416,467	9,416,467



Draft Long Term Financial Plan 2024/25 – 2033/34

Sensitivity Analysis

	10% lower than estimated	Estimate 2024/25	10% higher than estimated
	\$	\$	\$
Revenue			
Rates and annual charges	14,610,586	16,233,985	17,857,383
User charges and fees	4,090,630	4,545,145	4,999,659
Interest and investment revenue	1,487,633	1,652,926	1,818,219
Expenditure			
Employee costs	11,420,671	12,689,634	13,958,597
Material and services	9,386,405	10,429,339	11,472,273



Draft Long Term Financial Plan 2024/25 – 2033/34

Appendix C2 - Financial Statements and Performance Indicators – Scenario One – Enhanced Asset Management Operating Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED Scenario: One - Enhanced Asset Management	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,030,000	14,923,962	16,233,985	17,301,508	18,445,302	19,671,123	20,850,563	22,104,751	23,438,565	24,050,667	24,678,776	25,323,313
User Charges & Fees	5,904,000	4,232,500	4,545,145	4,669,235	4,857,826	5,029,920	5,199,164	5,379,210	5,522,875	5,660,562	5,801,822	5,946,748
Other Revenues	883,000	692,850	482,500	629,813	641,920	872,581	1,030,802	1,165,090	1,323,955	1,337,654	1,206,195	1,220,588
Grants & Contributions provided for Operating Purposes	13,418,000	10,351,336	10,237,258	10,493,189	10,755,519	11,024,407	11,300,017	11,582,517	11,872,080	12,168,882	12,473,104	12,784,932
Grants & Contributions provided for Capital Purposes	5,395,000	22,915,857	6,082,922	1,762,438	1,780,799	1,800,319	1,820,327	1,840,835	1,861,856	1,883,403	1,905,488	1,928,125
Interest & Investment Revenue	1,141,000	1,671,414	1,652,926	1,685,985	1,719,704	1,754,098	1,789,180	1,824,964	1,861,463	1,898,692	1,936,666	1,975,400
Other Income:												
Net Gains from the Disposal of Assets	250,000	235,000	190,000	189,750	189,494	189,231	188,962	188,686	188,403	188,113	187,816	187,511
Reversal of revaluation decrements on IPPE previously expensed	4,077,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	45,098,000	55,022,919	39,424,736	36,731,917	38,390,564	40,341,679	42,179,016	44,086,054	46,069,198	47,187,973	48,189,868	49,366,617
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,316,000	11,825,192	12,689,634	13,197,220	13,593,136	14,000,930	14,420,958	14,853,587	15,299,195	15,758,170	16,230,916	16,717,843
Borrowing Costs	-	253,257	18,191	90,285	104,169	627,720	764,637	917,503	990,096	943,277	950,445	895,901
Materials & Contracts	13,192,000	9,227,015	10,429,339	10,673,773	11,070,737	11,402,233	11,733,336	12,081,772	12,384,592	12,694,606	13,012,747	13,344,505
Depreciation & Amortisation	10,153,000	10,883,154	10,996,105	11,059,870	10,882,400	10,939,012	10,990,276	11,046,888	11,071,408	11,095,928	11,134,668	10,871,662
Impairment of receivables	154,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	740,000	684,040	603,500	618,588	634,052	649,904	666,151	682,805	699,875	717,372	735,306	753,689
Total Expenses from Continuing Operations	34,555,000	32,872,657	34,736,769	35,639,735	36,284,494	37,619,799	38,575,358	39,582,555	40,445,165	41,209,353	42,064,081	42,583,600
Operating Result from Continuing Operations	10,543,000	22,150,262	4,687,966	1,092,181	2,106,070	2,721,881	3,603,657	4,503,499	5,624,033	5,978,620	6,125,787	6,783,017
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,148,000	(765,594)	(1,394,956)	(670,257)	325,270	921,561	1,783,330	2,662,664	3,762,177	4,095,217	4,220,300	4,854,892



Draft Long Term Financial Plan 2024/25 – 2033/34

Balance Sheet (Consolidated)

BALANCE SHEET - CONSOLIDATED Scenario: One - Enhanced Asset Management	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,277,000	6,267,622	7,044,868	4,080,574	6,305,303	6,149,274	7,737,772	14,878,808	18,401,801	21,549,099	26,564,594	30,883,628
Investments	36,005,000	32,281,937	28,158,367	28,063,783	28,004,944	21,039,291	21,444,779	22,414,786	23,605,138	24,886,316	24,886,316	24,434,599
Receivables	3,070,000	2,872,919	2,505,492	2,525,161	2,615,234	2,719,853	2,853,015	3,003,842	3,157,902	3,263,615	3,367,499	3,474,791
Contract assets and contract cost assets	1,544,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000
Other	311,000	140,725	137,067	140,163	143,717	147,314	151,007	154,793	158,674	162,645	166,722	170,894
Total Current Assets	50,207,000	41,949,203	38,231,793	35,195,681	37,455,198	30,441,731	32,572,574	40,838,230	45,709,516	50,247,675	55,371,130	59,349,912
Non-Current Assets												
Investments	6,000,000	7,249,692	5,652,858	5,432,705	4,988,635	4,827,002	4,827,002	4,827,002	4,827,002	4,827,002	4,827,002	4,827,002
Contract assets and contract cost assets	-	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000
Infrastructure, Property, Plant & Equipment	498,391,000	529,789,845	537,854,623	543,124,408	548,075,915	578,475,560	581,979,632	581,205,464	582,942,707	583,227,678	585,100,569	586,228,546
Intangible Assets	995,000	733,702	409,701	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720
Total Non-Current Assets	505,386,000	538,931,239	545,075,182	549,834,833	554,342,270	584,580,282	588,084,354	587,310,186	589,047,429	589,332,400	591,205,291	592,333,268
TOTAL ASSETS	555,593,000	580,880,442	583,306,975	585,030,513	591,797,468	615,022,013	620,656,928	628,148,416	634,756,945	639,580,074	646,576,421	651,683,180
LIABILITIES												
Current Liabilities												
Payables	4,663,000	4,806,012	3,692,088	3,534,141	3,779,054	3,845,368	3,840,825	3,919,994	4,100,353	4,167,199	4,303,618	4,403,945
Contract liabilities	7,088,000	9,404,612	4,601,431	3,469,919	3,549,581	3,631,235	3,714,930	3,800,718	3,888,650	3,978,781	4,071,165	4,165,858
Borrowings	-	-	46,121	220,140	230,214	1,032,301	1,079,545	1,425,782	1,589,977	1,662,742	1,871,324	1,904,932
Employee benefit provisions	2,979,000	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565
Other provisions	229,000	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979
Total Current Liabilities	14,959,000	17,864,167	11,993,184	10,877,743	11,212,394	12,162,448	12,288,844	12,800,038	13,232,524	13,462,266	13,899,652	14,128,280
Non-Current Liabilities												
Payables	55,000	38,153	2,948,361	2,948,399	7,313,437	10,223,476	12,648,516	15,558,557	15,558,599	15,558,642	15,558,686	15,558,732
Borrowings	-	-	470,617	2,176,501	1,946,288	16,343,139	15,263,595	14,623,747	14,962,414	13,299,671	13,732,800	11,827,869
Employee benefit provisions	149,000	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435
Other provisions	3,658,000	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021
Total Non-Current Liabilities	3,862,000	3,399,609	6,780,434	8,486,355	12,621,180	29,928,071	31,273,567	33,543,760	33,882,469	32,219,769	32,652,942	30,748,056
TOTAL LIABILITIES	18,821,000	21,263,776	18,773,618	19,364,098	23,833,574	42,090,519	43,562,411	46,343,798	47,114,993	45,682,035	46,552,594	44,876,336
Net Assets	536,772,000	559,616,666	564,533,357	565,666,415	567,963,894	572,931,494	577,094,517	581,804,618	587,641,952	593,898,039	600,023,827	606,806,844
EQUITY												
Retained Earnings	464,727,000	487,002,262	491,690,229	492,782,410	494,888,480	497,610,360	501,214,018	505,717,517	511,341,549	517,320,169	523,445,957	530,228,974
Revaluation Reserves	72,045,000	72,614,403	72,843,128	72,884,005	73,075,415	75,321,134	75,880,500	76,087,102	76,300,402	76,577,870	76,577,870	76,577,870
Council Equity Interest	536,772,000	559,616,666	564,533,357	565,666,415	567,963,894	572,931,494	577,094,517	581,804,618	587,641,952	593,898,039	600,023,827	606,806,844
Total Equity	536,772,000	559,616,666	564,533,357	565,666,415	567,963,894	572,931,494	577,094,517	581,804,618	587,641,952	593,898,039	600,023,827	606,806,844



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Cashflow Statement (Consolidated)

CASH FLOW STATEMENT - CONSOLIDATED Scenario: One - Enhanced Asset Management	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	14,048,000	14,651,655	16,215,889	17,281,944	18,424,470	19,648,941	20,826,944	22,079,601	23,411,785	24,039,369	24,667,187	25,311,424
User Charges & Fees	6,345,000	4,490,032	4,563,482	4,655,127	4,843,291	5,014,943	5,183,730	5,363,303	5,506,477	5,645,106	5,785,966	5,930,482
Investment & Interest Revenue Received	718,000	1,976,131	1,696,998	1,676,815	1,719,241	1,743,865	1,755,470	1,778,967	1,817,941	1,859,752	1,901,286	1,938,387
Grants & Contributions	19,957,000	35,583,804	11,516,999	11,124,115	12,615,981	12,906,380	13,204,040	13,509,141	13,821,869	14,142,416	14,470,976	14,807,751
Bonds & Deposits Received	-	-	2,910,000	(145,500)	4,219,500	2,546,250	1,915,750	2,279,500	(776,000)	(776,000)	(630,500)	(630,500)
Other	5,821,000	624,852	829,767	691,439	628,614	858,941	1,016,821	1,150,761	1,309,267	1,322,599	1,190,764	1,204,770
Payments:												
Employee Benefits & On-Costs	(10,217,000)	(11,809,587)	(12,680,263)	(13,183,700)	(13,582,591)	(13,990,069)	(14,409,771)	(14,842,064)	(15,287,326)	(15,745,946)	(16,218,325)	(16,704,874)
Materials & Contracts	(15,525,000)	(9,498,338)	(10,442,911)	(10,663,440)	(11,058,763)	(11,390,127)	(11,720,903)	(12,069,027)	(12,371,528)	(12,681,241)	(12,999,023)	(13,330,462)
Borrowing Costs	-	(128,257)	(18,191)	(90,285)	(104,169)	(627,720)	(764,637)	(917,503)	(990,096)	(943,277)	(950,445)	(895,901)
Other	-	(1,456,222)	(558,900)	(576,631)	(596,301)	(611,583)	(626,736)	(642,288)	(658,225)	(674,581)	(691,295)	(708,470)
Net Cash provided (or used in) Operating Activities	21,147,000	34,434,071	14,032,870	10,769,884	17,109,273	16,099,823	16,380,709	17,690,389	15,784,164	16,188,195	16,526,592	16,922,606
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	3,505,791	6,752,825	1,347,156	1,752,908	7,127,286	222,033	-	-	-	-	451,717
Sale of Infrastructure, Property, Plant & Equipment	433,000	423,295	450,000	454,332	460,691	467,208	473,888	480,735	487,754	494,948	502,321	509,879
Other Investing Activity Receipts	495,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(1,032,420)	(1,032,420)	(1,032,420)	(1,250,000)	-	(627,521)	(970,007)	(1,190,352)	(1,281,178)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(20,387,000)	(40,340,116)	(19,942,767)	(16,383,149)	(15,628,003)	(39,049,285)	(13,828,310)	(9,766,471)	(12,061,434)	(10,664,690)	(12,655,130)	(11,693,844)
Purchase of Intangible Assets	-	(27,000)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(19,486,000)	(37,443,449)	(13,772,362)	(15,614,081)	(14,664,404)	(31,454,791)	(13,759,910)	(10,255,742)	(12,764,033)	(11,450,920)	(12,152,809)	(10,732,248)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	550,000	2,050,000	-	16,000,000	-	1,000,000	2,000,000	-	2,400,000	-
Payments:												
Repayment of Borrowings & Advances	-	-	(33,262)	(170,097)	(220,140)	(801,061)	(1,032,301)	(1,293,612)	(1,497,138)	(1,589,977)	(1,758,288)	(1,871,324)
Net Cash Flow provided (used in) Financing Activities	-	-	516,738	1,879,903	(220,140)	15,198,939	(1,032,301)	(293,612)	502,862	(1,589,977)	641,712	(1,871,324)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,661,000	(3,009,378)	777,246	(2,964,294)	2,224,729	(156,029)	1,588,498	7,141,035	3,522,993	3,147,298	5,015,495	4,319,034
plus: Cash & Cash Equivalents - beginning of year	7,616,000	9,277,000	6,267,622	7,044,868	4,080,574	6,305,303	6,149,274	7,737,772	14,878,808	18,401,801	21,549,099	26,564,594
Cash & Cash Equivalents - end of the year	9,277,000	6,267,622	7,044,868	4,080,574	6,305,303	6,149,274	7,737,772	14,878,808	18,401,801	21,549,099	26,564,594	30,883,628
Cash & Cash Equivalents - end of the year	9,277,000	6,267,622	7,044,868	4,080,574	6,305,303	6,149,274	7,737,772	14,878,808	18,401,801	21,549,099	26,564,594	30,883,628
Investments - end of the year	42,005,000	39,531,629	33,811,224	33,496,488	32,993,579	25,866,293	26,271,781	27,241,788	28,432,140	29,713,318	29,713,318	29,261,601
Cash, Cash Equivalents & Investments - end of the year	51,282,000	45,799,251	40,856,092	37,577,062	39,298,883	32,015,567	34,009,554	42,120,596	46,833,941	51,262,417	56,277,912	60,145,229



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Capital Works Plan (not indexed)

CAPITAL WORKS - ALL FUNDS (CONSOLIDATED) Scenario: One - Enhanced Asset Management	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Capital Expenses by asset class - All											
Capital WIP	-	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	1,470,769	485,000	1,642,920	1,536,320	1,536,320	1,536,320	1,536,320	1,536,320	1,636,670	1,536,320	1,536,320
Office Equipment	10,000	106,500	298,410	168,310	73,410	298,410	136,410	73,410	393,310	73,410	73,410
Furniture & Fittings	-	-	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720
Land Improvements - depreciable	-	-	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690
Infrastructure	7,093,538	-	-	-	-	-	-	-	-	-	-
Buildings	2,781,738	700,000	-	-	-	-	-	-	-	-	-
Buildings - non-specialised	-	-	-	-	33,670	-	43,459	25,139	54,650	236,175	236,175
Buildings - specialised	-	50,000	4,259,638	2,633,526	3,624,514	3,057,430	115,430	575,711	689,313	1,791,033	1,791,033
Other Structures	10,000	240,000	-	-	-	-	-	-	-	-	-
Roads	26,795,520	10,241,380	5,532,510	8,360,110	6,207,310	4,464,230	4,564,210	5,521,010	4,352,327	4,320,310	4,320,310
Bridges	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Footpath	-	165,000	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310
Other road assets	-	-	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625
Stormwater Drainage	-	586,754	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Water Supply Network	1,898,404	1,350,000	2,024,251	1,507,939	970,000	2,792,379	1,770,000	2,825,326	1,946,265	2,770,000	1,770,000
Sewerage Network	855,735	2,390,410	2,190,000	940,000	25,940,000	940,000	940,000	940,000	940,000	940,000	940,000
Swimming Pools	-	400,000	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690
Other Open Space/Recreational Assets	714,000	1,615,000	157,920	157,920	157,920	157,920	157,920	157,920	157,920	157,920	157,920
Library Books	86,594	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Other Assets	-	388,114	548,114	-	-	-	-	-	-	402,642	402,642
Total Capital Expenses - All	41,716,297	18,768,158	17,119,797	15,770,160	39,009,179	13,712,723	9,729,784	12,120,870	10,636,489	12,693,844	11,693,844
Total Capital Expenses - New	912,804	139,000	6,219,352	2,228,092	1,865,910	2,228,092	55,000	55,000	155,350	457,642	457,642
Total Capital Expenses - Renewal	40,803,494	18,629,158	10,900,445	13,542,068	37,143,269	11,484,631	9,674,784	12,065,870	10,481,139	12,236,202	11,236,202



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Performance Indicators

KEY PERFORMANCE INDICATORS - CONSOLIDATED

Scenario: One - Enhanced Asset Management

		Current Year 2023/24	Projected Years									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			<div> <div>● Within green benchmark (green min and/or green max)</div> <div>● Within amber benchmark (amber min and/or amber max)</div> <div>● Not within benchmark (amber min and/or amber max)</div> </div> <div> <div>— Within green benchmark</div> <div>↗ above green maximum and below amber maximum</div> <div>↘ below green minimum and above amber minimum</div> <div>↑ above amber maximum</div> <div>↓ below amber minimum</div> </div>									
Council's Target Benchmarks												
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	-3.14%	-4.78%	-2.47%	0.37%	1.91%	3.97%	5.88%	8.12%	8.66%	8.75%	9.88%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↓	● ↓	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	39.28%	58.40%	66.46%	67.18%	68.06%	68.75%	69.42%	70.07%	70.10%	70.05%	70.08%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	4.56	4.54	3.67	3.45	3.43	3.88	5.06	5.48	6.11	6.51	6.97
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	40.02	183.26	39.52	34.30	8.61	7.43	6.53	6.29	6.29	5.95	5.94
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	6.77%	6.47%	6.45%	6.43%	6.41%	6.42%	6.44%	6.45%	6.44%	6.44%	6.44%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● ↓	● ↓	● ↓	● ↓	● —	● —	● —	● —	● —
	Actual Ratio	3.29	3.56	1.50	2.49	2.25	2.83	5.60	6.78	7.79	9.41	10.70
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Asset Renewal Ratio	Snapshot	● —	● —	● ↓	● —	● —	● ↓	● ↓	● ↓	● ↓	● ↓	● ↓
	Actual Ratio	403.40%	169.44%	83.92%	107.54%	317.43%	81.63%	66.48%	86.11%	69.36%	85.36%	76.27%
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● ↓	● —	● ↓	● —	● —
	Actual Ratio	3.81	1.68	1.52	1.42	3.54	1.22	0.85	1.07	0.93	1.11	1.05



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Appendix C3 - Financial Statements and Performance Indicators – Scenario Two - Enhanced Asset Management and Growth Operating Statement (Consolidated)

INCOME STATEMENT - CONSOLIDATED Scenario: Two - Enhanced Asset Management & Growth	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,030,000	14,923,962	16,233,985	17,301,508	18,445,302	19,671,123	20,850,563	22,104,751	23,438,565	24,050,667	24,678,776	25,323,313
User Charges & Fees	5,904,000	4,232,500	4,545,145	4,669,235	4,857,826	5,029,920	5,199,164	5,379,210	5,522,875	5,660,562	5,801,822	5,946,748
Other Revenues	883,000	692,850	482,500	629,813	641,920	872,581	1,030,802	1,165,090	1,323,955	1,337,654	1,206,195	1,220,588
Grants & Contributions provided for Operating Purposes	13,418,000	10,351,336	10,237,258	10,493,189	10,755,519	11,024,407	11,300,017	11,582,517	11,872,080	12,168,882	12,473,104	12,784,932
Grants & Contributions provided for Capital Purposes	5,395,000	22,915,857	6,082,922	2,270,731	2,301,799	2,334,344	2,367,702	2,401,895	2,436,942	2,472,866	2,509,688	2,547,430
Interest & Investment Revenue	1,141,000	1,671,414	1,652,926	1,685,985	1,719,704	1,754,098	1,789,180	1,824,964	1,861,463	1,898,692	1,936,666	1,975,400
Other Income:												
Net Gains from the Disposal of Assets	250,000	235,000	190,000	189,750	189,494	189,231	188,962	188,686	188,403	188,113	187,816	187,511
Reversal of revaluation decrements on IPPE previously expensed	4,077,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	45,098,000	55,022,919	39,424,736	37,240,209	38,911,563	40,875,704	42,726,391	44,647,114	46,644,284	47,777,436	48,794,068	49,985,922
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,316,000	11,825,192	12,689,634	13,197,220	13,593,136	14,000,930	14,420,958	14,853,587	15,299,195	15,758,170	16,230,916	16,717,843
Borrowing Costs	-	253,257	18,191	90,285	104,169	727,775	982,394	1,132,764	1,215,997	1,265,781	1,318,856	1,250,953
Materials & Contracts	13,192,000	9,227,015	10,979,339	10,793,773	11,520,737	11,702,233	12,203,336	12,181,772	12,954,692	12,794,606	13,537,747	13,641,380
Depreciation & Amortisation	10,153,000	10,883,154	11,121,105	11,184,870	11,007,400	11,064,012	11,159,580	11,216,192	11,240,712	11,265,232	11,403,515	11,140,509
Impairment of receivables	154,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	740,000	684,040	603,500	618,588	634,052	649,904	666,151	682,805	699,875	717,372	735,306	753,689
Total Expenses from Continuing Operations	34,555,000	32,872,657	35,411,769	35,884,735	36,859,494	38,144,853	39,442,420	40,067,120	41,409,970	41,801,162	43,226,339	43,504,373
Operating Result from Continuing Operations	10,543,000	22,150,262	4,012,966	1,355,473	2,052,069	2,730,850	3,283,971	4,579,994	5,234,314	5,976,274	5,567,729	6,481,549
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,148,000	(765,594)	(2,069,956)	(915,257)	(249,730)	396,507	916,269	2,178,099	2,797,371	3,503,409	3,058,042	3,934,119



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Balance Sheet (Consolidated)

BALANCE SHEET - CONSOLIDATED		Actuals	Current Year	Projected Years									
Scenario: Two - Enhanced Asset Management & Growth		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents		9,277,000	6,267,622	6,615,946	2,682,151	4,774,772	4,371,502	7,505,401	12,855,417	16,372,896	18,549,816	22,778,037	26,000,302
Investments		36,005,000	32,281,937	27,536,720	26,789,675	26,599,189	19,017,486	19,467,486	20,308,668	21,504,111	22,715,509	22,715,509	21,886,585
Receivables		3,070,000	2,872,919	2,502,565	2,528,487	2,619,969	2,720,190	2,851,635	2,998,019	3,151,166	3,252,052	3,352,437	3,452,358
Contract assets and contract cost assets		1,544,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000	386,000
Other		311,000	140,725	146,178	141,525	151,025	151,919	158,676	155,794	168,145	163,645	175,382	175,443
Total Current Assets		50,207,000	41,949,203	37,187,408	32,527,837	34,530,955	26,647,096	30,369,198	36,703,899	41,582,319	45,067,023	49,407,365	51,900,688
Non-Current Assets													
Investments		6,000,000	7,249,692	5,564,203	5,275,986	4,869,581	4,568,484	4,568,484	4,568,484	4,568,484	4,568,484	4,568,484	4,568,484
Contract assets and contract cost assets		-	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000	1,158,000
Infrastructure, Property, Plant & Equipment		498,391,000	529,664,845	538,254,623	545,599,408	550,725,915	585,200,560	589,385,328	589,341,856	591,409,795	595,425,462	597,879,506	599,638,636
Intangible Assets		995,000	733,702	409,701	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720	119,720
Total Non-Current Assets		505,386,000	538,806,239	545,386,527	552,153,114	556,873,216	591,046,764	595,231,532	595,188,060	597,255,999	601,271,666	603,725,710	605,484,841
TOTAL ASSETS		555,593,000	580,755,442	582,573,935	584,680,951	591,404,171	617,693,860	625,600,731	631,891,959	638,838,318	646,338,689	653,133,075	657,385,528
LIABILITIES													
Current Liabilities													
Payables		4,663,000	4,806,012	3,759,048	3,579,633	3,831,271	4,057,164	3,895,991	3,962,538	4,170,262	4,349,508	4,366,893	4,475,516
Contract liabilities		7,088,000	9,404,612	4,601,431	3,611,571	3,694,775	3,780,059	3,867,475	3,957,076	4,048,917	4,143,055	4,239,546	4,338,449
Borrowings		-	-	46,121	220,140	230,214	1,180,717	1,561,558	1,693,829	1,919,763	2,156,037	2,436,667	2,496,148
Employee benefit provisions		2,979,000	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565	2,977,565
Other provisions		229,000	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979	675,979
Total Current Liabilities		14,959,000	17,864,167	12,060,145	11,064,889	11,409,805	12,671,484	12,978,568	13,266,988	13,792,487	14,302,144	14,696,650	14,963,656
Non-Current Liabilities													
Payables		55,000	38,153	2,948,361	2,948,399	7,313,437	10,223,476	12,648,516	15,558,557	15,558,599	15,558,642	15,558,686	15,558,732
Borrowings		-	-	470,617	2,176,501	1,946,288	19,087,689	20,419,098	18,725,270	19,698,473	20,435,402	21,267,509	18,771,362
Employee benefit provisions		149,000	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435	150,435
Other provisions		3,658,000	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021	3,211,021
Total Non-Current Liabilities		3,862,000	3,399,609	6,780,434	8,486,355	12,621,180	32,672,621	36,429,070	37,645,283	38,618,528	39,355,500	40,187,651	37,691,549
TOTAL LIABILITIES		18,821,000	21,263,776	18,840,579	19,551,244	24,030,986	45,344,105	49,407,638	50,912,270	52,411,015	53,657,644	54,884,301	52,655,206
Net Assets		536,772,000	559,491,666	563,733,357	565,129,707	567,373,186	572,349,755	576,193,093	580,979,688	586,427,303	592,681,045	598,248,774	604,730,323
EQUITY													
Retained Earnings		464,727,000	486,877,262	490,890,229	492,245,702	494,297,771	497,028,622	500,312,593	504,892,587	510,126,900	516,103,175	521,670,904	528,152,453
Revaluation Reserves		72,045,000	72,614,403	72,843,128	72,884,005	73,075,415	75,321,134	75,880,500	76,087,102	76,300,402	76,577,870	76,577,870	76,577,870
Council Equity Interest		536,772,000	559,491,666	563,733,357	565,129,707	567,373,186	572,349,755	576,193,093	580,979,688	586,427,303	592,681,045	598,248,774	604,730,323
Total Equity		536,772,000	559,491,666	563,733,357	565,129,707	567,373,186	572,349,755	576,193,093	580,979,688	586,427,303	592,681,045	598,248,774	604,730,323



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Cashflow Statement (Consolidated)

CASH FLOW STATEMENT - CONSOLIDATED Scenario: Two - Enhanced Asset Management & Growth	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	14,048,000	14,651,655	16,215,889	17,281,944	18,424,470	19,648,941	20,826,944	22,079,601	23,411,785	24,039,369	24,667,187	25,311,424
User Charges & Fees	6,345,000	4,490,032	4,563,482	4,655,127	4,843,291	5,014,943	5,183,730	5,363,303	5,506,477	5,645,106	5,785,966	5,930,482
Investment & Interest Revenue Received	718,000	1,976,131	1,699,925	1,678,977	1,718,043	1,748,479	1,757,409	1,783,636	1,819,087	1,864,816	1,905,028	1,946,009
Grants & Contributions	19,957,000	35,583,804	11,516,999	11,774,060	13,140,521	13,444,034	13,755,135	14,074,014	14,400,864	14,735,886	15,079,283	15,431,265
Bonds & Deposits Received	-	-	2,910,000	(145,500)	4,219,500	2,546,250	1,915,750	2,279,500	(776,000)	(776,000)	(630,500)	(630,500)
Other	5,821,000	624,852	829,767	683,024	628,403	858,726	1,016,600	1,150,534	1,309,035	1,322,361	1,190,520	1,204,520
Payments:												
Employee Benefits & On-Costs	(10,217,000)	(11,809,587)	(12,680,263)	(13,183,700)	(13,582,591)	(13,990,069)	(14,409,771)	(14,842,064)	(15,287,326)	(15,745,946)	(16,218,325)	(16,704,874)
Materials & Contracts	(15,525,000)	(9,498,338)	(10,963,912)	(10,812,107)	(11,486,763)	(11,700,127)	(12,179,569)	(12,193,694)	(12,910,195)	(12,812,575)	(13,495,689)	(13,642,546)
Borrowing Costs	-	(128,257)	(18,191)	(90,285)	(104,169)	(727,775)	(992,394)	(1,132,764)	(1,215,597)	(1,265,781)	(1,318,856)	(1,250,953)
Other	-	(1,456,222)	(530,049)	(603,612)	(575,594)	(620,995)	(616,069)	(665,504)	(628,735)	(704,072)	(664,628)	(722,784)
Net Cash provided (or used in) Operating Activities	21,147,000	34,434,071	13,543,646	11,237,927	17,225,111	16,222,409	16,257,765	17,896,561	15,629,396	16,303,163	16,299,986	16,872,043
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	3,505,791	7,463,126	1,972,681	1,846,890	7,882,800	-	-	-	74,999	-	828,923
Sale of Infrastructure, Property, Plant & Equipment	433,000	423,295	450,000	454,332	460,691	467,208	473,888	480,735	487,754	494,948	502,321	509,879
Other Investing Activity Receipts	495,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(1,032,420)	(1,032,420)	(937,418)	(1,250,000)	-	(450,000)	(841,181)	(1,195,444)	(1,286,396)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(20,387,000)	(40,340,116)	(20,592,767)	(18,541,220)	(15,969,933)	(43,067,591)	(14,860,004)	(10,624,541)	(12,603,364)	(14,382,996)	(13,686,824)	(12,551,914)
Purchase of Intangible Assets	-	(27,000)	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(19,486,000)	(37,443,449)	(13,712,061)	(17,051,625)	(14,912,351)	(34,717,583)	(14,836,116)	(10,984,987)	(13,311,054)	(15,099,446)	(13,184,503)	(11,213,112)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	550,000	2,050,000	-	19,000,000	3,000,000	-	3,000,000	3,000,000	3,400,000	-
Payments:												
Repayment of Borrowings & Advances	-	-	(33,262)	(170,097)	(220,140)	(908,095)	(1,287,751)	(1,561,558)	(1,800,863)	(2,026,797)	(2,287,261)	(2,436,667)
Net Cash Flow provided (used in) Financing Activities	-	-	516,738	1,879,903	(220,140)	18,091,905	1,712,249	(1,561,558)	1,199,137	973,203	1,112,739	(2,436,667)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,661,000	(3,009,378)	348,324	(3,933,794)	2,092,620	(403,269)	3,133,899	5,350,016	3,517,479	2,176,920	4,228,222	3,222,264
plus: Cash & Cash Equivalents - beginning of year	7,616,000	9,277,000	6,267,622	6,615,946	2,682,151	4,774,772	4,371,502	7,505,401	12,855,417	16,372,896	18,549,816	22,778,037
Cash & Cash Equivalents - end of the year	9,277,000	6,267,622	6,615,946	2,682,151	4,774,772	4,371,502	7,505,401	12,855,417	16,372,896	18,549,816	22,778,037	26,000,302
Cash & Cash Equivalents - end of the year	9,277,000	6,267,622	6,615,946	2,682,151	4,774,772	4,371,502	7,505,401	12,855,417	16,372,896	18,549,816	22,778,037	26,000,302
Investments - end of the year	42,005,000	39,531,629	33,100,923	32,065,661	31,468,770	23,585,970	24,035,970	24,877,152	26,072,595	27,283,993	27,283,993	26,455,070
Cash, Cash Equivalents & Investments - end of the year	51,282,000	45,799,251	39,716,869	34,747,812	36,243,542	27,957,473	31,541,371	37,732,569	42,445,491	45,833,808	50,062,030	52,455,372



Draft Long Term Financial Plan 2024/25 – 2033/34

Capital Works Plan (not indexed)

CAPITAL WORKS - ALL FUNDS (CONSOLIDATED) Scenario Two - Enhanced Asset Management & Economic Growth	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Capital Expenses by asset class - All											
Capital WIP	-	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	1,470,769	485,000	1,642,920	1,536,320	1,536,320	1,536,320	1,536,320	1,536,320	1,636,670	1,536,320	1,536,320
Office Equipment	10,000	106,500	298,410	168,310	73,410	298,410	136,410	73,410	393,310	73,410	73,410
Furniture & Fittings	-	-	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720	23,720
Land Improvements - depreciable	-	-	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690	6,690
Infrastructure	7,093,538	-	-	-	-	-	-	-	-	-	-
Buildings	2,781,738	700,000	-	-	-	-	-	-	-	-	-
Buildings - non-specialised	-	-	-	-	33,670	-	43,459	25,139	54,650	236,175	236,175
Buildings - specialised	-	50,000	5,709,638	2,633,526	7,074,514	3,057,430	565,430	575,711	1,139,313	1,791,033	2,241,033
Other Structures	10,000	240,000	-	-	-	-	-	-	-	-	-
Roads	26,795,520	10,241,380	5,532,510	8,360,110	6,207,310	4,464,230	4,564,210	5,521,010	4,352,327	4,320,310	4,320,310
Bridges	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Footpath	-	165,000	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310	77,310
Other road assets	-	-	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625	46,625
Bulk earthworks (non-depreciable)	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	-	586,754	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Water Supply Network	1,898,404	1,650,000	2,324,251	1,807,939	1,270,000	3,292,379	1,770,000	3,325,326	1,946,265	3,270,000	1,770,000
Sewerage Network	855,735	2,740,410	2,190,000	940,000	25,940,000	1,290,000	940,000	940,000	940,000	1,290,000	940,000
Swimming Pools	-	400,000	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690	21,690
Other Open Space/Recreational Assets	714,000	1,615,000	607,920	157,920	607,920	157,920	607,920	157,920	3,607,920	157,920	607,920
Library Books	86,594	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Other Assets	-	388,114	548,114	-	-	-	-	-	-	402,642	402,642
Total Capital Expenses - All	41,716,297	19,418,158	19,319,797	16,070,160	43,209,179	14,562,723	10,629,784	12,620,870	14,536,489	13,543,844	12,593,844
Total Capital Expenses - New	912,804	139,000	7,219,352	2,228,092	4,865,910	2,228,092	55,000	55,000	3,155,350	457,642	457,642
Total Capital Expenses - Renewal	40,803,494	19,279,158	12,100,445	13,842,068	38,343,269	12,334,631	10,574,784	12,565,870	11,381,139	13,086,202	12,136,202



Draft Long Term Financial Plan 2024/25 – 2033/34

Performance Indicators

KEY PERFORMANCE INDICATORS - CONSOLIDATED

Scenario: Two - Enhanced Asset Management & Growth

Scenario: Two - Enhanced Asset Management & Growth			Current Year 2023/24	Projected Years									
				2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
				<div><div></div> Within green benchmark (green min and/or green max)</div> <div><div></div> Within amber benchmark (amber min and/or amber max)</div> <div><div></div> Not within benchmark (amber min and/or amber max)</div>					<div><div></div> Within green benchmark</div> <div><div></div> above green maximum and below amber maximum</div> <div><div></div> below green minimum and above amber minimum</div> <div><div></div> above amber maximum</div> <div><div></div> below amber minimum</div>				
Council's Target Benchmarks													
New Note 13 Ratios													
Operating Performance Ratio 1)	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		-3.14%	-6.82%	-3.18%	-1.21%	0.54%	1.81%	4.73%	5.93%	7.35%	6.23%	7.93%
Own Source Operating Revenue Ratio 1)	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		39.28%	58.40%	65.55%	66.28%	67.17%	67.87%	68.54%	69.20%	69.23%	69.18%	69.21%
Unrestricted Current Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		4.56	4.40	3.49	3.32	3.00	3.47	4.51	4.87	5.13	5.53	5.79
Debt Service Cover Ratio 1)	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		40.02	172.57	39.06	32.91	7.33	5.65	5.32	4.99	4.81	4.32	4.38
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		6.77%	6.47%	6.45%	6.43%	6.41%	6.42%	6.44%	6.45%	6.44%	6.44%	6.44%
Cash Expense Cover Ratio 1)	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		3.29	3.28	1.29	2.21	1.88	3.05	5.08	6.17	6.84	8.04	8.98
1) different Calculation to TCorp's calculation for same ratio													
New Special Schedule 7 Ratios													
Building & Infrastructure Asset Renewal Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		403.40%	175.68%	95.05%	109.95%	327.09%	88.08%	73.31%	89.23%	75.83%	90.30%	81.65%
Capital Expenditure Ratio	Snapshot		<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>	<div><div></div><div></div></div>
	Actual Ratio		3.81	1.72	1.61	1.44	3.88	1.28	0.92	1.10	1.26	1.16	1.10

12.2. SOUTHERN RIVERINA REGIONAL DROUGHT RESILIENCE PLAN

Author: Acting Chief Executive Officer

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council:

1. Endorses the draft Southern Riverina Regional Drought Resilience Plan,
2. Places the draft Southern Riverina Regional Drought Resilience Plan on public exhibition for a period of 28 days, and
3. Receives a further report regarding the draft Southern Riverina Regional Drought Resilience Plan at the June 2024 Council meeting.

BACKGROUND

Edward River Council has been working with Berrigan Shire Council, Murray River Council, Federation Council as well as Federal and State Government agencies to prepare a Regional Drought Resilience Plan. The objectives of the plan are to capture relevant information for the region, including how drought events impact the region, and actions that the whole community, including local, state and federal governments, can undertake to improve resilience.

ISSUE/DISCUSSION

The final draft version of the Southern Riverina Regional Drought Resilience Plan has been provided to Council for review prior to being adopted. This review period will include a public consultation period in order to obtain feedback from the community, as well by councillors and staff through the councillor briefing and council meeting processes. Discussion with other partners and stakeholders for this project has noted that the review and consultation process will be undertaken during April and May, thus allowing the councils to adopt the plan at their respective June meetings. Council officers agree with this proposed schedule and request that Council endorses the draft plan in order to commence the consultation process.

A copy of the draft Southern Riverina Regional Drought Resilience Plan is included in Attachment 1.

STRATEGIC IMPLICATIONS

Natural disasters and emergencies, such as drought, can have a large impact on the community for many years after the event. It is important that Council works with the community to improve its resilience to these events and that all stakeholders work together towards common goals.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
 - 1.1 Pristine natural environment
 - 1.2 Quality built environment
2. An open and connected community
 - 2.1 Transport and freight links
 - 2.2 Communications and technology links
 - 2.3 Cultural and personal links
3. Encouraging growth through partnerships

3.2 Economic development

3.3 The Edward River Experience

4. Delivering community assets and services

4.1 Vibrant villages and towns

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

There are no financial implications regarding the plan at this stage. Implementation of the actions highlighted on the plan may require funding and resources as part of future Operational Plans.

LEGISLATIVE IMPLICATIONS

There are no legal implications regarding this matter.

ATTACHMENTS

1. Draft Southern Riverina Regional Drought Resilience Plan

Attachment 1 - Draft Regional Drought Resilience Plan



Regional Drought Resilience Plan

Southern Riverina



Australian Government
Department of Agriculture,
Fisheries and Forestry



Future
Drought
Fund

Supported by



April 2024

Abbreviations

Term	Definition
ABS	Australian Bureau of Statistics.
BoM	Bureau of Meteorology.
CDI	Combined Drought Indicator.
CSIRO	Commonwealth Scientific and Industrial Research Organisation.
DCCEEW	Department of Climate Change, the Environment, Energy & Water New South Wales (see DPE).
DDI	Drought Direction Index.
DPE	Department of Planning and Environment (former DCCEEW).
EDIS	Enhanced Drought Information System.
FDF	Future Drought Fund.
LGA	Local Government Area.
NSW	New South Wales.
PCG	Project Control Group.
RDRP	Regional Drought Resilience Plan.
SPI	Standardised Precipitation Index.
SRG	Stakeholder Reference Group.
SSMI	Standardised Soil Moisture Index.
WUE	Water use efficiency.
YACTAC	Yanco Creek and Tributaries Advisory Council.

Key Terms

Term	Definition
Absorptive capacity	The ability of individuals and groups to continue without adapting or changing their behaviour in response to environmental and socioeconomic changes (Béné et al., 2012).
Adaptation	Adjustment or modification in natural and/or human systems in response to actual or expected shocks and stresses to moderate harm, reduce vulnerability and/or exploit beneficial opportunities.
Adaptive capacity	The ability of individuals and groups to adjust and respond to environmental and socioeconomic changes).
Adaptive governance	Co-ordinating iterative, flexible and responsive interactions between systems when designing interventions and for their implementation and evaluation.
Co-design	The process of partnership to develop and formulate project delivery and agreed objectives and needs, using participatory methods. A process of working together utilising generative and explorative processes.
Climate Change	Global, long-term shifts in average weather conditions, such as becoming warmer, wetter, or drier over several decades or longer.
Drought	Drought in general means acute water shortage. Drought is a prolonged, abnormally dry period when the amount of available water is insufficient to meet our normal use (BoM, n.d). Drought is complex and multi-dimensional and impacts society, the environment and the economy. There are many types of drought including meteorological, agricultural, hydrological and socioeconomic. Definitions are provided within the report.
Drought declaration	A drought declaration is the responsibility of State and Federal Governments which must consider other factors apart from rainfall, however the Bureau of Meteorology's Drought Statement assists by providing rainfall information. In NSW, drought declarations are supported by data confirmed through the Enhanced Drought Information System.

Term	Definition
Economic resilience	The ability of the economy to absorb the economic impact of shocks and stressors without changing the economic status or outcomes.
Environmental resilience	The ability of the natural environment to cope with a diverse range of shocks and stressors while maintaining natural processes and ecosystem services.
Governance	Governance is the structures and processes by which individuals, groups and agencies in a society share power and make decisions. It can be formally institutionalised, or informal.
Intervention options	Alternative or complementary actions, projects, programs, policies, initiatives and investments that are planned to bring about change in the system (Maru et al., 2018).
Local knowledge	Local knowledge and First Nations knowledge incorporates elements of lived experience within a landscape, bearing witness to the operation of systems. It includes aspects of people, landscape, culture – how people interact with surroundings and as part of communities and processes.
Preparation	Action taken to reduce the impact of an event that occurs and accelerate the recovery period.
Recovery	A return to longer term viability.
Resilience	The ability of a system to absorb a disturbance and reorganise so as to maintain the existing functions, structure and feedbacks (Walker et al., 2004). Also see general resilience, specified resilience, economic resilience, environmental resilience, social resilience, adaptation and transformation. Resilience may also require a change in structure, function and identity to adapt to change.
Risk	The potential for adverse consequences for human or ecological systems, recognising the diversity of values and objectives associated with such systems (Reisinger et. al, 2020).

Term	Definition
Shock	Sudden, short-term events that threaten a city (or region). Examples include: major storms, floods, bush fires, heatwaves, disease outbreaks, terrorism and cyber-attacks' (City of Sydney, 2018).
Social resilience	The ability of the human society to cope with a diverse range of shocks and stressors while maintaining existing social and community functions.
Stressor	An event that occurs gradually over a timeframe that causes an adverse effect, e.g. drought.
Systems	The interaction of processes, networks and inter-dependencies across a complex 'whole'.
Theory of change	Refers to theories, causal mechanisms and assumptions that explain how and why outcomes and impacts will be achieved through use, implementation and production of proposed inputs, activities and outputs (Maru et al., 2018).
Trends	Major global or regional influences that have driven change in the past and are expected to shape change into the future.
Threshold	The point at which a change in a level or amount a controlling variable causes a system to shift to a qualitatively different regime. Also referred to as a tipping point (Folke et al., 2010).
Transformation	The process of radically changing or building a new system with different structure, functions, feedbacks and identity (Folke et al., 2010).
Trigger point	A pre-agreed situation or event, that when met, activates a management intervention. Trigger points are usually defined in the planning phase (Wise et al., 2014).

Acknowledgements and Appreciations

We recognise the central Murray area, which we now call the Southern Riverina, has supported populations for thousands of generations. This country is now being asked to support new economic systems with regulated water systems.

In compliance with the United Nations Declaration of the Rights of Indigenous Peoples (2007), we wish to ensure that, while we continue to support the towns and villages in our region, maintain our communities and build viable futures for our next generations, we also ensure the Rights of Indigenous people are respected.

Current water management systems have created risks to Aboriginal cultural values with the pressure of water flowing through the catchment. In some instances, riverbank slumping has led to the relocation of Aboriginal burials.

While political decisions are being made, we recognise some past issues remain unresolved for example, Aboriginal Water Entitlements. A successful implementation of this project would enable Aboriginal communities to be fully involved in advocating for good cultural, environmental and economic outcomes.

We also recognise the Commonwealth is investing in the Flow Mer 2 program researching the impact of the delivery of Commonwealth water on environmental values and that all measures are interconnected. We recognise other parts of the Basin are in urgent need of support with our partner community in Walgett reporting they have no fresh water for drinking, that it is not healthy for their children to swim in the River and they are forced to set up filtered water for the public.

In making decisions we ask Governments take care to manage impacts on local communities and work in partnership with them to create sustainable practices.

The Regional Drought Resilience Planning (RDRP) program is one of the four focus areas of the Commonwealth Government's Future Drought Fund (FDF). These plans focus on innovative ways to build regional drought resilience, taking steps to plan how to stem the impact of future drought on our region.

The NSW RDRP program is jointly funded through the Australian Government's FDF and the NSW Government, supporting local governments to work together regionally to plan for drought resilience proactively and pragmatically.

This Acknowledgement was provided by Yarkuwa Indigenous Knowledge Centre.

A note from the Mayors

We, as the Mayors of this region, are proud to present the Southern Riverina Drought Resilience Plan (the Plan). The Plan has been developed through the collaboration of Berrigan Shire, Edward River, Murray River and Federation Councils' communities. We have worked closely with the Department of Regional NSW and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) to deliver this Plan.

The project was jointly funded by the Australian and NSW Governments under the FDF. We thank them for the opportunity that funding has provided our communities.

We firmly believe this document highlights not only the synergies between our four communities, but the fact our Councils are often called upon to assist each other in times of crisis and as such, we have developed highly effective working relationships. This Plan is our ongoing commitment to that collaboration.

With recent droughts and floods, all Councils acknowledge the need to prepare our communities for our changing climate conditions. This Plan outlines the work we need to take as a larger community to become more resilient to that change and more adaptable to the climate conditions we face.

This Plan reflects the desires of our community for us to achieve the following, even in the face of drought:

- sustainable landscapes
- connected people, cultures and improved community wellbeing
- diverse and resilient local businesses and regional economies
- resilient built infrastructure and complementary technologies, and
- good governance models that share knowledge and promote skills development.

All Councils acknowledge we cannot deliver this Plan alone. We will need our communities and all levels of government to work together to deliver the outcomes presented in the Southern Riverina Drought Resilience Plan. It is through these strong partnerships and working together that we can deliver the results outlined in this Plan.





Quick guide

01 Drought Resilience

02 Southern Riverina Region
and Communities

03 History of Drought Impacts

04 Listening to Local Experience

05 Drought Resilience Actions

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The background of the slide features a large, abstract graphic. It consists of several overlapping, wavy, horizontal bands in shades of blue, grey, and white, creating a sense of movement and depth. Overlaid on these bands is a detailed, high-resolution image of wood grain, showing various textures and colors ranging from light tan to dark brown and reddish tones. The wood grain appears to be a close-up of a tree trunk or a piece of weathered wood.

01

Drought Resilience

Southern Riverina Regional Drought Resilience Plan

Our vision is to build the Southern Riverina community to be a vibrant, attractive place to live and work and one which is able to remain strong through adverse events.

Background

Drought is expected and will continue to impact the Southern Riverina into the future. Drought affects all aspects of the community, resulting in major social, environmental and environmental impacts. Our regional Councils recognise the importance of preparing for and developing a robust community in good times to lessen the impact of drought and accelerate the recovery period. This Plan looks at how the whole of the community can benefit from working together to strengthen resilience.

The purpose of this Southern Riverina Drought Resilience Plan (the Plan) is to help support our region to better plan for, and become more resilient to, the impacts of drought over time. Resilience is important in rural and regional communities. It reinforces the connectedness of community members and their ability to manage through seasonal conditions (that create uncertainty and present a challenge to their businesses and way of life). The Plan has been co-designed between the four Councils and our respective communities in a collaborative, partnership approach that has drawn on the experience and input of those who live and work in our region.

This Plan provides an opportunity to identify actions that will directly assist the region to strengthen social, economic and environmental resilience, supporting communities in future droughts. It builds on the wealth of effort, research and planning, that has been, and continues to be delivered in drought.

The FDF seeks to enhance the public good by building drought resilience in Australia's agricultural sector, the agricultural landscape and communities. The intent of its eight interrelated foundational programs is to have an innovative and profitable farming sector, a sustainable natural environment and adaptable rural, regional and remote communities, all with increased resilience to the impacts of drought and climate change (DAFF, 2023).

The FDF is intended to deliver against three inter-connected strategic priorities:

- economic resilience for an innovative and profitable agricultural sector
- environmental resilience for sustainable and improved functioning of farming landscapes
- social resilience for resourceful and adaptable communities.

This Plan focuses on the community as a system where economic, environmental and social capacity to endure, respond and evolve through drought are enhanced.

The 20-Year Economic Vision for Regional NSW (NSW Government, 2018) sets out the NSW Government's priorities and plans to achieve long-term social and economic success for regional communities across the state.

Implementation funding will be available across Australia under the Commonwealth Government's FDF.

Key inputs to the Plan

The following documents were considered through the development of this Plan and incorporated into the stakeholder engagement activities.

- Murray Darling Basin Authority Plan and related documents
- Other regional documents including:
 - Council strategic planning documents
 - Local economic development strategy
 - NSW Water Strategy
 - Draft Regional Water Strategies – Murray and Murrumbidgee
 - Riverina and Murray Joint Organisation (RAMJO) Water Position Paper
- Resilience Principles: Infrastructure Australia's approach to resilience
- QLD Government: Investment Logic Mapping Guide
- CSU Southern Innovation Hub Baseline Drought - Developing a baseline understanding of farmer and community perceptions of drought
- Drought Resilience, Adaptation and Management Policy (DRAMP) Framework 2018
- Economic Development Study – Murray Region (2018)
- Future Ready Regions – supporting resilient communities and economies.
- Government organisation publications including Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), Commonwealth Scientific and Industrial Research Organisation (CSIRO), Rural Industries Research and Development Corporation (RIRDC), Grains Research and Development Corporation (GRDC) and others

Additionally, contributions from a broad range of community and stakeholders, including community organisations, First Nations, businesses, service industries, producers and volunteers, were instrumental in the co-design of this plan.

It is intended for this Plan to be a living document and to be considered and factored into a range of other plans and strategies by local government, state government, non-government organisations, not-for-profits, businesses and others.

A Plan for drought resilience

Of all climate and weather-related conditions affecting Australia, drought is often the most challenging, with the Southern Riverina region being prone to periods of persistent drought with downward trends in rainfall and streamflow being well documented.

Drought is a defining feature of the climatic cycle of the Australian landscape. In a large part this owes to our geography. Our continent spans the latitudes of the subtropical high pressure belt. This is an area of sinking, dry, stable air and usually clear skies. The far north and south of the country come under the influence of reasonably regular rain-bearing systems for at least part of the year. The east coast is normally well watered by moisture from weather driven by the Tasman and Coral Seas. However, over most of the country rainfall is low and erratic. Even in the wetter areas, very dry years can disrupt normal activities and lead to water shortages (BoM, n.d.).

As such, droughts will come again, and they are anticipated to get worse in parts of the country as a result of a changing climate. Droughts are challenging times, not just for each farm, but beyond the farm gate for entire communities and regions.

The costs of drought are spread across economic, social and environmental factors. The toll taken on regions and their communities has been enormous and the impacts often linger for decades.

The most effective response to rising uncertainty is to plan for greater drought resilience. This can be achieved by building sustainable and diverse regional economies, reducing the vulnerability of communities to changing economic conditions and accelerating recovery, as well as enhancing thriving natural environments.

Drought Resilience at a glance

When it comes to drought, “our best defence against the shocks of drought is to prepare. Planning for greater drought resilience across all aspects of regional and remote communities, not just for primary producers, will have the greatest impact. Resilience can be achieved by building sustainable and diverse regional economies, reducing the vulnerability of communities to changing economic conditions, accelerating recovery, and enhancing the natural environment” (DRNSW, 2022).

The impact of multiple events such as the Black Summer bushfires, floods of 2021 and 2022, mice plagues, and COVID-19 related supply chain and labour force disruptions, are likely to compound drought recovery challenges in the short term (DRNSW, 2022).

The journey for developing this Plan for the Southern Riverina is illustrated in Figure 1. The process recognises communities in the Southern Riverina have been consulted about drought previously; this Plan builds on this work. Figure 1 provides a graphical representation that represents the insights previously gathered on the topics of drought and enhancing resilience in the Southern Riverina. It captures the voices, ideas, and aspirations expressed by the residents and stakeholders who live, work, and form these communities.

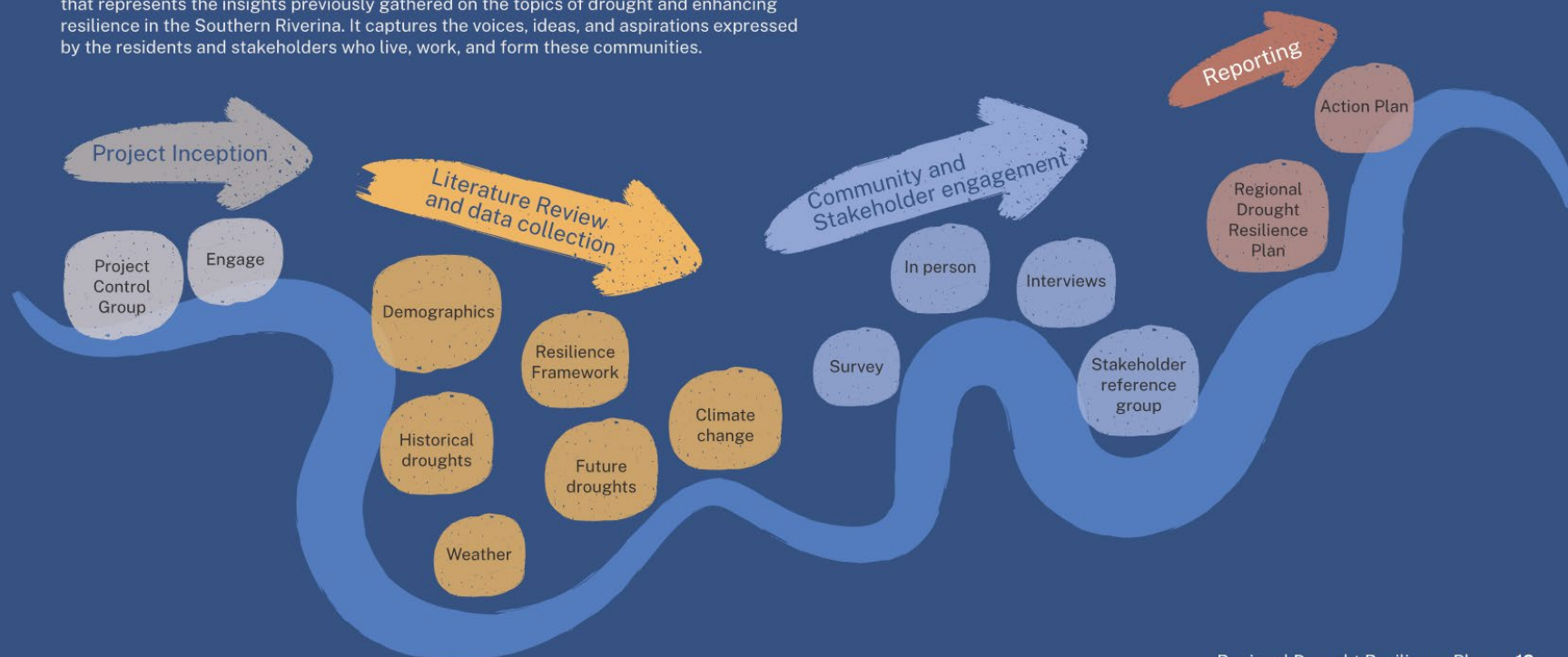


Figure 1 The Drought resilience journey



Figure 2 – What was previously heard – at a glance

Drought resilience framework

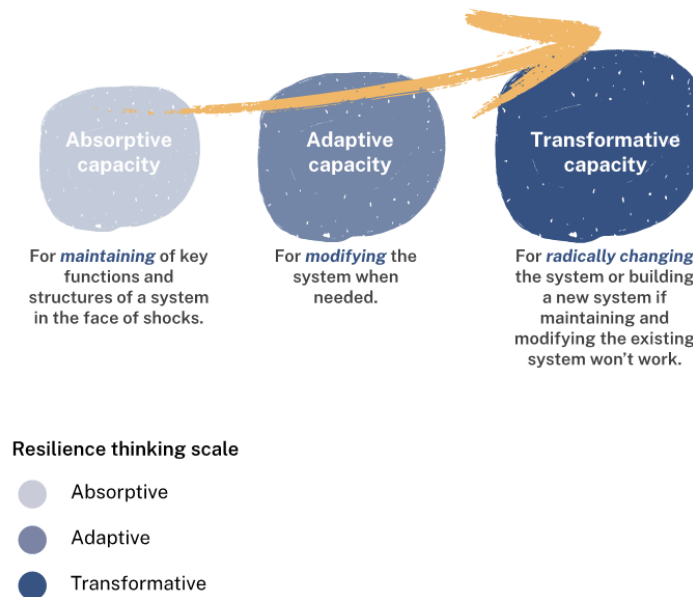
Defining resilience

The United Nations General Assembly defines resilience as: The ability of a system, community or society that is exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (DPIE, 2021). However, it is important that the system maintains options to develop and remains open to transformative and non-linear change (Nelson, 2011).

Resilience thinking

Absorptive capacity is often described in traditional resilience terms as the ability to absorb shocks or to 'bounce-back' (Haider and Cleaver, 2023). Adaptive capacity is often the next step on the resilience journey and entails having the necessary resources to learn and adapt the system (Haider and Cleaver, 2023). However, it is increasingly being recognised that adaptation is insufficient to deal with large-scale environmental issues like climate change. Transformation, which is the shift to a new system including change in priorities and leading to changes across multiple scales, is sometimes the best way to deal with large scale issues. However, transformation is not always needed or 'good' and in certain circumstances adaptation is the best course of action (Haider and Cleaver, 2023). These three concepts are used in Section 5 to indicate how the proposed resilience action may contribute to resilience building in the region.

Resilience thinking incorporates the notions of absorption, adaptation, and transformation into a unified approach. It offers a structured framework for developing strategies aimed at enhancing resilience (Folke et. al., 2010). These different capacities are vital components of building resilience, and this holistic perspective acknowledges resilience is not a one-size-fits-all concept and tailored approaches are necessary to address the diverse and dynamic challenges communities, ecosystems, and organisations / businesses face.



Types of resilience

To establish a holistic approach towards resilience, a broad range of systems must be considered, including social resilience, economic resilience and environmental resilience.



Economic

Focuses on the ability of local economies to adapt to and recover from the economic shocks caused by drought. This may include diversifying the local economy, supporting businesses that are drought-resistant, and providing financial resources to mitigate economic losses during drought events (DPIE, 2021).



Social

The ability of individuals and communities to withstand the psychological and social impacts of drought. It involves fostering strong social networks, community cohesion, and mental health support systems to help people cope with the stress and challenges associated with water scarcity.



Environment

Centres on the capacity of natural ecosystems and water resources to endure and recover from the ecological impacts of drought. This may involve protecting and restoring habitats, improving water conservation practices, and preserving biodiversity to maintain ecosystem services during and after drought.

Shocks and stresses

Episodic shocks are sudden, large-scale disasters that disrupt and threaten communities. In the context of drought, some significant shocks may include:

- Sudden water shortages
- Extreme weather events (storms, bushfires, landslides, earthquakes, heatwaves)
- Infrastructure failure.

Chronic stressors can be thought of as slow-moving disasters that affect the community. In the context of drought, stressors may include:

- Food and water shortages
- Climate change
- Drought
- Aging infrastructure.



Development of the Plan

This Plan was developed through a three phased approach, focussed on community-led development of themes, vision and actions.

Phase 1: Understanding the community profile, what is known about drought in the region, the lessons learnt and the region's greatest risks

Phase 1 involved the formation of a Project Control Group (PCG) which consisted of members of the four Councils, Department of Regional NSW, stakeholders (including from Yarkuwa Indigenous Knowledge Centre and Western Murray Land Improvement Group) and consultants. The PCG provided inputs and guided the development of the Plan. They also assisted with arrangements for community and stakeholder engagement activities. This phase of the project also included a review of literature to better understand the community profile, what we currently know about drought in the region, the lessons learnt from previous droughts and where the greatest risks lie. Some of the sources utilised are outlined in Section 1. The literature review informed future phases of the project including identification of plan themes and ensures the plan is built on past work and programs.

Phase 2: Community and stakeholder engagement to identify, test and understand the regional opportunities

Phase 2 comprised the delivery of the engagement approach. A review of documentation from the consortia of Councils resulted in the development of five common themes, these comprised:

1. Prosperous agricultural landscape and water security.
2. Connected people, cultures and improved community wellbeing.
3. Diverse and resilient local businesses and regional economies.
4. Built infrastructure and technology improvements.
5. Good governance, knowledge sharing and skills development.



Figure 3 Summary of engagement

These themes were initially tested and refined through the stakeholder reference groups to make sure they were a sound representation of the region's key areas of focus. The PCG also provided input on the themes and the plan's vision statement. These themes were then used for categorising and analysing the community feedback, providing a summary of the region's strengths and needs. The outputs from Phase 1 and the eight in-person community engagement sessions were utilised to conduct a series of resilience workshops with identified regional stakeholders to test these findings and identify strategic opportunities. These workshops were held online with a targeted group of stakeholders. Key drought related impacts (pages 30-31) were discussed and identified for each of the themes, with major impacts rated as low, medium or high. Initial ideas for actions were encouraged from the stakeholders and developed through discussion within the group.

Community engagement was designed with the communities' diverse needs and perspectives in mind. Engagement allowed people to express information in their own words so that local voices and needs were highlighted. The engagement combined the use of in-person and digital methods, ensuring inclusivity and transparency throughout the process. An overview of the engagement activities is provided in Figure 3.

The engagement activities were designed to encourage meaningful conversations and insights from the broad range of community. It is noted that the region is suffering some engagement fatigue and therefore targeted interviews and the SRG meetings were the most engaging.

Phase 3: Prioritise and develop the Plan

Phase 3 consisted of prioritising the opportunities (through the SRG and PCG) and documenting each in this Plan. The investment logic framework (Section 4) was applied to the long list of actions to better identify priority actions. These opportunities are organised using the thematic framework shown in Figure 4. The themes highlight the public sentiment that improving drought resilience in the broader community and region, along with diversifying and value-adding to the agricultural industry, will benefit the region's response to drought. The Plan identifies actions that can be progressed now that align with the consortia of Councils' ability to influence and will improve outcomes for the community.

The communities of the Southern Riverina have initiated several actions within their communities, developed through successive droughts. Those actions have been built on in this Plan in an effort to improve the region's drought resilience. These actions include innovative farming and production practices, advocating for improved water security and reliability, community health and well-being, protecting landscape health and natural resource management, investing in the region's people in various sectors, and sharing information and knowledge for the benefit of all. Building and extending this work is the foundation of this Plan. The PCG provided final review of the plan before it was sent to CSIRO for review. The PCG was also involved in the final updates before the plan was published and publicly available.



Figure 4 Five key themes



02

Southern Riverina
Region and Communities

Introduction to the region

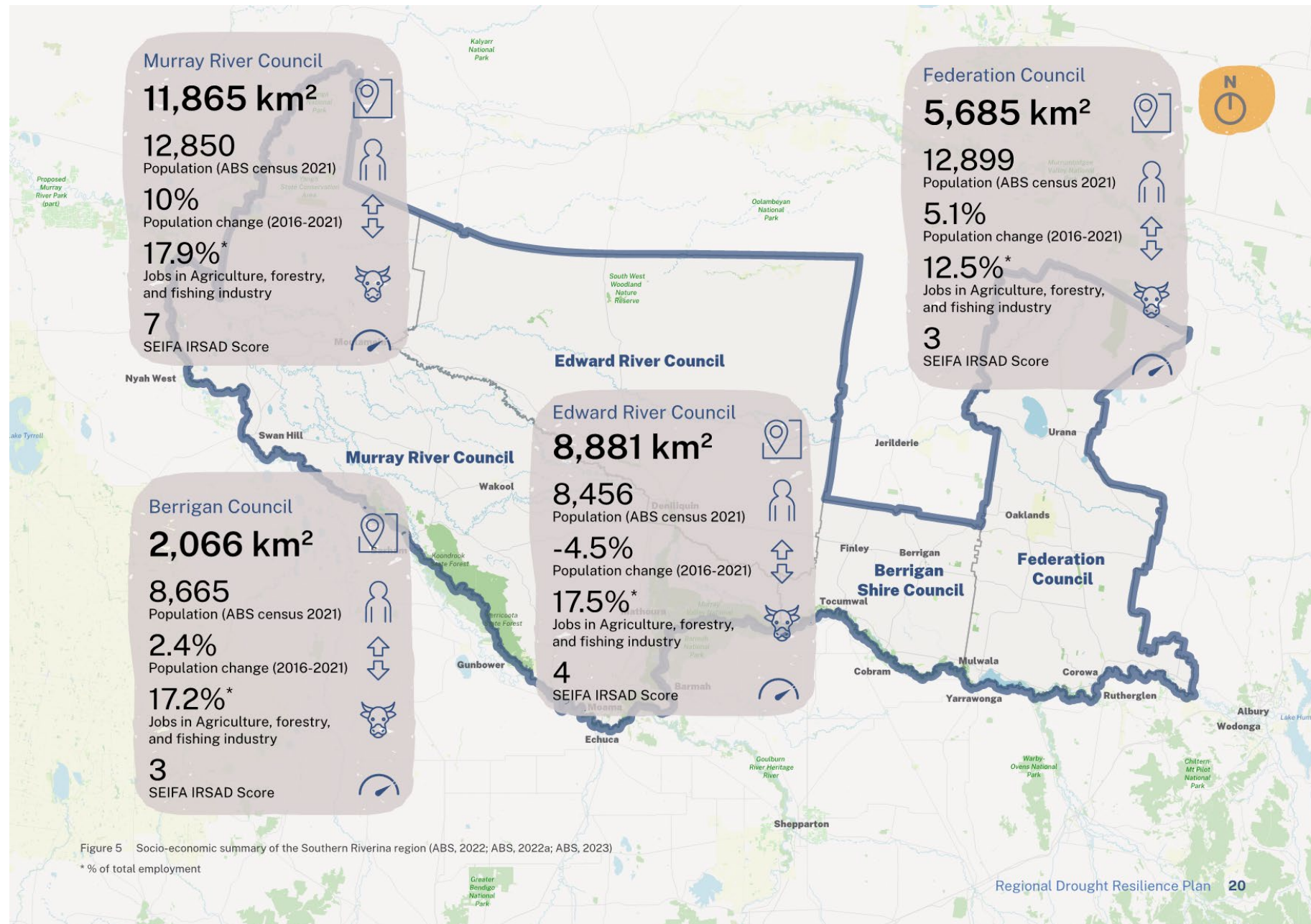
The consortia of Councils of the Southern Riverina include Berrigan Shire, Edward River, Federation and Murray River Local Government Areas (LGA). The region covers approximately 28,500 km² and is home to 42,870 people (ABS, 2022a). Moama, Deniliquin and Corowa are the largest towns in the region and the primary locations for health, cultural, education, and administrative infrastructure and services. The Index of Socio-Economic Advantage and Disadvantage (IRSAD) summarises information about the economic and social conditions of people and households. Three of the LGAs have a relatively greater level of disadvantage (lower score) as seen in Figure 5.

Prominent First Nations Peoples within the Southern Riverina are the Wiradjuri, Yorta Yorta, Bangerang, Perrepa Perrepa, Wamba Wamba/ Wemba Wemba, Wadi Wadi and Nari Nari Peoples (Yarkuwa, n.d.), with strong connections and responsibilities to Country for over 60,000 years and making up 3.4% of the region's population (ABS, 2022a).

Berrigan and Federation are bordered to the south by the Murray River which forms the NSW - Victorian border. Murray River LGA is bordered by the Murray and Murrumbidgee Rivers and is close to their junction. Edward River is positioned between the Murray and Murrumbidgee Rivers and although not bordering either the Edward River forms its southern boundary. These river systems, including wetlands and creeks throughout these LGAs, perform a multifaceted role in the well-being and prosperity of these communities. Some aspects of importance include cultural significance to the First Nations Peoples, water resource for agriculture, tourist attraction, recreational hub, ecological vitality, along with overall Murray-Darling Basin health.

The region is well known for its agricultural production and is considered a part of the 'nation's food bowl'. The fertile soils, aided by irrigation, have made this a key region for Australia's agricultural production. Agriculture also has the highest level of employment across the region. Health care and social assistance, construction and manufacturing also play important roles in the region's employment (ABS, 2022a).





Land use

The region's land use is governed by its soil quality and access to irrigation, water making it a successful area of agricultural activity. In the 2021 census, grazing was the largest land use at 1.6 million hectares, while cropping claimed a substantial 0.8 million hectares (Figure 6). Despite the larger area utilised for grazing, cropping, especially where irrigated, is of greater economic value and the region is well-known for its cropping produce (ABS, 2022b).

The towns, and other dwellings, take up a relatively small component of overall land use which is reflected in there being approximately 1.5 people per square kilometre.

The Murray River also hosts 63,000 hectares of conservation area, an important aspect of Australia's biodiversity including the Barmah-Millewa Forest established on the Murray River, which is the largest continuous stand of river red gums in Australia (VEWH, 2022). Along with various wetlands and other protected areas in the Murray-Darling Basin, these areas support significant birdlife and other wildlife. This area is not only a biodiversity asset to the region, it plays a vital role in tourist attraction for the region.

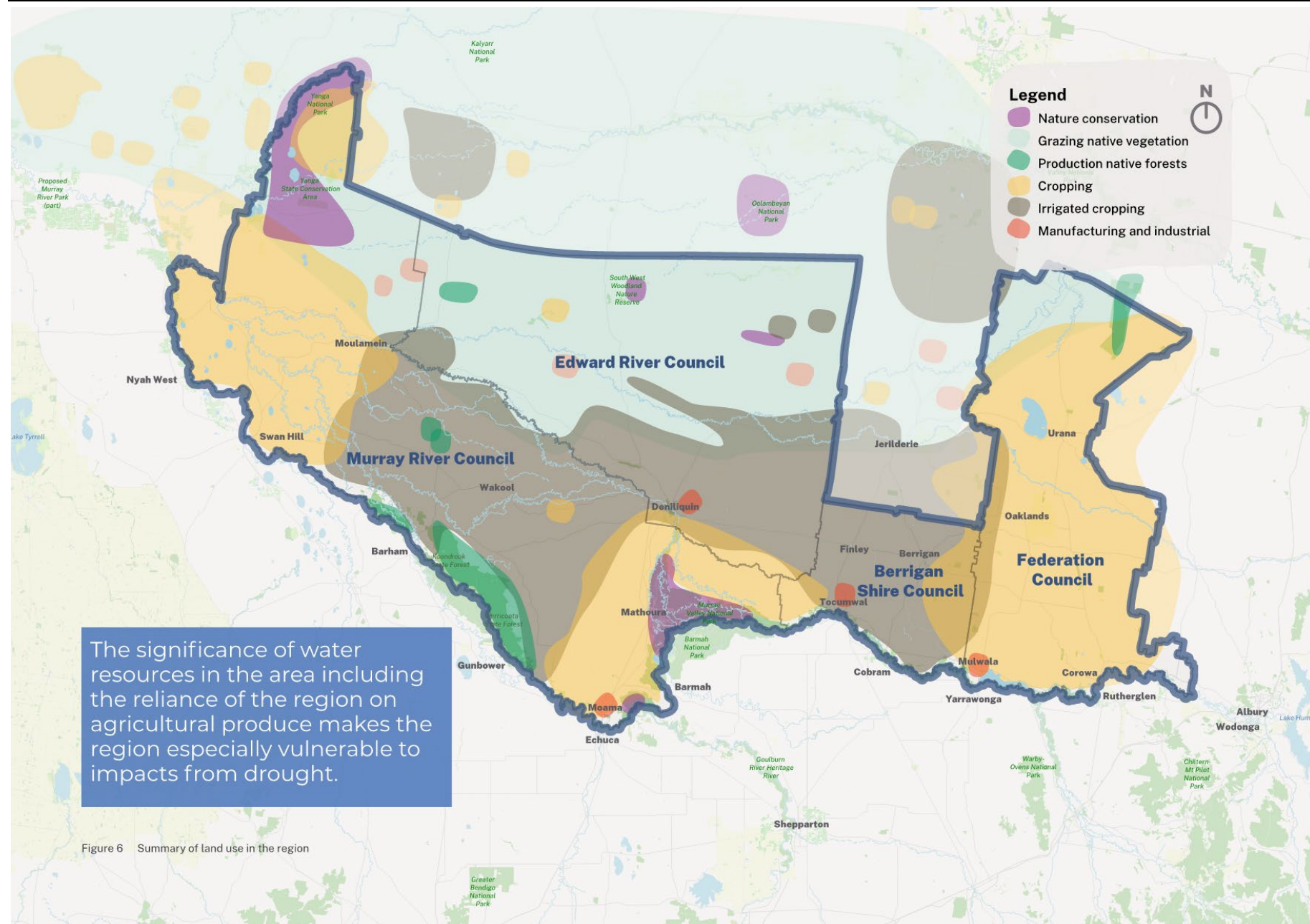
First Nations Peoples

First Nations Peoples have a long and proud history in the region and their affinity with the natural environment runs deep. Prominent First Nations Peoples with strong connections and responsibilities to Country in the area include the Wiradjuri, Yorta Yorta, Bangerang, Perrepa Perrepa/ Wamba Wamba/ Wemba Wemba, Wadi Wadi and Nari Nari Peoples (Yarkuwa, n.d.). The Yarkuwa Indigenous Knowledge Centre (based in Deniliquin) is one example of how First Nations Peoples within the region are connected to country. The group, formed in 2003, aims to ensure the preservation of Traditional Owner knowledge for future generations. The aims of the organisation are (Yarkuwa, n.d.) to:

- collate and maintain cultural, heritage and environmental information as it relates to Wamba Wamba and Perrepa Perrepa country.
- provide an educational service to the wider community including schools and community groups.
- engage in negotiations with local, state and federal and other agencies on matters relating to culture, heritage and the environment.
- provide the means for members to develop skills that will allow them to be involved in the provision of educational and research services.
- provide a centre to facilitate the transfer of knowledge from one generation to the next.
- acquire and hold title to land and water for the purposes of economic and cultural development.

Yarkuwa worked over many years to gain management and ownership of 12,000 ha of Werai Forest, under the Werai Land and Water Aboriginal Corporation. This transfer of the Werai Forest back to the Traditional Custodians shows the local Aboriginal People's strong connection to the Ramsar site (Hearn, 2021).





Agriculture and irrigation

The Southern Riverina’s rich natural resources, along with improvements in research and technology, has made the region a vital contributor to Australia’s agricultural produce. As of the 2021 ABS Census, the agricultural produce (including forestry) from the region was valued at \$1.7 billion (Figure 7) (ABS, 2022b).

The Agriculture, Forestry and Fishing sector is the highest in both value (economic output) and employment for the Southern Riverina (ABS, 2022a). However, the percentage employed in this sector has been decreasing since the last census.

The diversity of production includes wheat, canola and barley, fruit and nuts, vegetables, irrigated rice to livestock of sheep, cattle and pigs along with intensive dairy and poultry production. This showcases the region’s focus on building absorptive capacity to shifts in conditions. This resilience is supported by its natural resources including fertile soils, favourable climatic conditions and access to available water for irrigation. Along with the extensive infrastructure and applied technology, the region has created long term increased levels of production for the region. However, the reliance on drought-prone natural resources, including water from the Murray-Darling Basin, along with rainfall and coupled with agriculture forming a major contributor to the total economic output of the region, leaves the Southern Riverina in a vulnerable position to drought impacts. This reduction in production impacts consumers and is often met with increased retail prices and general inflationary pressure.

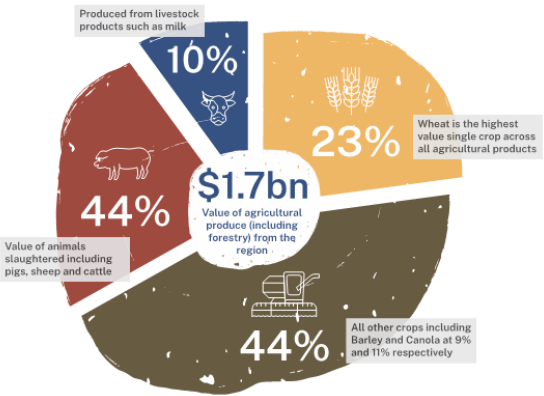


Figure 7 Value of agricultural produce from the region (ABS, 2022b)

Irrigation water is essential to sustain a strong agricultural sector. Since European settlement, there have been large infrastructure projects to link farms to irrigation schemes. The Murray River Irrigation scheme supplies water to over 740,000 hectares of farmland (Murray Irrigation, 2023), continuing to interact directly with the region’s wellbeing economically, socially and environmentally. The scheme is a reliable water source for the irrigation of a diverse range of crops which has been essential to the agricultural success of the region. Therefore, this system is vital to the local economy. The increase in production created through the use of irrigation systems has a multiplying economic impact.

Overall, the four LGAs use 477,000 ML of water annually for agricultural production. Rice production is the most significant user of water for irrigated agricultural production, at 36%. Cereals for grains or seed utilise 24% and pastures for grazing 21% (ABS, 2022d). The community has observed an increase in more intensive production industries of dairy and horticulture with a notable increase in nut production.

The Murray-Darling Basin is home to diverse ecosystems and plays a vital role in the overall wellbeing of Australia’s environment. The local irrigation schemes interact directly with this system and hence, environmental outcomes. The region is in a period of uncertainty surrounding the issue of water allocations and the best use of the water in the Murray-Darling Basin.

Irrigation infrastructure is shown to increase reliability and overall production output in both cropping and livestock industries with irrigation corporations in the region recognising the importance of maintaining and upgrading infrastructure to mitigate water losses in the system. If the Murray-Darling Basin is in drought, there is less irrigation water available for on-farm use and hence the farms are limited to non-irrigated options. Further, a decrease in local rainfall during droughts impacts rain-fed crops along with livestock operations.

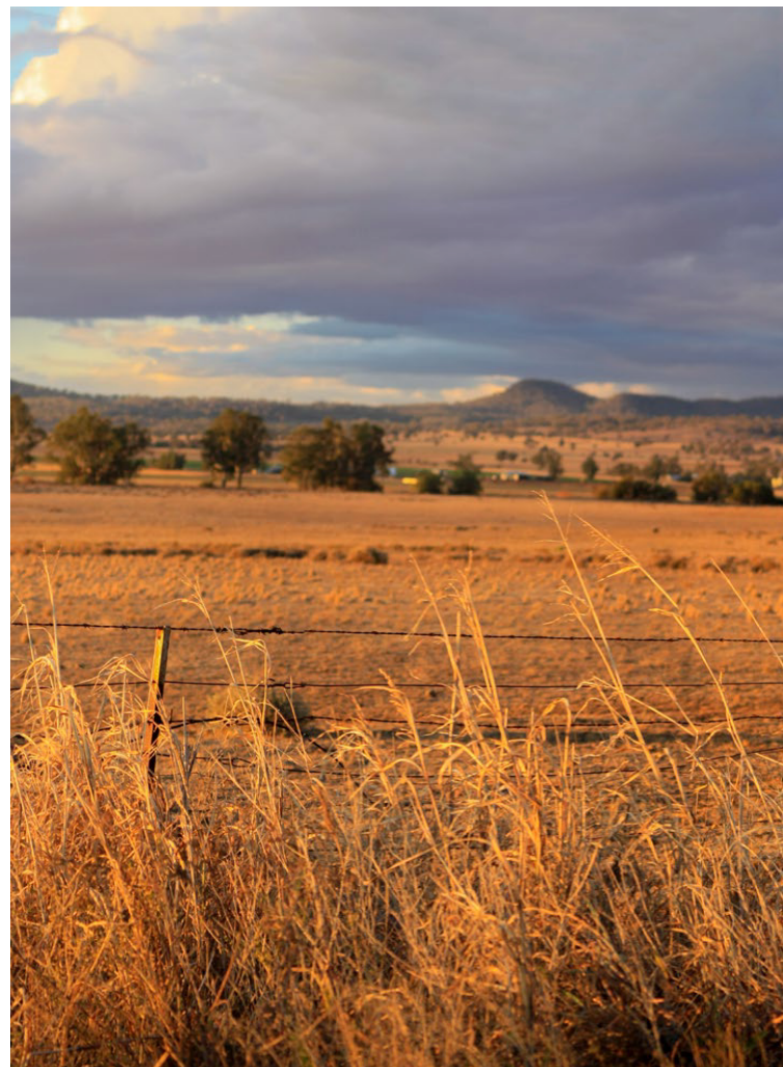
The Region's Industry

Edward River has a number of industrial areas; specifically around Deniliquin there are manufacturing and light industrial areas focused on engineering products for the rural and agricultural sector (NSW Department of Planning and Environment, 2023). They also have a growing warehousing area (NSW Department of Planning and Environment, 2023). Federation Council has a piggery feedlot and abattoir, munitions factory, Uncle Toby's and freight companies (Federation Council, 2024).

Corowa and Deniliquin have airports, with both planning for an upgrade/expansion (RAMJO, 2022; Federation Council, 2022). Tocumwal also has a popular Aerodrome following recent investment and upgrades (Berrigan Shire, 2024). There are saleyards at Corowa, Deniliquin, and Finley (Federation Council, 2020; Edward River Council, 2024a; Berrigan Shire, 2023). The Corowa Saleyard were recently upgraded and has a training facility attached (Federation Council, 2020).

There are ongoing discussions regarding the development of Tocumwal Intermodal Facility and how upgrades can support the businesses in the surrounding precinct (NSW Department of Planning and Environment, 2023). As part of Edward River Council's Advocacy Plan to promote economic growth and create competitive advantage for regional industries, the council has committed \$1.175 million towards the development of the Deniliquin Intermodal Freight Hub (Edward River Council, 2024b). The development is a partnership with Deni Industrial Park Pty Ltd and will comprise rail terminal infrastructure and loading facilities that will connect regional businesses to the Melbourne Port (Edward River Council, 2024b). It will improve regional connectivity and attract new businesses, industry, and employment opportunities (Edward River Council, 2024b).

The Councils combined own and manage numerous community facilities, including preschools, across the region and there are many parks, open spaces and recreation reserves.



The background of the slide features a close-up photograph of a tree trunk with deeply textured, peeling bark in shades of grey, brown, and red. A thick, semi-transparent, wavy line in a light grey-blue color runs horizontally across the middle of the image, separating the upper bark texture from the lower blue section.

03

History of Drought Impacts

Drought, climate and impacts

Drought as a natural hazard is pervasive, recurring, and distressing. It is difficult to determine a start and end, or identify when the landscape has recovered. As for other disasters, they are difficult to predict or compare, with differences in seasonality, extent, duration, severity, among other variables all contributing to the drought experience. Drought affects all parts of the community from agricultural producers and suppliers to industry, First Nations Peoples and the broader community. The impacts range from financial to health and wellbeing and the physical decline of the environment.

What is drought

Australia has highly variable rainfall records and in contrast also has highly variable periods of low rainfall. Both the Bureau of Meteorology and Kirono et. al. (2020) define four types of drought (Figure 8): meteorological, agricultural, hydrological and socio-economic.

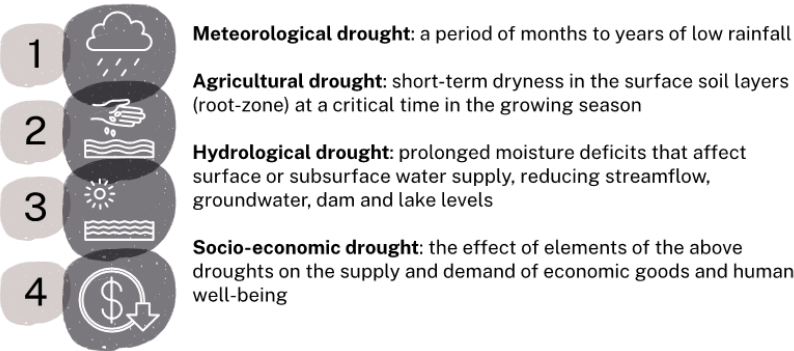


Figure 8 Types of drought (Source: BoM, 2023)

Drought monitoring in NSW

Drought monitoring over the years has become increasingly complex. The most common means of currently monitoring drought is through the Enhanced Drought Information System (EDIS) which is a publicly available drought monitoring tool that monitors seasonal conditions across NSW. EDIS was launched in March 2018 and is used across government and farming stakeholders to build drought risk awareness, emphasise drought preparedness and improve confidence in drought monitoring and early warning. A key feature of EDIS is the development of the NSW DPI Combined Drought Indicator (CDI).

The CDI combines meteorological, hydrological and agronomic definitions of drought (above) using indexes for rainfall, soil and water, and plant growth. From these, a fourth index, drought direction (DDI), is developed. EDIS is undergoing redevelopment to provide farmers with world-leading weather and climate data to enable better business decisions.

Stages of drought

Used together, the indexes of the EDIS indicate the stage of drought.

The six stages progress from a non drought category where all indicators suggest good conditions for production to recovery, through to a Drought Affected (weakening or intensifying) category, a Drought category and into Intense Drought. The six stages are shown in Figure 9.

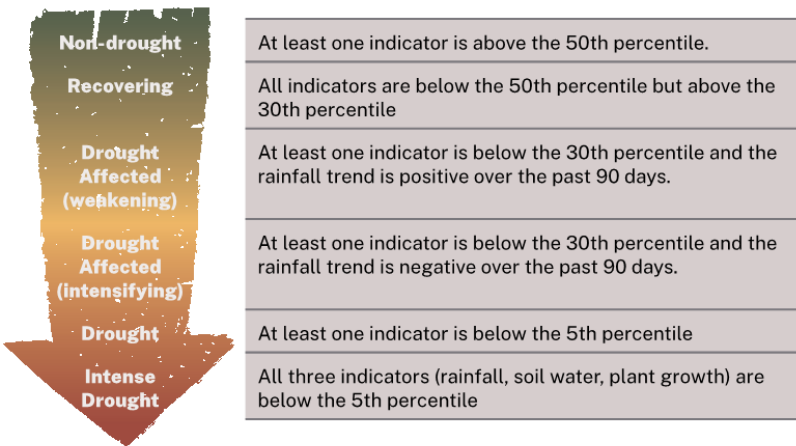


Figure 9 Stages of drought in NSW (DPI, 2023)

Complementing the stages is detailed information on:

- the technical and on-the-ground description of typical field conditions.
- a suggested on-farm response and
- a suggested advisory or policy response.

Historical droughts in the Southern Riverina

Climate anomalies, such as drought, are regularly observed occurrences in inland Australia and the Southern Riverina is no exception. Throughout the years, the area has experienced a range of droughts with differing durations and intensities, as outlined below.

Table 1 Historical droughts which effected the Southern Riverina (BoM n.d.)

Drought Period	Duration	Characteristics
The Federation Drought	1895-1902	One of Australia's worst droughts. It had far-reaching implications for agriculture, water availability, and the economy.
World War I Drought	1914-1915	Although relatively short, it had a significant impact because the severe drought conditions were occurring simultaneously in both southeastern and south western Australia.
World War II Drought	1937-1945	Occurred frequently over eastern Australia, characterised by intense dry spells and breaks, similar to the Federation drought, but with more intermittent dryness. Major driver of the Black Friday bushfires in January 1939.
1965-1968 Drought	1965-1968	Generally dry conditions for Australia, especially severe in NSW.
1982-1983 Drought	1982-1983	One of Australia's most severe droughts in the 20th century, associated with a strong El Nino event.
The Millennium Drought	1997-2009	<p>The region experienced a prolonged dry period which led to water scarcity and agricultural challenges in the Murray-Darling Basin. This drought event was particularly significant because of the contrast with a wet period in northern Australia and its absence of major wet episodes. Figure 10 displays this contrast.</p> <p>This may have been the first major Australian drought that was impacted by the changing climate, with temperatures higher than ever seen before. The Millennium Drought ended with two of the wettest years</p>
The 2017-2020 Drought	2017-2020	Following a wet period in 2016, this drought impacted the Murray-Darling Basin, with substantially below-average rainfall in 2017, 2018, and 2019. Soil moisture levels in different regions hit unprecedented lows during this time.

The last two droughts have had a significant impact to the Southern Riverina due to both the duration of the Millennium Drought shown in Figure 10 and the significant period of below average rainfall to the area in the 2017-2020 drought shown in Figure 11 which place the region in the very much below average and lowest on record rainfall ranges. Some of the initiatives and tools the region has been able to build and utilise in response to these past drought events and to help adapt and build resilience to future drought events are outlined in the case studies in Section 4.

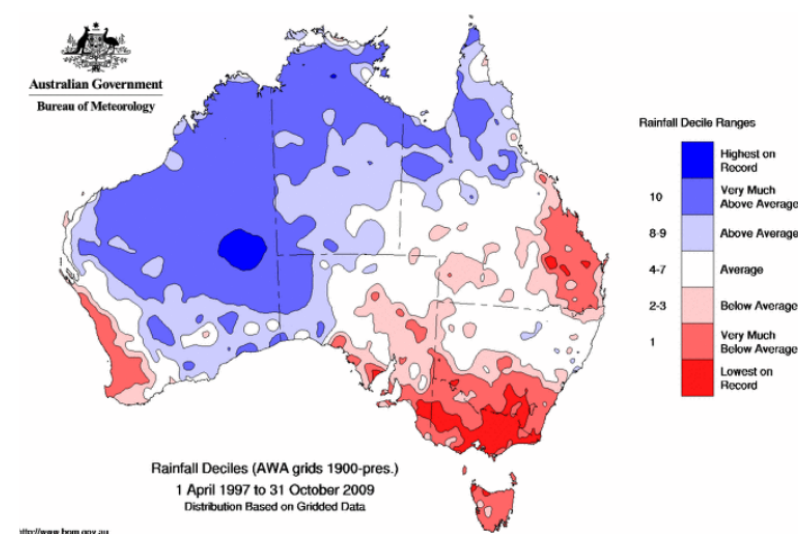


Figure 10 Rainfall deciles in Australia during the Millennium Drought (1997–2009) (BoM, 2022)

Regional weather and climate

The Southern Riverina, along the border of NSW, is characterised by a dynamic and influential climate that significantly shapes its landscape, agriculture, and water management practices.

The Southern Riverina is characterised by the Köppen climate classification as a region of "grassland warm" climate. This classification speaks to the prevailing conditions of consistent warmth and aridity. The distribution of rainfall throughout the year is skewed towards the winter months, signifying a winter-dominant precipitation regime. In the last 30 years, annual rainfall has been relatively stable, while spring frosts have been more common and have been occurring later (BoM, 2023).

Temperatures have increased, along with more consecutive days above 38°C. The highest temperatures are experienced in January with an average maximum temperature of 32°C, while the lowest temperatures are experienced in July with an average minimum temperature of 3°C. Figure 12 shows historical seasonal rainfall and temperature data at the Tocumwal Airport Weather Station between 1970 and 2022 (BoM, 2022).

These climatic conditions contribute to the occurrence of droughts, which have become an integral part of the region's identity. Droughts in Southern Riverina are not isolated incidents, being a significant part of the region's history.

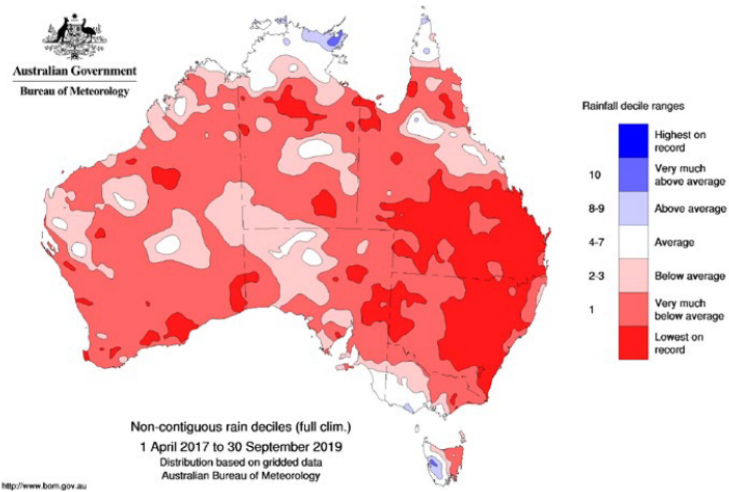


Figure 11 Rainfall deciles in Australia during the Drought (2017 – 2019) (BoM, 2022)

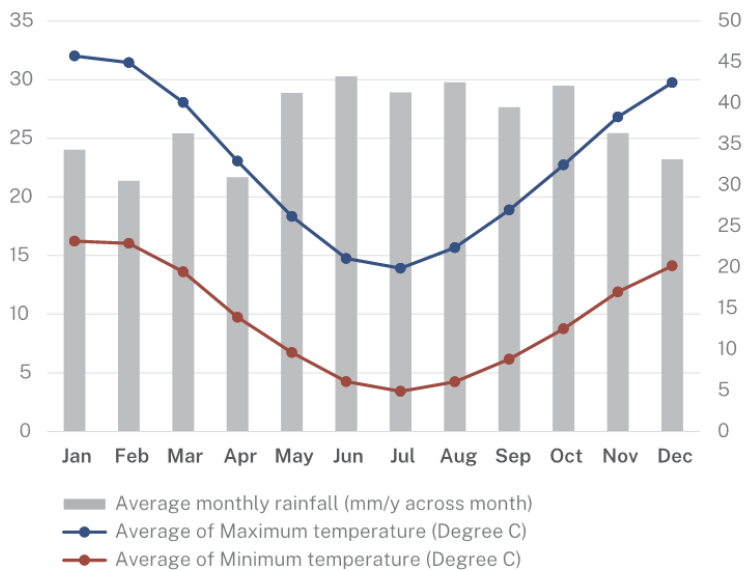


Figure 12 Seasonal rainfall and temperature variations (averaged baseline from 1970 - 2022) at Tocumwal Airport Weather Station (BoM, 2022)

Climate change impacts

Climate change refers to global, long-term shifts in average weather conditions, such as becoming warmer, wetter, or drier over several decades or longer. There is a growing body of evidence that shows Australia's climate has changed and continues to change significantly, particularly driven by the work of the Commonwealth Scientific and Industrial Research Organisation (CSIRO), Bureau of Meteorology (BoM), and Department of Climate Change, the Environment, Energy & Water NSW (DCCEEW); formerly Department of Planning and Environment (DPE). Temperatures in Australia have risen by about 0.9 °C since 1910 and there is a high level of scientific confidence that anthropogenic greenhouse gas emissions are a major driver of this increase in temperature (State of the Climate, 2018).

Drought projections in Australia are developed using climate simulations which are used to estimate the response of regional climates to anthropogenic change. The latest national drought projections (CSIRO and BoM, 2023) are based on the Standardised Precipitation Index (SPI) with input of monthly rainfall simulated by 21 CMIP5 GCMs and Standardised Soil Moisture Index (SSM), a key indicator of agricultural drought.

Future median projections suggest that the region will experience more time in drought, longer duration of drought and more intense drought (Kirono et. al., 2020). An increase in the number of days over 35°C and 40°C is predicted (see Figure 13). There is high confidence in decreasing soil moisture in the southern regions (particularly in winter and spring) driven by the projected decrease in rainfall (see Figure 14 for further breakdown) and higher evaporative demand (CSIRO and BoM, 2015). Additionally, the projected increase in drought metrics is consistent with projected decreases in seasonal mean of soil moisture, across the region.

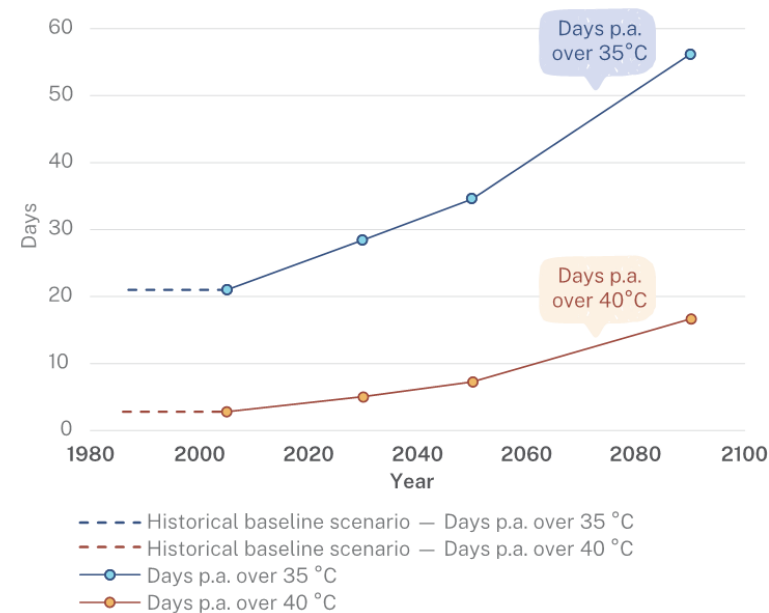


Figure 13 Baseline and projection data for days over 35°C and days over 40°C at Tocumwal Airport (074106) (BoM, 2022)

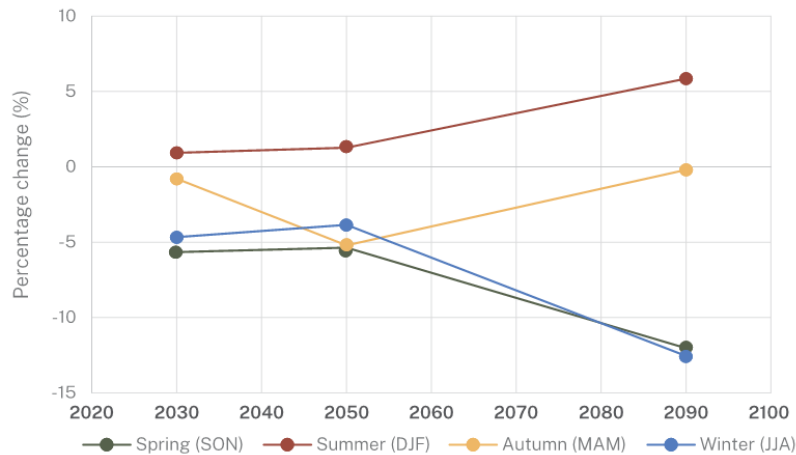


Figure 14 Seasonal changes (%) for rainfall under RCP 8.5 (using AR5 data)

The changes in key climate variables outlined above were considered in the context of impacts on cropping by GRDC to develop understanding of the vulnerabilities of the industry (Hayman, 2020). Table 2 outlines the impacts climate change may have on crops in the grain belt, so is a general reference and not specific to Southern Riverina. Key findings for the residual vulnerability after feasible management changes are considered in Table 2.

There are some changes such as increase in mean temperature where the confidence from both climate science on projections and agricultural science on impacts are high (Hayman, 2020). This contrasts with changes to rainfall where the confidence in the projections is lower, but the impacts on cropping of changes to rainfall are very well understood (Hayman, 2020). The interaction between these six aspects of climate change is important but uncertain. For example, elevated carbon dioxide is likely to partially offset some of the impacts of a decline in rainfall, but it is less clear how a drier, but carbon dioxide enriched future will respond to a heat wave (Hayman, 2020).

Table 2 Components of climate change and commentary regarding increased mean temperature, exposure and changes to heatwaves, frost, rainfall, and carbon dioxide in the Australian grain belt (Hayman, 2020).

Change	Vulnerability
Increased mean temperature	Low vulnerability to warming over coming decades provided that grain growers have access to crops with appropriate development. Vulnerability to warmer seasons will be greatly increased if growing season rainfall was to decline, and warming is associated with heat waves.
Changes to heatwave frequency and intensity	High vulnerability to an increase in spring heat events for all dryland winter crops but especially pulse crops. Spring heat events are more damaging when combined with low soil moisture. In cooler than normal Springs, water use efficiency (WUE) tends to be higher than expected. This suggests moderate heat events might be imposing a cost in most years.
Changes to frost frequency and intensity	Although there is less confidence on the likelihood, there is high vulnerability to any increase in frost severity and frequency for many parts of the grains belt. Agronomists working with frost affected farmers refer to both a direct cost of frost damage and an indirect psychological impact on decision making.
Changes to seasonal rainfall	Very high vulnerability. Although grain growers are highly skilled at managing low rainfall environments, the ongoing profitability of enterprises relies on capturing good seasons and are strongly affected by drier seasons. In medium to higher rainfall parts of the southern grains belt, a substantial increase in drier than average growing seasons would greatly reduce confidence in management of input levels. Drier conditions would also reduce the amount of higher return and higher risk broadleaf crops.
Changes in the intensity of rainfall	Low vulnerability. A modest increase in the intensity of rainfall will be beneficial. There are risks of water erosion but these can be managed with stubble retention which has high levels of adoption and co-benefits of reducing wind and water erosion risk and increasing productivity.
Elevated levels of carbon dioxide	Changes in CO ² cannot be considered separately from temperature and water supply, and plant breeding advances cultivars suitable to present day conditions by default. In the future there is likely to be deliberate selection of varieties that respond more positively to elevated CO ² . Monitoring of changes to pests and disease and revising nutrition will be essential.

Drought related impacts

Drought impacts were identified through the drought literature reviewed as a part of the plan development. This long list of drought impacts was then tested with members of the stakeholder reference group who were asked to rate each of the impacts in relation to the effect on their community which produced a priority ranking for each. This provided a customised view of the impacts that most greatly affect the communities within which the plan operates. These impacts were then categorised into three components of social, economic and environmental. When considered together, these components form the foundations of drought resilience. It is important when considering impacts to note that droughts are difficult to predict in their duration and severity and due to these differences, impacts differ between drought events.

Social



- Increased burden on mental health services.
- Increased isolation within communities.
- Impacts on children having lived through drought and being involved with agricultural activities including death of livestock.
- Reduced access to recreational space for exercise and activities, especially associated with water e.g. water skiing.
- Negative impact on local sporting clubs.
- Some towns with reduced access to drinking water, leading to increased anxiety and mental health impacts.
- Emotional repercussions due to loss of stock and crops.
- Changing demographics due to out-migration for work, less work available.
- Increased wear on roads and other assets.
- Seeing countryside in poor health is a source of distress for First Nations Peoples.
- On-going decision-making fatigue and paralysis.
- Mental stress on the farming community from rising financial pressure and increasing debt levels.

Economic



- Reduced numbers of tourists visiting the region.
- Greater strain on the local economy due to lower levels of spending.
- Reduced demand for some services and lack of business confidence.
- Increasing fodder prices.
- Increased need for loans, increased farm and small business debt.
- High water prices (>\$1,000/LM) and cost of water carting.
- Reduced access to water for agricultural production and industry.
- Reductions in skilled labour in the region.
- Loss of skills, knowledge and business from the region.
- Reduced on-farm income and increased costs.

Environment



- Rainfall deficit leading to loss of crops, fodder supplies, shelter belts and native vegetation (resulting in loss of biodiversity).
- Reduced groundcover leading to increased erosion and loss of soil carbon.
- Increased runoff into rivers caused issues with river health e.g. decrease in dissolved oxygen.
- Drying of the regional landscape.
- Increased presence of local wildlife and invasive species in regional communities, aggravating the impact of drought.
- Additional pressure on water resources including increased pressure on wetlands and stream beds leading to riparian damage.
- Reduced maintenance on Council assets such as parks and gardens (due to water constraints).
- Decline in locations of cultural importance.
- Decreased river health.
- Increased frequency of fires and associated negative impacts on ecosystems, community health and wellbeing and water quality.
- Increased animal welfare concerns.
- Migration of species to and from the region which create challenges to the management of the ecosystem.

Figure 15 Key impacts of drought on the region



04

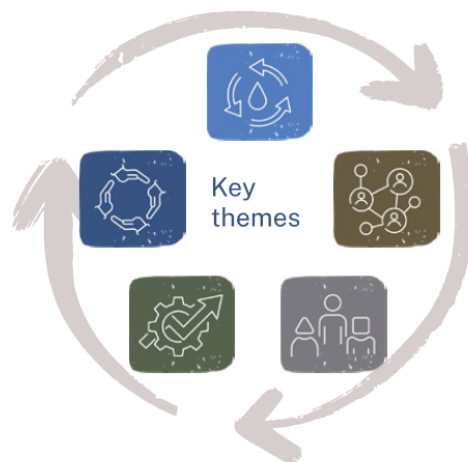
Listening to
Local Experience

Building from local experience

The outcomes of this Plan are born from community voice, which will support locals in their journey towards drought resilience. As drought impacts every facet of regional communities, extending far beyond the farm gate.

What we heard

It is clear the community of the Southern Riverina wish for a resilient and prosperous future. The voices of the community echo their commitment to maintaining a thriving agricultural landscape, fostering interconnected communities, supporting diverse local businesses, and advancing critical infrastructure and governance. A concise explanation of the feedback received during consultation for each theme is provided.



Prosperous Agricultural Landscape and water security

- **Diversification for Resilience:** Recognition of the importance of mixed farming (both crops and livestock) and alternative drought tolerant production options were emphasised as essential tools for economic resilience during drought and to weather market volatility.
- **Balancing Environmental and Agricultural Water:** The balance between environmental flows and agricultural water is critical concern for many of these communities. Access to water and maintaining water security is essential for continued agricultural success. There are significant concerns centred around transmission losses of water and the potential degradation of the river, emphasising the importance of responsible water usage and management throughout the river system.
- **Streamlined Funding and Forward Planning:** Clear funding processes and long-term planning are seen as critical for maintaining agricultural prosperity. There was continued backing for support mechanisms during drought periods, including tax relief, low-interest loans for infrastructure, and containment areas, reflecting a determination to bolster the local agricultural sector.



Connected People, Cultures, and Improved Community Wellbeing

- **Role of Community Clubs and Social Projects:** Local clubs and social initiatives play a pivotal role in fostering community wellbeing and cultural cohesion.
- **Bridging Generational Gaps:** Initiatives focusing on mutual respect and learning between different age groups are considered important. Addressing the challenges posed by an aging population and the importance of healthcare services were also emphasised, revealing communities keen on improving the quality of life for its members.
- **Mental Health Services:** Accessible mental health services are vital for community wellbeing.



Diverse and Resilient Local Businesses and Regional Economies

- **Economic Diversification:** Investment in industries beyond agriculture and support for local markets is a priority for growing the local economy and building resilience into the system. Economic initiatives aimed at countering the slow decline of smaller townships and villages by investing in smaller communities appropriately are valued by community.
- **Holistic Approach to Regional Development:** Infrastructure, healthcare, educational facilities, and tourism development are important components of a resilient regional economy.
- **Collaborative Efforts:** Partnerships with educational institutions and businesses are deemed essential for building diverse and resilient local businesses and regional economies. The potential for renewable energy was also discussed as a means to generate employment opportunities and bolster the local economy.



Built Infrastructure and Technology Improvements

- **Sustainable Housing:** There is a desire for sustainable housing and long-term quality in infrastructure. There is a call for more than traditional housing development, with a focus on creating a range of housing options to suit different needs which are environmentally friendly, water-efficient, and technologically advanced living spaces.
- **Industrial Estates:** Development of industrial estates with modernised technology is seen as crucial for creating employment opportunities that are not tied to farming or agriculture to attract young adults and families to live and work in the region.
- **Water Resource Management:** Water reservoirs, recycled water, and efficient infrastructure are key considerations for both water security and sustainability. Enhancements to water capture and storage were advocated for.



Considering these insights, the Southern Riverina community's vision for the future revolves around enhancing water management, fostering a diversified, resilient economy, and building stronger community bonds. Simplifying funding application processes, boosting educational initiatives, and strengthening cross-border collaboration are crucial steps towards achieving these goals. By addressing these key areas, the region can work toward securing its agricultural prosperity, nurturing community wellbeing, and fostering economic resilience, ultimately creating a more sustainable and vibrant future for all residents.

Good Governance, Knowledge Sharing, and Skills Development

- **Streamlined Support Processes:** Simplifying funding applications and enhancing community engagement are seen as ways to make support more accessible during droughts.
- **Improved Governance:** Active involvement from the local Council and clearer communication processes are essential during drought and is viewed as an essential step to building better trust between local government and the community.
- **Collaboration for Transformation:** The community recognises the importance of working together, both among themselves and with local government and external organisations and businesses. This collaboration can lead to transformative changes and improved access to resources, which is crucial to build resilience.

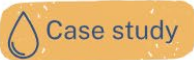


This feedback collectively conveys a community working to secure its agricultural prosperity, deepen social bonds, and broaden economic horizons to ensure its long-term resilience in the face of drought and other challenges.

The feedback also highlights a forward-looking community that desires improvements in built infrastructure and technology. The shift towards online engagement following COVID-19 was acknowledged, suggesting an openness to technological advancements.



Volunteer program



The Corowa Business Chamber has invested in a Volunteer Certified Course for the Corowa, Wahgunyah and Rutherglen regions to assist community members in becoming well skilled and capable volunteers, which in turn fosters a sense of community.

The program is focused on skills enhancement and will empower volunteers within the region develop essential skills, certifications, and benefits, cultivating a strong and inclusive volunteer community. The program is jointly funded through the business chamber and local businesses who collaborate with TAFE on program content.

The program is targeted at participants aged 18 to 80+ and provides opportunities to learn from and gain mutual respect for each generation. Keeping older volunteers actively learning and engaged in community life, while also helping younger community members to enhance their skills and establish links to Corowa. The program aims to either keep volunteers in town or have them return in the future is a major driver of the program.



Food desert in a food bowl



The local IGA in Urana burnt down at Easter in 2022. Since then, the community of 330 has not had a supermarket open in town, and locals must either make a one-hour round trip to Lockhart or choose home delivery on only one of two days available each week.

The consequence of this is not just inconvenience for the local community, it directly impacts on the town's 'other' biggest industry, tourism. The local caravan park is located on the banks of the Urana Aquatic Centre and attracts visitors all year round.

However, locals have identified that the constraint of no local supermarket has been detrimental, as the appeal of a local weekend away is interrupted with the limitation and inconvenience of not having any local groceries available close by.

This loss of an essential service has severely impacted the community of Urana and its ability to remain resilient in the face of future droughts.



Agriculture and Wellness Group



The Agriculture and Wellness Group is a voluntary group who originally formed in 2019 from the Deniliquin Drought Support Officer and the District Community Mental Health Drug and Alcohol Manager who identified an opportunity for government agencies, agriculture and community groups to come together in a collaborative and wholistic setting.

This group is open to anyone who wants to join and assembles those working across the community towards similar and/or related outcomes to assist with better co-ordination of projects and initiatives in the future. The group has evolved to have an ongoing focus on business support-viability and general mental health and wellbeing of agricultural community.

Participants within the group include: Rice Growers Association, Murray Irrigation, Murray Local Land Services, Rural Financial Counselling Service, Centrelink, Red Cross, Resilience NSW, National Emergency Management Agency, Murrumbidgee Health network, Regional Development Australia, Salvation Army, Deniliquin mental health alliance, Murray Land Care Collective, as well as individuals who wanted to join.

This initiative was successful throughout the last drought. The group led by The Rice Growers Association and the Yarkuwa Indigenous Knowledge Centre have obtained funding through the Foundation for Rural Regional Renewal to expand their work via a Community Impact Project.

The grant will be used bring together all groups including landholders, cultural knowledge holders, youth and seniors, to work with community connectors to ensure that all sectors of the community are supported during periods of drought, adapting to the economic challenges of the Murray-Darling Basin Plan implementation and other periods of crisis.



Anemeka



Anemeka or Oldman Saltbush is a drought and salt tolerant shrub that is native to arid areas of Australia. Anemeka is successfully providing supplementary forage to fill annual feed gaps for livestock, which in turn, supports rural communities through periods of drought.

Typically, a shrub's ability to grow in dry, saline and nutrient deficient conditions leaves the plant less palatable and appealing, as well as decreasing its nutritional value for livestock.

Researchers at the CSIRO identified the need for a plant that was both resilient to challenging growing conditions, and capable of improving livestock productivity and health (CSIRO, 2021). Anemeka was recognised for its higher nutritional value and improved palatability for livestock as well as its potential to regenerate the topsoil of land that is too saline or infertile.

Anemeka is a summer active plant, meaning it can be used as a tool to fill the late summer to early winter feed gap period, which can reduce supplementary feed costs. Once established, this shrub has been described as a "living haystack" for stock, and if managed correctly, can continue to survive for 20+ years (CSIRO, 2021).

As well as reducing supplementary feed costs, Anemeka has also shown to increase wool production in sheep and meat production in cattle.

The addition of Anemeka on farms throughout rural Australia is proving to have significant positive environmental and social impacts on communities through improved landscape function, and biodiversity, improved visual amenity of saline lands, as well as improved drought resilience in rural communities.

Currently, there is only one nursery on the eastern side of Australia that can grow and supply this variety of Anemeka.



Photo: Anemeka™ — Tulla Natives

Initiatives refinement

Following community consultation, the ideas and initiatives from both the literature and consultation were collated into a long list.

The investment logic used included a:

1. problem statement
2. key questions
3. assessment
4. validation

Problem Statement

Regional economies will continue to be impacted by droughts, which are predicted to become more frequent and severe into the future. Drought Resilience Plans are required to identify the steps which communities should take to mitigate these impacts.

Drought Resilience Plans should be developed by small consortia of local governments working together so they are actionable and relevant to individual communities.

Key Questions

Impact

How is Southern Riverina impacted by Drought? Which impacts are most acute?

Actions

What actions or initiatives can provide support to build the region's drought resilience? Which of the actions deliver the greatest benefit to the region?

Concept

What is the anticipated scope of the identified action?

Benefit

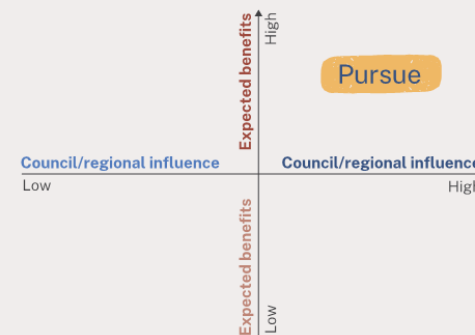
How will the region benefit?

Prioritise

How well do the actions address the three pillars of resilience? How feasible is the action and is there a level of shovel-readiness? Do Councils' have the capacity / influence to undertake the action?

Assessment

Through the SRG, the most severe drought impacts under each theme were confirmed and rated as low, medium or high impact to their respective LGAs. Each idea and initiative (potential actions) were coded with this information. A score relating to the relative level of Council influence, benefit to the community and the feasibility of implementation (how shovel-ready the idea was) was given. In this way, each initiative had a score which enabled the prioritisation of ideas.



Initiatives were considered where the benefit of the action was high and Councils have the greatest level of influence.

Validation

Following initial assessment, a number of questions were considered to further refine the initiatives and prioritise them.

Alignment

Does the identified action/initiative align with Councils' general strategic direction?

Beneficiaries

What are and who receives the expected benefits of the action?

Ease of implementation

Is there a need for significant regulatory, political or legal changes?

Timeliness

How long will the action take to complete?

Financial

Is there funding available and what is the cost, including transactional costs? What is the source of funding and who will pay?

The SRG was involved in validating the assessment and prioritised actions.

Climate Resilience



The Murray River agricultural community is greatly dependent upon water from the Murray-Darling Basin. Water insecurity from years of drought, followed by the pandemic, saw the population in the Murray River Council area decline. This population decline spurred the Council to launch their Adverse Event Plan to build the resilience of the community and grow the regions social capital.

With the help of funding from Increasing Resilience to Climate Change Program, via Murray River Council and Local Government NSW. Western Murray Land Improvement Group (WMLIG) developed a plan in collaboration with farmers, local businesses, Landcare groups, and health and crisis support specialists to “plan in the good times to be prepared for the bad times”.

The Building Our Community in Advance banner was created for a series of ground trials, pilots and workshops to find opportunities in climate adaptation with projects that grow jobs, enhance agricultural productivity, protect biodiversity, and build social capital. Some of the scoping studies and workshops explored included: soil aerator trial and environmental assessments, water market and water trading information sessions, farm questionnaires, organic waste circular economy pilot, and community energy. These pilots and workshops helped identify priority areas for adaptation.

The program builds on Murray River Council's resilience principles of encouraging community-led recovery, building resilience with adaptive methods, and diversifying the economy and capturing value at home. This program takes a community-led, bottom up approach helping the Murray River community survive, adapt and grow, regardless of chronic stresses and acute shocks.



Industrial Hemp Project



The Western Murray Land Improvement Group (WMLIG) established in 2003 is focused on enriching community through the power of innovative thinking and knowledge sharing.

The WMLIG engage in projects that build on the community's resilience, and their capacity to harness and utilise their skills and knowledge encouraging industry diversification in the local agricultural sector, to prepare the industry and community for the changing climate. One such industry diversification initiative is the Industrial Hemp Project.

Beginning in 2021, WMLIG began a feasibility trial, engaging a number of partners and consultants to determine if industrial hemp could be a viable summer crop inclusion in the Western Murray region. Hemp crops sequester more carbon than other crops, Biomass crops can grow 5m in 5 months, and the grain is processed into high value products (WMLIG, n.d.).

First crops were sewn in late 2021 to mark the beginning of a two-year trial. Crops are sampled at the onset of male flowering to catch the crop with optimal fibre levels prior to the crop producing seeds. Hemp does require a significant irrigation and fertiliser investment compared to conventional cereal crops.

A pre-feasibility study is currently being developed by The Wedge Group to consider aspects of production and processing, including: a market demand assessment, hemp preprocessing, governance, sales and marketing, financial considerations, and project SWOT analysis (WMLIG, n.d.).

Farming communities have a long history producing and utilising Hemp crops, and the Murray River community could soon be added to the long list of farmers rotating these crops through summer.



Deniliquin Ute Muster



The iconic Deniliquin Ute Muster was a concept derived in 1999 when the region was in the depths of drought and a group of community minded people came together to put on a festival to bring visitors to the region to bolster the economy which is largely dependent on agriculture.

The festival is still going strong some 24 years later and has resulted in Deniliquin being known as the Ute Capital of the World. The festival now attracts upwards of 20,000 people to the region each year, with a team of 1,000 volunteers mobilised to support the event and \$100,000 being donated back into community groups (DUM, n.d.).

The event has evolved to include two night time concerts featuring Australian country and rock musicians, as well as offering free camping as a part of entry to the event. In addition to this approximately \$1 million is spent in businesses to put on the event each year and \$6 million is spent within the region by patrons of the event (DUM, n.d.).



Southern Riverina Wellbeing Collaborative

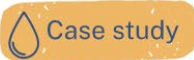


The Southern Riverina Wellbeing Collaborative was formed in early 2022 from members of the communities within their communities. The Collaborative recognised the challenges with access to services due to both geographical factors and recent child safety concerns that were exacerbated by the pandemic and were found to be impacting the mental health and community connection within the Southern Riverina. Some of their successful initiatives to date include:

1. The delivery of mental health first aid course that focus on providing skills to support adults and young people to seek appropriate professional help and to support them if they are in a crisis.
2. Burn Bright program has been delivered to 260 students in the region. The program is focused on supporting wellbeing and building positive relationships in help in creating a positive impact on the world.
3. Live4Life is a mental health education and youth suicide prevention program designed for rural and regional communities.



Strawberry Fields



Founded in 2009 by a desire to acknowledge the traditional owners of the land and to facilitate opportunities for First Nations artists. The annual festival has grown to attract more than 10,000 visitors to the region for displays of art, music and camping. The festival seeks to provide a unique experience and has established a permanent site about 15 minutes from the town of Tocumwal. The Wildlands property that hosts the event has been customised with sustainable infrastructure and a focus on minimising the impact of the festival on the environment. The Strawberry Fields Festival has become a celebration of the Australian bush, and it provides a platform for young, local and upcoming talent to showcase their work. The festival invests into the local community through a Community Grants fund that is directed to those organisations that would otherwise struggle to obtain funds.



Photo: ©Flickr, ACAB Collective





05

Drought Resilience Actions

What has already been done to build drought resilience

The communities of the Southern Riverina know what they require to be more drought resilient over successive droughts. They have sought to solve their own problems and find solutions. This has resulted in numerous programs and initiatives orchestrated by a number of organisations which support the pillars of social, economic and environmental resilience to drought. Much of the effort has come from individuals who are community minded and have sought to implement action to help themselves and their communities during these challenging times.

One of the identified resilience actions includes the iconic Deniliquin Ute Muster born out of a united community looking for ways to improve their economic resilience in the face of the 1999 drought (see case study). Additionally, the Agricultural and Wellness Group is a like-minded collective of individuals working across the community towards similar and/or related outcomes to assist with better coordination of projects and initiatives in the future. The group has evolved to have an ongoing focus on business support-viability and general mental health and wellbeing of agricultural community. These are both examples of building absorptive capacity.

Recent funding through the Foundation for Rural & Regional Renewal is also set to deliver resilience improvements to the region. Some examples include: the Holbrook Landcare Group who have received funding to strengthen drought preparedness and drive local action in the Murray region. This is through the co-ordination of Community Impact Program activities and evaluation administration or the Cultural Awareness Training and Cultural Tour. The Corowa District Landcare Group are implementing country culture walks, cultural awareness workshops and information sharing drought preparedness events. These activities are designed to deepen social connection, provide a shared sense of purpose and longer-term community belonging.

There are numerous strategies that have been developed for the region including Riverina and Murray Joint Organisation (RAMJO) Water Position Paper (2020), Murray Regional Water Strategy, Riverina Murray Regional Plan 2041 (2022) and Western Enabling Regional Adaption Report (OEHL, 2017). These are in addition to the LGA corporate documents, Local Land Services and the Department of Primary Industries resources, which are all key reports that have been developed with actions in mind to benefit the region.

The following sub-sections describe the opportunities to test and the identified current and potential actions to progress, arranged by the five themes. The need, the action and the expected outcomes are provided, along with how these contribute to building resilience and the responsible parties involved. Additional details regarding assumptions and metrics to measure progress towards these actions are provided in this section.



Opportunities to test

Throughout the consultation process a long list of ideas were identified from the community as to how the impacts of drought could be lessened, or have been in the past. These are a mix of absorptive, adaptive and transformational resilience actions. Some of these include:

1. Continued relief for Primary Producers via Freight/ Hay subsidies in drought.
2. Low interest/ 100% tax deductible loans for infrastructure (storage/power/troughs); then the only issue is ongoing maintenance costs. Income averaging and Farm Management Deposits need to be made tax deductible so they can be utilised during drought.
3. The Government previously funded stock containment areas. This was identified as a good investment as it protects soil and pasture resources.
4. Look for methods to lessen the burden on farmers as they are mentally and emotionally exhausted.
5. The Rotary Clubs provided support during drought via \$500 credit cards.
6. The aging populations is more reliant on others and community, and can place more pressure on medical services, however this demographic are also prepared to educate and be part of initiatives.
7. Being able to see green sporting fields during drought is important for mental health of the community and in particular for children. They are also important to maintain social bonds though recreation activities.
8. Capitalise on possible opportunities for renewable energy (wind farms/ solar) in the region. These investors will choose to establish themselves in areas that already have the amenities and services to support their business. They also have money to invest in the regions they choose.
9. Diversification of industries is needed to maintain the attractiveness for people to re-locate to the area.
10. Promote tourism in Moulamein based on it being the oldest town in the Riverina. However, this requires changes to existing infrastructure including roads and designated areas for Caravans to Park along with service improvements.
11. In Wakool, a syndicate of farming families have joined together to own and operate the local pub. This offers a place for the community to gather. They also invested in accommodation on-site. This provides people a place to stay and offers them the opportunity to work on-farm and supplement their income with bar work.
12. In Moulamein, to attract business to the town, office space is being modified with the purpose of offering it rent-free for 24 months to attract health services to the region. Attracting a doctor to the town would also provide options for chemists and other supporting services to establish. This is currently being funded from private investment.
13. Local Councils to continue to advocate for increased flexibility to state planning legislation to enable the provision of housing diversity and typology (multi-dwelling housing/ large lifestyle blocks, on/off grid, sustainable (green) development) to accommodate key workers/ young professionals/ couples/ retirees/ young families on infill and new sites. Increased housing provision will attract skilled workers to relocate to the region.
14. There is an opportunity for Councils to become a better support system for the community during drought.
15. Increased support to projects such as Murray Connect and Barham Agri-Innovation Precinct which will realise benefits for agriculture and the communities within the region.

This Plan seeks to capitalise on this previous work and ideas and support actions that will benefit the broader region.

Absorptive capacity

For *maintaining* of key functions and structures of a system in the face of shocks.

Adaptive capacity

For *modifying* the system when needed.

Transformative capacity

For *radically changing* the system or building a new system if maintaining and modifying the existing system won't work.

Resilience thinking scale

Theme 1

Prosperous agricultural landscape and water security



The Need: A resilient agricultural sector is at the forefront of improved drought resilience in this region. Agriculture in the Southern Riverina is the main industry and source of revenue. This is supported by irrigation corporations which supply water for production. Continuing to have a strong agricultural industry requires support from having by up-to-date knowledge of water availability and security to allow producers to make the most informed choices regarding production and adapt or transform their systems as required.

There is a lot of on-going effort in the region focused on driving efficiencies in new technology, improved water efficiency and alternate production models. This action focuses on the connection and co-ordination of the region with other dynamic and innovative work being conducted.

Increasing resilience in agriculture will be supported by improving the exchange and distribution of information within the sector, along with supporting leaders to foster connections within the community to provide better knowledge sharing.



Water

Current actions	Led by
<ul style="list-style-type: none"> Improve strategic decisions around allocation of irrigation Improve strategic decisions around allocation of irrigation water and optimise efficiency in delivery and use. Optimise the efficient capture, storage and use of surface water for agricultural production. Balance agricultural water requirements with landscape and cultural water needs. 	Southern Innovation Hub
<ul style="list-style-type: none"> Statement of Strategic Regional Priorities 2022-2026 and Water Position Paper 2020. 	RAMJO
<ul style="list-style-type: none"> Significant research and initiatives are already completed and being implemented across the Southern Riverina area. Understanding and collating the breadth and depth of those works will be essential to responding more fully to the impacts of drought on the agricultural landscape in particular. For example, some One Basin CRC initiatives include: <ul style="list-style-type: none"> Future governance for water limited communities. Unlocking collaborations for transformation: towards a platform for data and knowledge sharing. Understanding future leadership needs. Reducing uncertainties and enabling multiple benefits in water delivery operations. Improved Approaches to securing and Delivering Water Resources in a Changing Climate. Incentivising and Investing in Climate Adaptation and the Adoption of Sustainable Basin Mana 	WMLIG and other similar bodies



Water Actions

Priority Action

Consolidate the existing social and economic studies that have been conducted on the impacts of water buy-backs on the Southern Riverina region. This will enable a more streamlined approach to advocacy for water rights by Councils and other organisations and highlight any alternative options. While this may be absorptive capacity building in its infancy, it may lead to adaptive or transformational change.

Other Actions


- 1. Continue to advocate to State and Federal Governments to provide input to water policies that reflects the issues and concerns of their region and ensures that policies implemented at both levels consider the costs to community, particularly where water buy backs are concerned and that other complimentary improvements such as investments in improved water infrastructure and changes to water management are considered.
- 2. Utilising the information from the priority action, investigate means by which to support communities to understand and adapt to the future state of the region.
- 3. Support the actions and updates of the RAMJO water position paper.
- 4. Encourage learning from First Nations Peoples about the importance of water to their community and their connections to the local landscape.
- 5. Investigate opportunities to improve town water supply performance through the DPE Water.
- 6. Work with MDBA to improve river management and manage flows and water access, seeking opportunities to promote the social and economic impacts of water management on communities. Two of the main concerns are transmission losses of water and the degradation to the riverbanks.
- 7. Consider the benefits of 'water banks' to keep water in the local area rather than losing to other regions. Investigate reconnecting River Country projects that improve connectivity for fish and environmental water to key assets like wetlands.
- 8. Advocate for emergency water allocations being unlocked during drought, drawing from the environmental bucket, to ensure green spaces can be maintained by Council.
- 9. Investigate the potential to transition more people onto town water to improve their water security. This will require enhanced water treatment and water infrastructure and could only be achieved through full government funding.

● Absorptive ● Adaptive ● Transformative

Key Outcomes

- The priority action will act as an input to the regional diversification strategy (see Theme 3) and will also assist the consortia of Councils to lobby the state government against any detrimental impacts to the community from pursuing high levels of water buy-backs. This is vital to understand whether the current agricultural systems will be sustainable into the future or whether transformational change and uptake of new methods/ crops i.e. Hemp or Anameka (see case studies) is required.
- Other actions will increase the understanding of access to water and support improved relationships with other groups and agencies.
- The actions assist to integrate and align the importance of water for the region. It will be important that advocacy and education actions utilise climate change predictions to ensure an evidence base is used for business cases.

Pillars of Resilience

 Social	 Economic	 Environmental
Better mental health outcomes from improved water security.	Assist in quantifying the potential financial impacts to the region of future water-buybacks. Allows planning for adaptation and/or transformation of industry to occur.	Improved outcomes for agricultural properties and the river(s).
Integrates cultural awareness of First Nations People's connection to water and the environment..	Seek opportunities for environmental markets to support natural capital improvement. As stewards of the land, farmers can access environmental markets to diversify incomes, even during adverse events.	



Implementation Steps




Priority Actions

1. Consolidate the existing economic and social impact studies in the region (addressing any gaps in the current studies and ensuring it represents the Southern Riverina) with the assistance of a consultant or Council resource (if available).
2. Utilise the impact study as an input to the regional diversification strategy (Theme3).
3. Utilise the outputs of the study to support communities to adapt to the impacts of water-buybacks.
4. Communicate findings in a clear and succinct manner that is engaging for both farmers and the general community.
5. Use the findings to advocate for better water security, management and policy.

Other Actions

1. Continue to utilise RAMJO to advocate on water issues to State and Federal government.
2. Engage with First Nations Peoples (e.g., Yarkuwa Indigenous Knowledge Centre) on how best to support and integrate First Nations knowledge and learnings into Council activities and education.
3. Establish and strengthen working relationships with external agencies.
4. Research the benefits and drawbacks of a community water bank. Make findings available to the community.

Delivery model

Suggested Lead Agency	Potential Partner/s
<p>Consortia of Southern Riverina Councils with the support of RAMJO will lead the priority action.</p> <p>The balance of the theme actions will be a collaborative effort with program partners.</p>	<p>The region's industry including:</p> <ul style="list-style-type: none"> • Ricegrowers Association of Australia • National Farmers Federation • Department of Planning and Environment (Water) • Murray-Darling Basin Authority • WaterNSW • Water users and associations within the region – NSW Irrigators Council, Southern Riverina Irrigators, YACTAC, Murray Irrigation Limited.
<p>Finance</p> 	<ul style="list-style-type: none"> • FDF to fund the consolidation of the economic and social assessment of water buy-backs. • Investigation of options to fund any further identified actions. • Cost: Estimated \$50K to \$150K to have economic and social studies consolidated.
<p>Timeframe</p> 	<ul style="list-style-type: none"> • Short-term to deliver the economic and social assessment as described above. • The other actions can be commenced in the short-term but would be on-going to deliver outcomes.
<p>Measure of Success</p> 	<ul style="list-style-type: none"> • Consolidated economic and social assessment with findings communicated. • Ongoing (regular) engagement with, and learning from, First Nations Peoples (may be workshops or signage). • Improvements to water infrastructure and meeting water performance measures, reduced complaints.



Agriculture

Current actions	Led by
Six LLS Drought Adoption Officers (funded from the Southern Innovation Hub) and a boost to the Regional and Local Landcare Co-ordinator positions	NSW Government
In previous drought periods there have been freight and hay subsidies as well as low interest/ 100% tax deductible loans for infrastructure (storage/power/troughs), income averaging and FMDs, 100% tax write off for machinery/infrastructure.	NSW Government
Adoption of agricultural practices that optimise production benefits whilst managing risk to farm business and landscape assets	Southern Innovation Hub
Wakool Agri-Innovation Program, natural capital / biodiversity and carbon farming pilots, industrial hemp, Agri-innovation Precinct, Murray Connect and other pilots/ programs aiming to build-in resilience against adverse events by providing access to novel markets.	Western Murray Land Improvement Group
Murray Landcare Regional Landcare Plan for the Murray is to enable collaborations and strategic action towards sustainable land management, environmental conservation and empowering communities.	Murray Landcare Collective
Sustainable Agriculture Facilitators (SAFs) (formerly Regional Agriculture Landcare Facilitators) support farmers, industry, and community groups to adopt new and innovative sustainable agriculture practices. SAFs are funded under the Australian Government's National Landcare Program. They connect people and information and are out on the ground as the key contacts for sustainable agriculture in their community.	Sustainable Agricultural Facilitator

Agriculture Actions**Priority Action:**

Secure on-going funding to support a regional climate change coordinator across the four LGA's on a shared service basis. This will assist to build absorptive, adaptive and transformative capacity across the region.

1. Engage a local provider on a part-time basis to act as a co-ordinator of information and facilitator of connections for agriculture and the community. There are organisations within each of the LGA's that could be sought as providers for this service. Examples of these providers include Western Murray Land Improvement Group, Yanco Creek and Tributaries Advisory Council and other private consultants in the region. The role would entail establishing relationships with other programs and organisations that are delivering drought resilience work and bringing this knowledge back to local communities, as well as facilitating connections between different groups to enable knowledge sharing. The officer may also suggest opportunities where Councils can support other agencies / organisations (research and programs e.g., Biochar pilot, micro abattoir, Food Producers Collective).
- Being a conduit for connecting the agricultural industry with other service providers eg RFCS, LLS, OneBasin CRC, Landcare and producer groups, Southern Innovation Hub including existing programs / workshops which focus on diversifying income, forward planning, succession planning and education regarding stocking rates and technology advancements.
 - Being a conduit for information to the local community on early drought indicators and support services available.
 - Assisting farmers with understanding and applying for funding.

Key Outcomes

- Improves connection and exchange of information for both the agricultural sector and the community with key messages and information prior to, and during, drought by providing a dedicated contact for the community.
- Connects Council directly with improvement activities being conducted by the Southern Innovation Hub, Western Murray Land Improvement Group, LLS Drought Adoption Officers and Landcare Co-ordinators that will bring benefit to their community.
- Provides a connection to drought and general assistance information for both the community and agricultural sectors. Can support the community response to flood, bushfire and climate change, being a conduit to information, funding and resources.
- Promotes and builds on existing resilience activities being undertaken across the state.
- Provides additional employment to the region from the creation of the new role.



Pillars of Resilience



Social

Use of a common language and understanding of drought impacts and indicators of when the region is moving into drought.

Increased access to resources that support planning and delivery of mental health services.



Economic

Will assist the community with financial planning and improve farmers understanding and access to financial support.



Environmental




Provides greater sharing of knowledge on agricultural management practices that improve biodiversity and natural resource management.



Implementation Steps

- 1. Secure funding and develop job brief.
- 2. Appoint someone to the role.
- 3. Conduct evaluation on effectiveness of position.
- 4. Assess whether to continue position.

Delivery model

Suggested Lead Agency	Potential Partner/s
Consortia of Southern Riverina Councils will work with local agricultural and natural resource service providers in the LGA to identify a suitable service provider for the priority action.	<ul style="list-style-type: none">• Southern Innovation Hub• Murray LLS• NSW Department of Primary Industry• Canberra University• Agricultural and natural resource service providers in the LGA eg WMLIG
Finance 	<ul style="list-style-type: none">• FDF / Disaster Recovery Funding Arrangement to fund the position. Dedicated on-going state or federal funding would need to be secured for the role to remain a permanent position in the region, otherwise the funding burden falls to local Councils and communities.
Timeframe 	<ul style="list-style-type: none">• Engaging a service provider can occur in a relatively short period of time. Implementing the co-ordinator will allow a dedicated focus on preparing for future climate change events in the region.
Measure of Success 	<ul style="list-style-type: none">• Establish a baseline figure of visits to Councils' and service providers websites for climate change information.• Service provider to report on the number of users of the service, introductions made or information sessions delivered.• Partners to be surveyed on the benefit created from the role.



Theme 2

Connected people, cultures and improved community wellbeing



This theme is based on the desire to maintain and promote a community that is well connected, resilient and cohesive in times of challenge; where a strong social fabric exists that supports and maintains the wellbeing of its members.

This priority is focused on providing services that are delivered to the community to support health and connectedness in times of hardship and provide support where it is most needed. The provision and embedding of health services in the community in good times is a pre-emptive means of improving resilience in the longer term especially during and after drought.

The Need: We heard through the regional consultation that selected individuals within the community are increasingly looking for drought solutions and messaging and that the demand for mental health services were not aligned with the demand from the community during 'good' times, let alone during crisis.

Current actions	Led by
Agriculture Wellness Group (see case study)	Rice Growers Association
Southern Riverina Wellbeing Collaborative and mental health first aid training	Berrigan Shire Council
PhD and student internships in the region	One Basin CRC
Naponda Store: local initiative established in 2012-13 as a result of women struggling with mental health due to lack of jobs during drought. A way for women to work on their hobby crafts. Profits go to the store and local hospital.	Naponda Store (community not-for-profit)
Murray Connect Office; a coworking space and community hub in Barham. A community initiative that aims to provide a central hub for the purpose of connecting people, industry and research for the purpose of facilitating adaptation within the community to grow economic sustainability within the region.	Western Murray Land Improvement Group

Current actions	Led by
Feast, Forest, Farm: two-day event with seminars, events on local farms, local dining experiences to draw people to the area. This will utilise the local accommodation and facilities and help guests gain an understanding of the wealth of produce that is within the region and showcase its cultural history.	Western Murray Land Improvement Group

Actions

Priority Action:

Develop a Regional Community Resilience Program. This would directly address the need identified by community for greater mental health support. It would help to build absorptive capacity in the community. The program could include:

- Identify and develop relationships with health and well-being service providers including but not limited to Active Farmers and the Red Cross.
- Advocate for access to improved mental health services for the community to better meet the demand for such services in times of need. Advocate for district health nurses and mental health services.
- Partner with agencies and service providers to provide mental health first aid training to supporting industries.
- Improve collaboration and connection with local health providers such as the Murrumbidgee Local Health District and the work being undertaken by the Southern Innovation Hub on "identifying mental health indicators and service structures that can be sustainable for small communities" can be capitalised in the region.
- Provide information and support for leadership and volunteer programs such as the Corowa Business Chamber Volunteer Program.
- Support and promote educational and training opportunities within the region such as the Regional University Study Hub, which encourages students to stay and study in the region, and Deniliquin Business Chamber – Chamber Riggall Fellowship.
- Develop and promote a program of events for the region that can be drawn upon during times of hardship to promote social connectedness. This includes utilisation of the mobile Finley Community BBQ Trailer (funded through the FRRR).
- Publish and share information with the community on the health support options accessible to them.
- Publish and share the community events information and community groups such as the Men's Shed to demonstrate opportunities available within the region for people to become involved. Provide support for co-hosting family wellbeing days.

- Promote the existing work of external organisations providing support services e.g., mental health services, programs for farmers (tackling tough times, agritech innovations, drought resilient species, innovation/diversification strategies).
- Support and advocate for community gardens and heat refuges.

Other actions

1. Continue to support local shows which provide opportunities for the community to gather and contributes to tourism.
2. Support diverse range of uses for recreational areas (e.g. Moulamein lake used as emergency water supply but also recreation managed by 355 committee).
3. Encourage more volunteering by appealing to the youth within the community via means that engage and attract them. This will assist to mitigating volunteer fatigue.
4. Councils ensure basic services are available and work with the community to keep clubs open.
5. Investigate feasibility of (additional) public transport options to assist elderly to move around and encourage town growth.
6. Berrigan Shire, Edward River and Murray River Councils apply as a consortium for Regional University Centre funding across the three Council areas to encourage youth to stay and learn in the region.

Key Outcomes

- The priority action will improve access to, and delivery of, community support services which will build the baseline health of the community and promote social cohesiveness. These services and supports will be in place when hardship arises and will aid in the support and recovery of the community.
- Other actions provide benefits to the local economy through assisting tourism and help to improve social supports.
- All actions utilise and build upon existing knowledge, initiatives and support services in the region while providing support and services that reflect the needs of the region.

● Absorptive ● Adaptive ● Transformative

Pillars of Resilience



Social

Improves community connectedness and supports positive health outcomes.

Reduces isolation and provides skill development in the community.

Strengthens community mental health to improve overall resilience to stress.

Encourages students to stay and learn in the region. Overall, aims to improve mental health which will assist individuals and community withstand the psychological and social impacts of drought.



Economic

Reduces the amount of lost production time due to ill health.

Encourages local spending on community events.



Environmental

NA

Implementation Steps

Priority Actions




Components of the program can be progressed individually or as a collective.

1. Develop the program with the assistance of a consultant or council resource (if available).
2. Form partnerships with providers and establish the relationships with other collaborators.
3. Identify and seek any other funding to support the program.
4. Publish the program and partner details on the councils' websites.
5. Review the program regularly to ensure components remain relevant for the community.

Other Actions

- 1. Listen to and provide support to volunteers and committees
- 2. Survey community interest and conduct needs analysis.
- 3. Investigate sources of funding and resources to implement programs.

Delivery model

Suggested Lead Agency	Potential Partner/s
Consortia of Southern Riverina Councils to oversee the priority action. Support from partners will be required to deliver the actions.	<ul style="list-style-type: none">• Agriculture and wellness group meetings• Red Cross• Active Farmers• Local Health District• Southern Innovation Hub• Men's shed• Other organisations
<div>Finance</div> <div></div> <div>FDF to fund the program development.</div> <div>As part of program development, investigate options to fund any further identified actions.</div> <div>Cost – Estimated \$50K to develop, document and publish the priority action program and its components. This cost maybe avoided if the consortia have resources that can develop the program.</div>	
<div>Timeframe</div> <div></div> <div>Short-term – to commence developing program components and fund those that are 'shovel-ready'.</div> <div>Medium term – to develop and expand the program, build partnerships and implement delivery.</div>	
<div>Measure of Success</div> <div></div> <div><ul style="list-style-type: none">• Establish a baseline figure in year 1 of visits to Councils' websites for program information.• Review of reportable figures on users of services.• Review of plan events against actual events held and participation levels.</div>	



Theme 3

Diverse and resilient local businesses and regional economies



The Need: The community cited their main concerns regarding the local business economy as the reduction in tourism resulting in less visitors for the region and a lack of adequate housing, services and infrastructure to support the existing community needs and attract new families and investors to the area.

Diversity in the local economy will build resilience to drought, reduce the impacts on the community, and make the region more appealing for employment, business development and population relocation. In this case it also reduces the burden on agriculture if there are other industries that can independently sustain and contribute to the region's economic prosperity despite declining seasonal conditions. This builds the region's absorptive capacity.

Whilst all the Councils have a series of planning documents that establish their priorities, there is an opportunity for the region to build on this work through approaching the diversification of industry and economy at a region level.

Current actions	Led by
Rural regional community social research into pre-drought indicators in communities.	Southern Innovation Hub
Building resilience of businesses and social networks that underpin regional communities and service surrounding areas.	
Identifying mental health indicators and service structures that can be sustainable for small communities.	
Renewable Energy Zone (REZ) will connect multiple generators and storage in one location, capitalising on economies of scale to deliver cheap, reliable and clean electricity.	South West REZ, EnergyCo

Current actions	Led by
Murray River crossing projects include the second Echuca-Moama Bridge, Barham-Koondrook and Tooleybuc Bridge restorations and plans for the Swan Hill and Yarrawonga Mulwala Bridge replacement.	Transport for NSW
These projects will address heavy vehicle access to support economic and industry diversification and cross border relations.	
Enhancing regional assets will sustain and increase tourism including eco-tourism, agritourism, recreational opportunities, cultural heritage to diversify the regional economy.	Riverina Murray Destination Network

Actions

Priority Actions:

The Development of a Regional Economic Diversification Strategy that will include elements of absorptive, adaptive and transformational resilience building. The Strategy could include:

- A view of the region as a whole that provides the opportunity for Councils to improve collaboration and co-ordination.
- Improving connectivity with cross border communities to support economic growth and diversification.
- Consideration and improved planning for how to better utilise the existing infrastructure within the region to benefit the whole, this can include how to repurpose existing underutilised infrastructure within the region to support investment in other industries, that are appropriate, as well as modifications / improvements to better suit the regions changing demographic and community needs and boost employment e.g., making pools more accessible for elderly, re-vitalisation / private investment of airports/ aerodromes, childhood centres, tertiary and learning spaces, medical spaces.
- Building on regional tourism planning that seeks to enhance the local economy and promote the region as a place to stay, play and spend in. This needs to be considered in terms of cost of maintenance, reliability of volunteers, employment viability and the casualisation of the workforce. Supporting services and amenities also need to be available to encourage people to stay. The region's tourism plans should be aligned with both the Destination Management Plan and the Local Area Plans.



- Advocating for buying local and support local production of commodities and community owned businesses. This could occur through alignment with Buy from the Bush.
- Encouraging diverse baseline economic activity and roles for women and First Nations Peoples.
- Investigation and planning for where potential funding from green energy project investment would best benefit building resilience in the community.
- Renewing and implementing economic development plans.
- Investigation of where best to place new industrial estates to encourage investment and growth in employment.
- Exploration of where there is potential to value-add to existing industry and business. This may be place-based investment projects with other impact investors and venture capital.
- Listening to local community as to what social events and facilities will attract people to town.

Key Outcomes

- Identified opportunities for industry diversification in the region that can be supported by the community and create new streams of income.
- Includes the community voice in creating the future vision of the region.
- Supports good governance and decision-making in the region.
- Demonstrates the desire for ownership and input into the region's future.

Pillars of Resilience



Social

These actions will increase regional collaboration with Councils and community through a joint vision.

Outcomes are seeking to grow regional populations and provide for more community activities and opportunities that will increase resilience through challenging times.



Economic

Growing the regional economy and making it more prosperous, through new business and increased tourism. Diversifying the economy is an important step in building overall community resilience.



Environmental




Sustaining and promoting local cultural heritage.

Implementation Steps

1. Work collaboratively with stakeholders to identify regional economic and employment generating opportunities with cross border localities.
2. Identify regional economic opportunities based on agriculture and value add manufacturing.
3. Continue to grow and support the regional tourism industry through local economic initiatives.
4. Collaborate with key service providers to retain and sustain key employment foundations. i.e. health and educational services.
5. Promote the cultural heritage and character of the region. i.e. Murray River, agricultural sector.



Delivery model

Suggested Lead Agency	Potential Partner/s
Consortia of Southern Riverina Councils in partnership with RAMJO would lead the priority action. Partners would provide valuable input and assistance with delivery of actions.	<ul style="list-style-type: none">• Business communities of Berrigan, Edward River, Federation and Murray River• Chambers of commerce• Identified investors in the region• Cross boarder partners and co-collaborators• Department of Regional NSW• Regional Development Australia Murray
<div>Finance</div> <div></div>	<ul style="list-style-type: none">• FDF to fund the program development.• As part of program development, investigate options to fund any further identified actions.• Cost – Estimated \$100K-\$200K to deliver the Regional Economic Diversification Strategy.
<div>Timeframe</div> <div></div>	<ul style="list-style-type: none">• Short-term to develop the Regional Economic Diversification Strategy.• Medium to long-term to implement actions from the plan and seek additional funding.• Several of the individual components such as shop local can be promoted by Council independently.
<div>Measure of Success</div> <div></div>	<ul style="list-style-type: none">• Increased private investment in industry.• Stabilisation of tourism numbers over time.• Increased local production.• Increased and / or stable population in the region.• Increase in women and First Nations Peoples in employment, through implementation and measurement of the regions Diversity and Reconciliation Action Plans.



Theme 4

Built infrastructure and technology improvements



This theme is focused on ensuring the Southern Riverina has in place the appropriate infrastructure to support the needs of the community and, into the future, be a point of attraction for new industry and residents. This has direct links with Theme 3. The Southern Riverina is significant for its freight and logistics and its cross border connections, with agribusiness relying heavily on transport infrastructure to efficiently move products.

The Need: Improvements with built infrastructure aligned with utility infrastructure will drive future economic competitiveness while diversifying the economy and industry. Future investment will ensure the region is not as beholden to the shocks of drought in this predominantly agricultural region.

The community engagement identified there were opportunities to offer improved support to the existing industry and attract new industry to the region however, a lack of enabling infrastructure was identified as an issue. It was also identified that a stronger community will come with increased access to education, employment and health services.

Current actions	Led by
Work with partner agencies (VLine) to upgrade Tocumwal Intermodal area	Berrigan Shire Council
Freight connections and dedicated land for industrial uses and logistics. ie Deniliquin	Edward River Council
Workshops on improvements in agtech	Landcare, WMLIG

Actions

1. Raise the community's awareness of alternative telecommunications and internet connectivity options for the region.
2. Explore options to use existing facilities such as saleyards as a community hub for agriculture-related education sessions and potentially generate income as an events facility. Promote the new Corowa saleyards training facility.
3. For the agricultural sector, encourage construction of silage storage facilities and work with partners to promote new technology / efficiencies in infrastructure.
4. Ensure new infrastructure is co-designed with the community to ensure it meets the requirements and will be utilised.
5. Invest in and repurpose infrastructure to attract, sustain and retain the local population. This includes health care services, educational opportunities, recreational facilities and housing that supports the needs of a diverse (and aging) population. This will require working with partners like Murrumbidgee Local Health District.
6. Investigate water augmentation ideas for further off river storage.
7. Plan maintenance and improvement works so activities are completed at a time when there is reduced use of infrastructure e.g., table drains cleared before La Nina.

Key Outcomes

- Stronger communities through infrastructure that supports community.
- Increased connection for communities.
- Adapting and repurposing existing assets and designing new infrastructure to meet the community need.
- Improved infrastructure will support other diversification activities.

● Absorptive ● Adaptive ● Transformative



Pillars of Resilience



Social

Technology and infrastructure developments will have positive impacts on the attractiveness of the regional communities and benefit community wellbeing and connectivity.



Economic

Improvements in infrastructure, services and investor activity will improve stimulation of the economy. Attraction of new investors results in business diversity and improved community resilience.






Environmental

New investor activity has the potential to create positive environmental outcomes as investors seek to balance infrastructure investments with improved social licence and ESG commitments.

Implementation Steps

- Existing Council corporate documents provide an opportunity to identify options to build infrastructure and technological advancement. Future population projections are to be used to identify any gaps in infrastructure capacity.
- The economic diversification strategy (see Theme 3) will provide an opportunity to identify infrastructure and service improvement opportunities for the region.
- Funding for new or upgraded infrastructure will need to be identified

Delivery model

Suggested Lead Agency	Potential Partner/s
Consortia of Southern Riverina Councils working closely in collaboration with partners.	<ul style="list-style-type: none">Industry PartnersChambers of commerceIdentified investors in the regionCross boarder partners and co-collaboratorsDepartment of Regional NSWRAMJOState government agencies
Finance 	<ul style="list-style-type: none">Improvements in infrastructure will require funding to be identified to progress.
Timeframe 	<ul style="list-style-type: none">Medium to Long-term
Measure of Success 	<ul style="list-style-type: none">Reduced telecommunications constraints in the region. Measured by an increase in adoption of alternate network options.Lower levels of de-stocking during drought.Increased use of community facilities.Reduced complaints.



Theme 5

Good governance, knowledge sharing and skills development



The Need: One of the main themes voiced by the community was the challenges faced in co-ordinating and connecting all the innovative drought work that is being conducted in the region. This will mainly be addressed by the co-ordinator role in Theme 1. However, there are many other opportunities to improve knowledge sharing and increase local skills base.

Generally, governance is well developed, with the Joint Organisation assisting with across region governance and leadership. Each of the LGA's has developed a series of corporate documents and plans that support the future vision for their community.

Current actions	Led by
Research project into leadership and skills development	One Basin CRC
Research into early indicators of resilience loss	University of Canberra and Southern Innovation Hub

Actions

1. Utilise the Joint Organisation framework to strategically target focus areas and continue to build on the RAMJO Strategic Regional Priorities 2022-2026.
2. Seek opportunities to collaborate on initiatives and actions with various organisations that benefit the region.
3. Promote business and social networks within the community.
4. Continue efforts to educate the public regarding water efficiency measures, importance of abiding by water restrictions, what the stages of drought are and how they affect water security.
5. Investigate (partner with research organisations) how best to engage with the community post COVID where more people may want a combination of in-person and online engagement or digital formats such as podcasts.

● Absorptive ● Adaptive ● Transformative

6. Support and help build the network of community connectors, encourage place-based work and explore how to incorporate more First Nations roles within the region.
7. Invest in educational programs that develop skills and expertise within the region and incentivise professionals to the area.
8. Investigate ways to increase partnerships with local professionals and businesses such as career talks and internships to demonstrate to the next generation future opportunity and career progression available by remaining in the region.
9. Support community leadership and volunteer training programs to increase community cohesion and organisation.
10. Ensure opportunities for development are supported by Councils through changes to state and local legislation and policy e.g., housing provision, employment generating lands.
11. Examine opportunities to share resources between Councils or alternate employment models (job share/remote workers) to enable the region to resource hard-to-fill roles like town planners.
12. Investigate opportunities to partner and learn with Councils in Victoria who face the same challenges of having a population that is mobile between the States.

Key Outcomes

- Develops trust between the community and local government which improves social unity within the community.
- Demonstrates innovative and cohesive leadership across Councils to solve challenging community issues.
- Builds expertise and skills within the region and increases community strength and education.



Pillars of Resilience



Social

Increased educational, job and housing opportunities within the community helps grow the region and diversify social networks.



Economic

Increased efficiency in use of Council resources through collaboration; this also provides some buffer against harder times.

Increased opportunity within the region through support of connectors; more diverse jobs and economic base.






Environmental

Improvements in efficient water use and water literacy results in better environmental outcomes (water availability and ecological health).



Delivery model

Suggested Lead Agency	Potential Partner/s
Consortia of Southern Riverina Councils in collaboration with RAMJO.	<ul style="list-style-type: none">Chambers of CommerceBusiness communityGroup Training Organisations such as Murray Mallee Training Co and Pointer RemoteRicegrowers Association and Yarkuwa Indigenous Knowledge Centre (connects initiative)Co-ordinator role (Theme 1)
Finance 	<ul style="list-style-type: none">Department of Planning and Environment – Safe and Secure Water Program.As part of program development, investigate options to fund any further identified actions.
Timeframe 	<ul style="list-style-type: none">These actions are a range of short-medium terms actions.
Measure of Success 	<ul style="list-style-type: none">Report on number of joint initiatives progressed by the consortia in the calendar year.Reported number of joint training programs supported by the consortia each year.Improvements in efficiency of town water usage year on year.Increased engagement in Council activities / events.Report on the Key Performance Indicators (KPI's) associated with Councils corporate plans.



Monitoring, Evaluation and Learning

To drive improved drought resilience in the region, this plan has identified the steps required for change to meet the needs of the region. These include the identified priority and related actions to be implemented; the outcomes that could be achieved as a result and specifically how each would relate to building resilience. The plan also includes steps required to implement the change, and identifies a delivery model to do so.

To ensure this Plan delivers on the actions identified, a Monitoring, Evaluation Learning (MEL) Framework should be adopted. The FDF MEL Framework will be used to assess the effectiveness of implementing this Plan (DAWE, 2020).

Impact

Do the drought impacts identified in the plan represent those of greatest impact to the region?

Rationale

Do the current actions and those proposed in this plan align to the strategic priorities of Social, Economic and Environmental?

Outputs

Does the implementation of the plan deliver the outputs detailed in this Plan?

Outcomes

Do the benefits of implementing the actions improve resilience across the three strategic priorities for the Southern Riverina? If not, what can be adjusted to improve the outcomes?

The four consortia of Councils working together with the delivery partners including NSW State Government, not-for profit organisations, industry and community organisations will need to collaborate on the implementation of this Plan.

The Councils have been nominated as the lead agency for the delivery of actions within this plan. This is due to both the allocation of implementation funding via the FDF and the ability of Councils to lead and advocate for the resilience needs of their communities. However, it is expected that many of the initiatives will be delivered as a collaborative effort.

Initial Plan measures of success have been identified for the first year of the plan (Section 5). This establishes a starting point to measure the effectiveness and progress of each of the actions.

When identifying the measures of success for each of the actions, the metrics should where possible have quantifiable terms to enable data to be gathered to support a clear monitoring and review process. Ideally, they should follow the SMART criteria: Specific, Measurable, Achievable, Relevant and Time-bound.

Where possible, metrics have been adopted from existing data and systems such as the Australian Bureau of Statistics, census data and existing reporting that could be obtained through Council. The metrics would need to be monitored and reported to establish a baseline level with future years measures of success and metrics to be identified.

Critical to regional-level monitoring of, and improvement to, the Plan will be an on-going project control group comprising of the four Councils with external stakeholders as needed. This group would have the role of initiating actions in line with the plan, reviewing progress against the plan objectives.

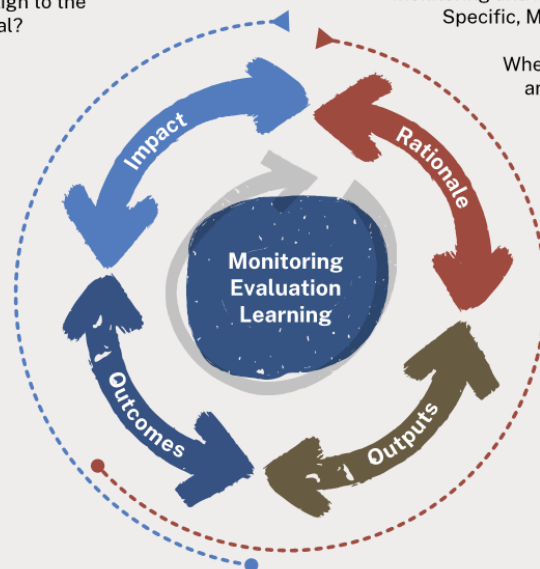


Figure 16 FDF MEL Framework

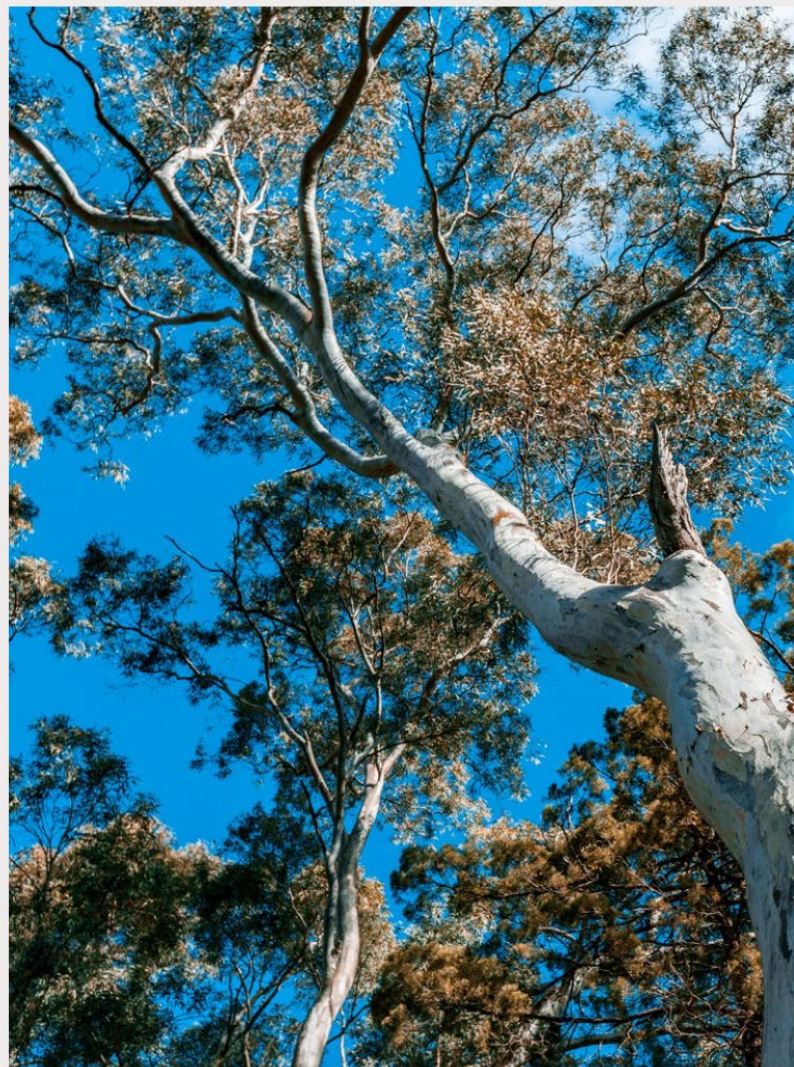
The Plan is a snapshot in time and requires regular update to ensure the overall actions still align with the region's requirements. A short progress review should be published annually as part of the individual Councils Annual Report (as part of their Integrated Planning and Reporting processes), highlighting any issues in implementation, and reporting using the metrics described. A review and update of plan should be scheduled every 4 years. This should include community consultation to ensure the needs, actions and outcomes are still relevant and to ensure local ownership of the plan. The consortia of Councils will continue to meet bi-annually to assess plan progress. This may include inviting other stakeholders and delivery partners to provide progress updates. Aside from this, the consortia of Councils would be involved in other implementation groups for specific actions.

Some of the key parameters assumed in the implementation of the plan include:

- Effective cooperation between delivery partners.
- Capacity of consortia of local Councils to lead and coordinate other stakeholders.
- Capacity and engagement of other stakeholders to lead and coordinate actions where required.
- Capacity of other stakeholders and the community to participate and actively engage in implementation activities.
- The ability to record and share plan outcomes.
- The integration of the Plan with other local planning activities.
- Stakeholders' willingness to share knowledge and work with each other.
- On-going funding to support implementation of plan actions.
- The remit of delivery partners/stakeholders will not fundamentally change.
- Implementation targets past the short-term can be defined and agreed.
- That the region is not moving directly into another drought and has some lead time to commence plan activities.
- Other agencies continue to deliver drought work that is being leveraged as a part of this plan.

Some of the longer-term factors that may impact plan outcomes include:

- Ability to effect meaningful and longer-term behaviour change.
- Legislative and regulatory change required to implement the actions.
- Regular review and update of the plan.



Monitoring progress and plan outcomes

The following table contains a mix of plan-specific and FDF MEL Framework indicators. Additional details regarding lead agency, partners and measures of success can be found in Section 5. This table highlights the indicators/ metrics to be used in the short-term. Further expansion of the metrics and indicators for medium to long-term actions will need to be addressed in plan evaluations/ revisions.

Table 4 Initial MEL framework

Theme	Outcome / priority	High-level Indicator / Metric	Timing
Theme 1 Prosperous agricultural landscape and water security	(FDF) Sustainable and improved functioning of agricultural landscapes.	Year 1: Completion of consolidated existing social and economic studies including consultation with First Nations.	Short-term to deliver Priority action.
Water	(FDF) Partnerships and engagement is built between stakeholders managing natural resources. Greater understanding of the impacts of reduced water.	Consultation with external agencies to confirm approach to investigating water bank completed.	Other actions to be commenced in the short-term but would be ongoing to deliver.

Theme	Outcome / priority	High-level Indicator / Metric	Timing
Theme 1 Prosperous agricultural landscape and water security	(FDF) Primary producers and businesses have improved access to new and existing knowledge and technology to enable more effective responses to risks such as drought.	Year 1: Job brief developed and funding secured for climate change co-ordinator position.	Engaging a service provider can be short-term but would be an ongoing action.
Agriculture	(FDF) Primary producers' awareness of new and existing NRM practices is increased, and lessons from experimentation are shared. (FDF) Innovative and profitable agriculture sector.		

Theme	Outcome / priority	High-level Indicator / Metric	Timing
Theme 2 Connected people, cultures and improved community wellbeing	Community that remains socially connected and supported.	Year 1: Confirm lead Council and Develop Resilience Program scope / brief.	Short-term to commence developing program components and fund those that are 'shovel-ready'.
	(FDF) Stronger connectedness and greater social capital within communities, contributing to wellbeing and security. (FDF) The number of, and participation in, local networks and programs to enhance drought resilience increases.		Medium term to develop and expand the program, build partnerships and implement delivery
Theme 3 Diverse and resilient local businesses and regional economies	(FDF) Agricultural communities are resourceful, adaptable and thriving.	Year 1: Development of stakeholder engagement approach / plan and commence consultation for the Regional Economic Diversification Strategy.	Short-term to develop the Regional Economic Diversification Strategy.
	Local produce and businesses are highlighted and local community has a strong voice in future vision for the region		Medium to long-term to implement actions from the plan and seek additional funding.

Theme	Outcome / priority	High-level Indicator / Metric	Timing
Theme 4 Built infrastructure and technology improvements	Adapting and repurposing infrastructure to meet the needs of the community, driven by community voice.	Year 1: Review of existing infrastructure (its usage, potential other uses) and new infrastructure needs identified.	Medium to Long-term.
	(FDF) Improved access to, and greater utilisation of community infrastructure	Review of maintenance and improvement works across the region undertaken.	
Theme 5 Good governance, knowledge sharing and skills development	(FDF) Communities better understand their resilience to drought.	Year 1: Research partner for community engagement identified.	Short to medium-term.
	(FDF) Communities implement transformative activities that improve their resilience to drought. (FDF) Communities build their local leadership, networks and social support.	Report on number of joint initiatives progressed by the consortia in the calendar year.	

CSIRO reviewed this initial plan. There were a number of suggestions for changes/updates for future plan revision. To ensure these are considered in the next revision, a summary is listed below.

- Identify what drought resilience means in the regional context through greater stakeholder engagement, and form more locally-relevant resilience principles for drought planning.
- Introduce the concepts of transition and transformation to ensure that resilience thinking extends beyond the plan's current primary focus on maintaining current farming and rural systems.
- Consider developing a stakeholder map of groups vulnerable to drought (for example under-represented groups). This information could be used to better target participants and ensure adequate supports are in place to involve different community segments.
- Provide more information about each collaboration and partnership, measures of quality and identifying ways to enhance existing relationships and determine where new relationships are potentially required.
- Clearer articulation of a structured learning process across its various components for adaptive governance of the plan's implementation so that it is more responsive to learning.
- More nuanced interpretation and use of adaptive governance principles.
- More explicitly draw on a greater diversity of plans and policies (from across government, research sectors and local community organisations) to provide perspectives on the region's existing priorities in relation to future climate change impacts and associated adaptation strategies.
- Better characterise interrelationships between economic, social and environmental factors, and explain how these relationships mediate cascading impacts of drought.
- Conduct a baseline resilience assessment that covers economic, social, cultural and environmental dimensions.
- Develop a suite of plausible future scenarios through a participatory process with a diverse range of stakeholders.
- Prioritise, sequence and link proposed actions into alternative and complementary pathways.
- Assess the type and nature of change needed to the region's sectors, farming systems, non-farm businesses and value chains for building resilience to drought and related stresses and shocks.
- Expand the criteria used to assess how proposed actions are expected to contribute to resilience-building goals.
- Include a well-developed, evidence-based theory of change with explicit assumptions, mechanisms and impact pathways by which the plan is intended to bring about regional drought resilience.
- Include an expanded set of MEL indicators, drawing on those suggested by the Future Drought Fund's MEL framework, that could be tracked with Australian Bureau of Statistics (ABS) Census data (i.e. Socio-Economic Indexes for Areas (SEIFA) index and population change). Other more specific economic, social and institutional or governance indicators may also assist in monitoring changes resulting from drought and the plan actions implemented, such as agricultural employment, employment shares of other sectors, household incomes, and segment-specific measures for youth, women and First Nations people.
- Strengthen the interactions and linkages among its different components more explicitly, and this could be done by developing cross-cutting components such as active learning and governance, a theory of change and a MEL component.



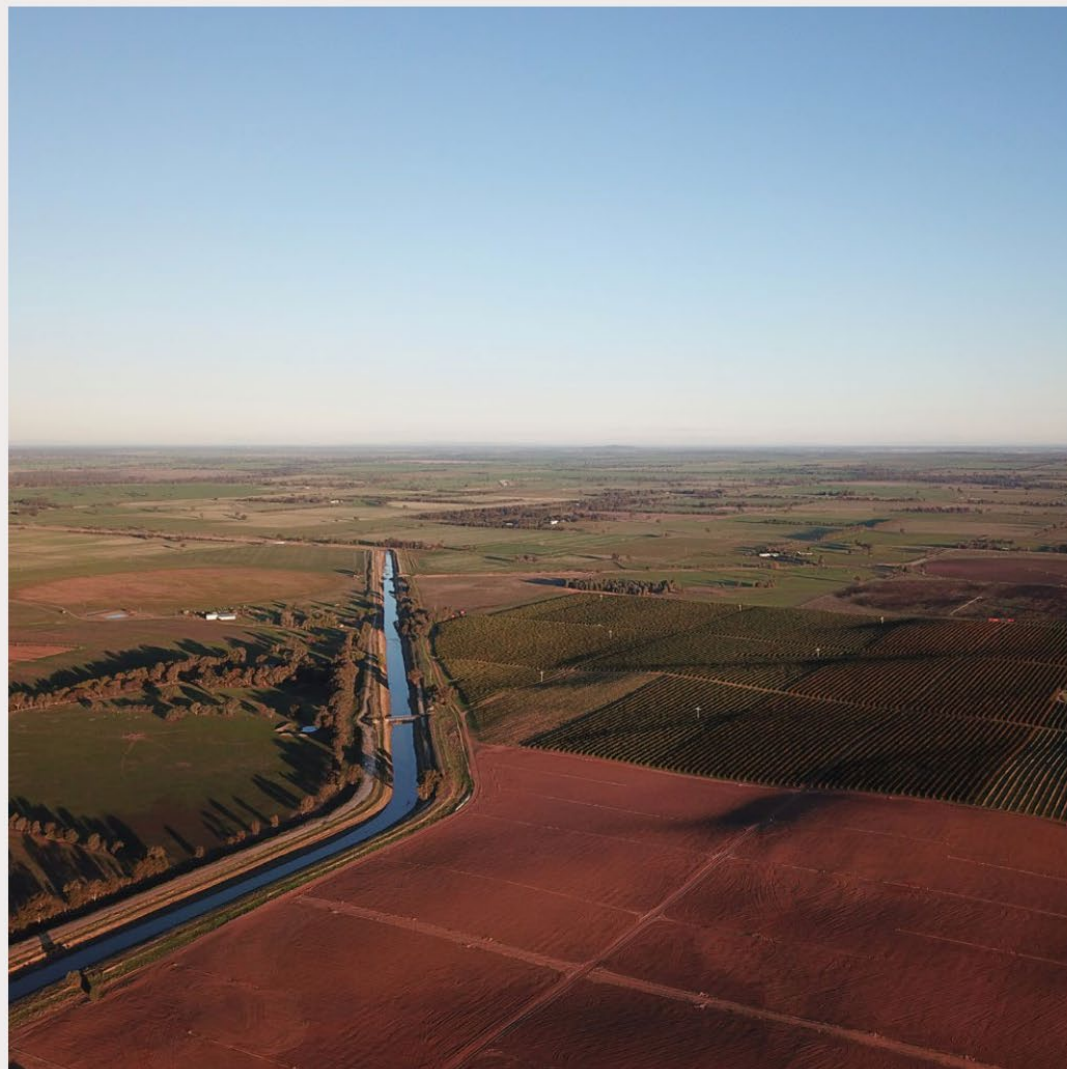
Conclusion

This Plan was developed through a bottom-up approach by the region which capitalises on earlier efforts made by the community to improve its response to drought and the community should be congratulated for taking control and driving improvement.

This Plan has been designed with the Consortia of Councils being the main leader of actions to ensure the plan is actionable. The delivery of the plan will require other agencies including state government, industry, not for profit organisations and the community to be partners in the delivery of the plan.

This Plan has identified a parcel of actions that can be funded through the FDF Implementation Funding and those that will require further investigation into alternate funding options.

This Plan illustrates the key areas for the region at this point in time. These areas are not static and will require review and update continuously.



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Regional Drought Resilience Planning

The Regional Drought Resilience Planning Program is being delivered with joint funding from the Australian Government's Future Drought Fund and the NSW Government.

The Regional Drought Resilience Planning Program provides support to identified Local Government Areas in NSW to develop drought resilience plans that can be implemented by councils and their communities.



Australian Government
Department of Agriculture,
Fisheries and Forestry



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Drought
Fund

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April 2024

12.3. DOMESTIC WASTE MANAGEMENT POLICY

Author: Manager Utilities

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council adopts the Domestic Waste Management Policy.

BACKGROUND

The draft Domestic Waste Management Policy was adopted for public exhibition at the February Ordinary Council Meeting. The document was available on the website and advertised through social media, the Pastoral Times and on Council's website from 23 February to 22 March 2024.

ISSUE/DISCUSSION

Council received 5 submissions on the draft policy. Copies of these submissions, with personal information redacted, is included in Attachment 1 to this report. Most comments centred around the size and frequency of the bin collections. It is noted that this service is a big change for our community, but we are confident that based on the information from neighbouring Council's, Halve Waste and RAMJO that been providing this service for over 10 years we have a solution that best fits our community at this time.

Council officers will engage with all respondents who have submitted feedback on the draft policy to address their concerns. It is advised that significant alterations to the policy not be implemented at this time.

STRATEGIC IMPLICATIONS

The implementation of the 3 bin system is consistent with Council's Waste Strategy.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
 - 1.1 Pristine natural environment
 - 1.2 Quality built environment
 - 1.4 Sustainable Waste Management
4. Delivering community assets and services
 - 4.1 Vibrant villages and towns
 - 4.3 Friendly and Supportive Customer service
5. Accountable leadership and responsive administration
 - 5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

There are no financial implications regarding this matter.

LEGISLATIVE IMPLICATIONS

This policy is in line with the requirements of the Local Government Act and relevant Council policies and business practices.

ATTACHMENTS

Attachment 1 - Submissions

Attachment 2 - Draft Domestic Waste Management Policy.

Attachment 1 - Submissions

Document Set ID	Submission
298124	<p>To the CEO Edward River Council</p> <p>Dear Sir,</p> <p>I wish to make a submission on the Edward River Councils Domestic Waste Management Policy.</p> <p>Firstly, I wish to congratulate council for finally reintroducing kerbside recycling collection after a hiatus of some 30 odd years since it was first introduced. I believe this is well overdue and brings us more in line with other councils throughout Australia.</p> <p>The points that I wish to make comment on are:</p> <p>1. Most councils that have kerbside recycling collection have a large 240L bin for recycling and a much smaller 80L bin for general landfill. As an alternative they have a 360L bin for recycling and a 240L bin for general landfill waste.</p> <p>I see in your policy that all bins (Green, yellow and red) are 240L. I believe this is a mistake as people will simply get confused as to which bin is for what material and place the wrong waste in the wrong bin.</p> <p>People in Deniliquin are not used to recycling and thus I can see that a large amount of recycling will still end up as landfill and vice versa.</p> <p>Yes, education is and I acknowledge will be provided but this will take many years to change people's habits that they have followed for most if not all of their lives.</p> <p>2. There are many parts of Edward River council and even the former Deniliquin</p>
298123	<p>Hi Phil,</p> <p>I'm just reading through the presumably Draft Domestic Waste Management Policy & would like to provide some feedback.</p> <p>I note the collection of the red and yellow bin is currently set for fortnightly collection moving forward, with the green bin to be collected weekly. I think the current structure is not a practical solution</p> <p>oThe red bin, which has waste, is easily full at our place within a week – even with the addition of 2 new bins, this will not change & I believe I speak for many who will be in a similar position (we do not get green waste at our property given we are on 5 acres). Not to mention the amount of material that will smell and go off in a 2 week period.</p> <p>oThe collection of the green bin once a week (food and garden waste) may be practical in summer months when lawns/gardens are actively growing, however, could it be considered to reduce this collection to once a fortnight in the cooler months, when plants aren't growing as much? This mightn't be necessary, however, may offset my</p>

298122	<p>Hi,</p> <p>Hope you are well.</p> <p>I was asked to pop in writing the issues we will have implementing the new bin program in a commercial space.</p> <p>We only have a 1 x 2 metre space for our bins- no green waste and we currently fill 2 x 240L bins a week of plastics from packaging of products.</p> <p>I also rent a 3 x 3 metre bin from CWS that is padlocked in their yard that I fill with 2 -3 ute loads a week of cardboard that I pay for and transport myself so would not be able to utilise a recycling bin as I would be requesting it be emptied every 2 days.</p> <p>I simply do not have the space for the bins in our store- we have no back access so if these bins are dropped off a few things would happen:</p> <ol style="list-style-type: none"> 1.We would be forced to keep them out the front of the store on the street- which will look quite bad for the street considering it is one of the main shopping places 2.All bins will contain plastics etc as you will give us no option 3.I will be forced to take them to the tip (outside of current tip hours because we are operating between 8:30 and 1pm) and will request that this service and the bins are removed from rate notices and the premises.
298119	<p>To Edward River Council,</p> <p>There is no feedback form.</p> <p>Was there community consultation? (ie.other than a stand at the Deni Show – where I was told what was happening and my opinions/concerns not noted.)</p> <p>I suspect this is because it is a done deal and whatever feedback you receive will not influence the rollout of this service.</p> <p>I do not want 3 x 240L bins.</p> <p>A 240L bin for organics is excessive – I will never even half fill this bin in a fortnight. I will not have 3 large bins in my front yard.</p> <p>I do not want a kitchen tidy bin. I already have a system for the compost and reuse of my household scraps.</p> <p>What will be the future of the Tip station when this is introduced?</p> <p>Will farmers in outlying areas have this additional rate charge for a service they won't and have never received?</p> <p>There is insufficient information regarding cost other than 'at this stage is anticipated that the costs will be around \$150'.</p>
297843	<p>The community at large is already struggling financially and any increase in rates would be detrimental to rate payers and families, the best possible way forward is for council payroll to be reduced as it has almost doubled since the merger and would thus more than fund the proposed waste management plan. Financially most recycling is not viable and definitely not profitable, why after all these years would council think that</p>



Domestic Waste Management Policy
Council Policy
Director of Infrastructure

POLICY OBJECTIVE

To ensure consistency in implementing Domestic Waste Management Services.

POLICY SCOPE

- This policy applies to:
- All residents and businesses within the Deniliquin area.
 - Council employees responsible for implementing and enforcing legislation related to waste management services.

POLICY STATEMENT

Edward River Council is dedicated to establishing and administering Domestic Waste Management Services in accordance with the requirements of the *Local Government Act 1993 (NSW)*.

This policy provides a transparent framework for the assessment, and management of these services while ensuring reasonable and sustainable costs. It also outlines Council's positions on service levels, allocation of bin service routes, and property levies via the Domestic Waste Charge, as well as bin auditing and refusals of service.

PROCEDURE

1. Kerbside Collection Waste Management Services

In compliance with this Policy, Council will provide a Standard Kerbside Collection Service as outlined below:

- Weekly Green Bin (food organics and garden organics) collection
- Fortnightly Yellow Bin (mixed recyclables) collection
- Alternate Fortnightly Red Bin (general waste) collection

The service is mandatory under the Local Government Act. Council interprets this to ensure that all residential and rural residential properties within Council's mandatory bin route, irrespective of size or type, receive the Standard Kerbside Collection Service, and associated fees are applicable.

2. Domestic Residential Waste

All residential properties with a domestic waste service must have the following services:

Service Outline	Collection Frequency	Bin Sizes	Waste Type
Green Bin	Weekly	240 litres (standard)	Food and Garden Organic Waste
Yellow Bin	Fortnightly	240 litres (standard)	Recyclables
Red Bin	Fortnightly	240 litres (standard)	General Waste

**Domestic Waste Management Policy**Council Policy
Director of Infrastructure**3. Industrial and Commercial Premises**

It is not Council's responsibility to collect landfill waste or recyclables from business, industrial, or commercial premises. However, where such properties are located on a route, businesses may access the Standard Kerbside Collection Service. The standard service includes landfill waste, recyclables, and organics as a minimum.

Service Outline	Collection Frequency	Bin Sizes	Waste Type
Green Bin	Weekly	240 litres (standard)	Food and Garden Organic Waste
Yellow Bin	Fortnightly	240 litres (standard)	Recyclables
Red Bin	Fortnightly	240 litres (standard)	General Waste

4. Requesting Additional Bins

Residents who require additional bins can make a request to Council. The additional bin will be charged according to the current published fees and charges. The mandatory three-bin service must be maintained, and residents cannot substitute or swap different types of bins. Residents can request an addition yellow or green bin, however if they request an additional red bin, the complete additional three-bin service will be applied. Additional bins beyond two of each waste type (six bins) won't be considered, property owners will be referred to make private commercial arrangements.

5. Bin Ownership, Missing, Vandalized, or Damaged Bins

Bins, including additional bins, are supplied, and owned by Council's approved Contractor. To ensure bins are serviced:

- Residents must not transfer bins when they move properties.
- Residents must notify Council of their residential change of address, allowing for bin transfers or retrievals where appropriate.
- Owners of multiple properties within Edward River Council must ensure that bins assigned to their property are the ones being used. Misuse may result in bin removal.
- Bins damaged through fair wear and tear or during the collection process will be repaired or replaced through the collection contract at no cost to the resident.
- Residents must notify Council of a stolen or missing bin as soon as possible. Council will not refund for bins that are stolen or missing.
- It is the responsibility of the Landlord or Agent to ensure that caddies and liners remain within the property.
- Broken, lost or stolen kitchen caddies can be replaced free of charge by contacting Council.

**Domestic Waste Management Policy**Council Policy
Director of Infrastructure**6. Bin Collections**

Bins should be placed on the kerbside the night before collection and removed no later than 5:30pm on the day following collection. Bins should be placed with the wheels facing the property, spaced 0.5 meter apart from other bins and free of obstructions.

Residents living in courts or on unsealed roads may have specific collection instructions. Council's collection contractor will determine these instructions.

7. Bin Refusals

Kerbside Collection Services may be refused if:

- A bin is not a Council-approved bin.
- The bin is overflowing (the lid must close properly).
- A bin is contaminated (e.g., landfill waste in a recyclables bin).
- The contents of the bin are jammed or over compacted and will not release.
- The bin's weight exceeds 80 kg.
- The bin is placed in an area inaccessible to the collection vehicle.
- The bin is not presented the night before collection.

8. Bin Placement

This section outlines the responsibilities and procedures for the proper placement of Mobile Bins for collection. Customers are expected to follow the correct placement guidelines:

- First Occurrence: A notice will be issued describing the issue.
- Second Occurrence: If the problem repeats, another notice will be issued.
- Third Occurrence: If the issue persists, Council's contractor may refuse to empty the bins, providing formal notification.

9. Contamination Refusals

This section outlines procedures for addressing contamination issues with mobile bins used for waste, recycling, and food and organic collection. Contamination issues will be addressed in the following manner:

- Gross Contamination: Residents will be notified of the issue and given a day to rectify it.
- Multiple Contamination Occurrences: Multiple occurrences will result in escalating notifications and, in severe cases, removal of the bin service.

10. Kerbside Collection Route

The Standard Kerbside Collection Service will be provided to all properties, except as outlined below:

- Vacant Land
- Commercial and Industrial properties without Council approval.

The collection route is defined by Council's kerbside collection route maps. Changes to collection routes will be properly communicated to affected properties.

**Domestic Waste Management Policy**Council Policy
Director of Infrastructure**DEFINITIONS**

Council means Edward River Council

The **Collection Period** mean the 24-hour period of the normal service day and 12 hours prior to the normal service day.

Domestic Waste means waste produced by a domestic premises, including recyclables but excluding sewage.

Domestic Waste Charge means the annual fees for residents where services are available.

Dwelling means a building or part of a building used as a residence.

Non-ratable Property means a property exempt from rating under 555 of the Act.

General waste means waste that cannot be recycled or recovered.

ASSOCIATED LEGISLATION

The *Local Government Act 1993*

ASSOCIATED POLICIES AND PROCEDURES

Nil

POLICY VERSION CONTROL

Policy Title		Domestic Waste Management	
ECM Doc Set ID		291261	
Date originally endorsed/adopted			
Council minute number			
Responsible Officer		Manager Utilities	
Version Number	Modified By	Modifications Made	Date modified version endorsed/adopted and resolution number where applicable
Next revision		November 2026	

12.4. POWER PURCHASE AGREEMENT - RAMJO

Author: Manager Facilities and Open Spaces

Authoriser: Acting Director Infrastructure

RECOMMENDATION

That Council delegate the authority to execute the contracts for the supply of electricity for large market sites and streetlighting to the Acting Chief Executive Officer, subject to a successful tendering process by the Hunter Joint Organisation.

BACKGROUND

The Climate Change (Net Zero Future) Act sets a clear path for NSW emissions reduction targets to 2050. This includes the primary targets: 50% emissions reductions on 2005 levels by 2030 70% emissions reductions on 2005 levels by 2035 and Net zero by 2050. Procuring renewable energy via a Power Purchasing Agreement (PPA) is the best way for councils to reduce emissions in the short term in line with council targets and State Government legislation.

Hunter Joint Organisation (Hunter JO), with support from Mid North Coast Joint Organisation (MNCJO), is facilitating a renewable energy PPA tender process for regional councils across NSW with electricity contracts expiring in 2024 or 2025.

Eleven councils have joined the *Powering Tomorrow: Regional Councils NSW PPA* (Regional Councils PPA) buyer's group as of 23 February 2024, with more joining in February and early March 2024.

Procuring electricity collaboratively through a PPA offers many benefits to councils. A PPA combines sustainability outcomes and financial risk management. A PPA buyer's group share resources, workload, and up-front consultant fees that can otherwise be a barrier for individual councils. Groups also bring increased scale, leveraging collective buying power for a better deal. Further, the long-term nature of a PPA protects councils against the risk of price fluctuations in the electricity market, providing budget certainty and resilience. Several of the participating councils have endorsed net zero targets. This PPA is a simple and affordable way for participating councils to significantly reduce their emissions.

Specialised advice is essential for delivering a successful PPA. An experienced team of advisors has been selected to support councils during the procurement process, including a technical energy advisor, procurement advisor, probity advisor and legal advisor. The tendering process will comply with the NSW Local Government Act 1993, Local Government (General) Regulation 2021 and procurement regulatory framework, as well as probity principles.

ISSUE/DISCUSSION

Edward River Council is the only council of 13 participants that have not delegated their Chief Executive Officer or General Manager for short validation pricing, contract signing. As impending Council elections and Council entering into care-taker mode, Edward River Council is at risk of not being able to make the short timeframes to call an extraordinary meeting to make decisions. Financial implications of missing decision deadlines (as attached).

PPA ensures better price bargaining, towards Net Zero targets. Further details regarding financial impacts of the PPA are included in Attachment 2.

Request for Tender Stage	Status	Timelines
Stage 1: Request for Tender – Qualification Stage	Open	Open 15 March Close 12pm 8 April
Stage 2: Request for Tender – Additional information to qualified Tenderers	Not released	Open 9 April Close 19 April
Stage 3: Request for Tender – Final energy mix and pricing clarifications	Not released	Market dependent (estimated w/c 29 April)

STRATEGIC IMPLICATIONS

The PPA aligns with Council's strategic objectives of reducing its carbon emissions through electricity usage into the future.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
 - 1.1 Pristine natural environment
 - 1.2 Quality built environment
5. Accountable leadership and responsive administration
 - 5.1 Collaborative and Engaged
 - 5.2 Financially sustainable

FINANCIAL IMPLICATIONS

The PPA could have financial implications with reduced negotiating power for lower electricity pricing on Large site and Street Lighting sites.

LEGISLATIVE IMPLICATIONS

Procurement under the PPA is consistent with the Local Government Act and Regulations.

ATTACHMENTS

1. PPA Timelines
2. Information regarding Budget Impact of PPA Agreement

Attachment 1 - 20240313_Regional Councils PPA_Timelines

Powering Tomorrow:

Regional Councils NSW PPA



Timelines

Last updated: 13 March 2024



Date	Activity
6 March	Site list and loads to Council for approval
8 March	Sourced Energy cost range estimates to Councils
COB 11 March	Deadline for Pre-qualification RE percentages
12 March	Draft Pre-Qualification Documents signed off by PDT, Probity, Regional Procurement
14 March	Pre-Qualification Documents signed off by Steering Committee
15 March	Pre-Qualification released to market (Tenderlink)
28 March	PDT Sign Off on Requirements, RFP and Response Schedule
3 April	Forecast load, site list and RE% signed off by Councils
4 April	SC Sign off RFP Docs ex load and RE%
5 April	Final forecast load, site list and RE% signed off by Councils
8 April	Pre-Qualification Closes
9 April	Pre-Qualification Evaluation Meeting
9 April	All qualified retailers sent RFP Docs inc. Returnable Schedules and secure link to tender data
19 April	RFP Close – and Clarification period begins
22 April	Sourced Energy provide indicative high and low-price range for RE/regular energy based on market
25 April*	Short list meeting inc evaluation/ recommendation EP – *dependency on clarifications being finalised
Short list mtg + 1 day	SC Sign off short list – Legal review of contracts begins - Final forecast load, site list and final RE% signed off by Councils
Short list +1 day	First Possible Final Price Clarification Request (Market Dependent)
Final Price Req +48 hrs	Pricing Close – Review and final price/cost analysis begins Executable contracts received
Final Price Req Close +48hrs	Final Report Summary Meeting in am - Preferred supplier agreed with SC and notified - Recommendation to councils drafted

Attachment 2 - Budget Impact Tool

Edward River										
Current Contract Rates	Peak	Shoulder	Off Peak	LGCs \$/Certificate	STCs \$/Certificate	ESCs \$/Certificate	Metering \$/Yr/NMI	Retail Service Fee \$/Yr/NMI	Network Costs \$/Yr	
2024 Streetlighting	\$ 242.14	\$ 121.87	\$ 124.53	\$ 52.75	\$ 39.75	\$ 38.00	\$ -	\$ -	\$ 31,481	
2024 Large Market	\$ 136.33	\$ 136.33	\$ 115.56	\$ 48.50	\$ 40.00	\$ 34.35	\$ 334.00	\$ 480.00	\$ 218,753	

Consumption	Peak	Shoulder	Off Peak	Total
2024 Streetlighting Forecast Consumption:	26	29	193	249
2024 Large Market Forecast Consumption:	150	212	461	823
2025 Forecast Consumption:	176	241	655	1,071
2026 Forecast Consumption:	176	241	655	1,071

2024 Estimated Current Costs	Peak	Shoulder	Off Peak	LGCs	STCs	ESCs	Metering	Retail Service	Networks	Total Inc. GST
2024 Streetlighting Costs:	\$ 6,709	\$ 3,699	\$ 25,278	\$ 2,545	\$ 2,390	\$ 843	\$ -	\$ -	\$ 26,873	\$ 75,170
2024 Large Market Costs:	\$ 21,426	\$ 30,299	\$ 55,962	\$ 7,741	\$ 7,956	\$ 2,522	\$ 1,002	\$ 1,440	\$ 218,753	\$ 381,812
Large Market + Streetlighting Totals:	\$ 28,136	\$ 33,998	\$ 81,240	\$ 10,286	\$ 10,346	\$ 3,365	\$ 1,002	\$ 1,440	\$ 245,626	\$ 456,982

Budget Range (using forecast load)	2025 Budget Impact			2026 Budget Impact		
	Total	Difference \$	Difference %	Total	Difference \$	Difference %
Low Scenario: Grid + LRET only (18.48%):	\$ 428,854	\$ 28,129	6%	\$ 436,433	\$ 20,549	4%
High Scenario: 100% Renewable:	\$ 466,450	\$ 9,468	2%	\$ 467,705	\$ 10,723	2%

Totals include: Energy, environmental charges, metering, retail service, networks and GST

2025						
Budget Range Calculations by Cost Categories (using forecast load)	Energy	Enviros	Metering	Retail Service	Networks	Total Inc. GST
Low Scenario: Grid + LRET only:	\$ 109,100	\$ 23,864	\$ 1,002	\$ 1,825	\$ 254,075	\$ 428,854
High Scenario: 100% Renewable:	\$ 153,463	\$ 13,679	\$ 1,002	\$ 1,825	\$ 254,075	\$ 466,450

2026						
Budget Range Calculations by Cost Categories (using forecast load)	Energy	Enviros	Metering	Retail Service	Networks	Total Inc. GST
Low Scenario: Grid + LRET only:	\$ 109,100	\$ 22,305	\$ 1,002	\$ 1,825	\$ 262,524	\$ 436,433
High Scenario: 100% Renewable:	\$ 146,156	\$ 13,679	\$ 1,002	\$ 1,825	\$ 262,524	\$ 467,705

12.5. MAJOR PROJECTS UPDATE - MARCH 2024

Author: Projects Coordinator

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council receive and note the Major Projects Program - Progress Report for March 2024.

BACKGROUND

A breakdown of current funding and active projects is as follows:

Government Funding Body (does not include Council contribution)	Project	Funding Received (excl)	Funding Remaining (excl)
NSW Showground Stimulus Funding	Demolition & Construction of amenities Extension of Clubrooms - DNA Roadway & Carparking Eastern Side Sealed Access Roads, Carpark and Kerb and Gutter	\$1,500,703	\$244,451
Stronger Country Communities Fund - R5	Peppin Heritage Centre - Masterplan Implementation Town Hall Revitalisation	\$939,885	\$930,170
Local Roads and Community Infrastructure - R3	Saleyards Refurbishment	\$426,340	\$352,712
Local Roads and Community Infrastructure - R4	Part A - Lighting Deniliquin and Blighty Rec Reserves Part A - Band hall refurbishment Part B - Hardinge Street K&G	\$1,518,748	\$918,748
Office of Local Government	Flood Recovery - Essential Public Assets	\$1,000,000	\$10,810

Government Funding Body (does not include Council contribution)	Project	Funding (excl)	Received	Funding (excl)	Remaining
Department of Planning & Environment	Edward River Skate Park Development		\$500,000		\$478,876
Fixing Country Roads	Pretty Pine Road Widening		\$1,736,972		\$1,522,809
Regional Emergency Road Repair Fund	Road Network Repair Pretty Pine Road Widening		\$7,001,855		\$5,212,499
Essential Public Asset Reconstruction (DFRA - TfNSW Administer)	Road Network Repair		\$11,535,909		\$7,863,017

Total project budget, actuals, and balance is attached.

ISSUE/DISCUSSION

Project Updates

DNA Clubrooms

Project Description	Extension of DNA Clubrooms (managed by the DNA and Cricket Club committees)
Funding	SCCF R4 (Deniliquin Cricket Club) and NSW Showground Stimulus
Timing	Anticipated completion June 2024
% Complete	70%
Update	Fit out is currently being undertaken.

Lighting Deniliquin and Blighty Reserves

Project Description	Provide improved lighting to sporting grounds - Hardinge St Oval, Blighty Oval and Memorial Park
Funding	SCCF R4 & LRCI R4
Timing	Anticipated completion April 24
% Complete	90%
Update	All lighting has been installed at Memorial Park, Blighty and Hardinge Street ovals. Clean-up will

Project Description	Provide improved lighting to sporting grounds - Hardinge St Oval, Blighty Oval and Memorial Park
	continue in early April, with project completion by mid-April 24.

Edward River Village

Project Description	Stage 1 - Construction of 6 dwellings
Funding	MDBEDF - Funding component is now complete
Timing	Multi Year Project
%Complete	95%
Update	Units 3, 4 and 5 are complete with unit 6 anticipated completion mid-April 2024.

Edward River Skate Park

Project Description	Development of new Skate Park
Funding	Department of Planning and Environment
Timing	Due for completion June 2024
% Complete	4%
Update	Earthworks have commenced and bowls are being formed up in preparation for concreting.

Road Network Repair - Flood Recovery

Project Description	Damage repairs throughout the road network due to Flooding
Funding	Regional & Local Road Repair Program and Regional Emergency Road Repair Funds (RLRRP, RERRF)
Timing	Due for Completion Oct 2027
% Complete	26%
Update	Works are complete on a section of Stud Park Road, Millears Road and Maude Road. Works are currently being undertaken on Carrathool, Tocumwal, Moonee Swamp and Blighty Hall Roads.

Project Description	Damage repairs throughout the road network due to flooding
Funding	Essential Public Asset Reconstruction (EPAR)
Timing	Due for Completion June 2024
%Complete	32%
Update	Three crews are currently working across Pretty Pine Road and various unsealed roads across the north-east of the LGA.

Peppin Heritage Centre - Masterplan Implementation

Project Description	To activate the masterplan implementation for the Peppin Heritage Centre - Museum Upgrade
Funding	Strong Country Communities - R5
Timing	Due for completion January 2026
% Complete	1%
Update	New floorboards in the Museum and School room are currently being laid and due to be complete mid-April 2024. Works can then commence on the curatorial of the new museum.

Pretty Pine Road Widening

Project Description	Pretty Road widening from 6.1m seal to an 11m formation with an 8m seal. CH58.75 to CH66.55km
Funding	Fixing Country Roads R6, BLOCK and RERRF
Timing	Multi Year
% Complete	0%
Update	Council is waiting on the executed Fixing Country Roads agreement to be returned. Contract has been awarded to BiLD Infrastructure and work is expected to commence in early April 2024.

STRATEGIC IMPLICATIONS

COMMUNITY STRATEGIC PLAN

4. Delivering community assets and services

4.1 Vibrant villages and towns

4.2 Reliable Water and Sewerage

4.3 Friendly and Supportive Customer service

FINANCIAL IMPLICATIONS

Projects funded through these programs include costs for the design, documentation, and supervision costs for each project.

LEGISLATIVE IMPLICATIONS

Council must ensure that these projects are completed within the timeframes set out within the funding agreements.

ATTACHMENTS

Attachment 1 - Report - Mar24



Current/Active Funded Projects

Funding Source	Project Title	Total Budget	Actual Expenses	Balance Remaining	Percentage Complete
Stronger Communities Fund - R2		\$ 10,000	\$ -	\$ 10,000	
	Truck Stop Strategy (variation in place to move to Town Hall Funding)				0%
NSW Showground Stimulus Funding - P2		\$ 1,500,703	\$ 1,256,252	\$ 244,451	
	Demolition & Construction of amenities	\$ 141,894	\$ 141,894		100%
	Extension of Clubrooms - DNA	\$ 347,067	\$ 147,770		50%
	Roadway & Carparking Eastern Side	\$ 232,716	\$ 232,716		100%
	Sealed Access Roads, Carpark, K&G PM	\$ 630,145	\$ 606,460		100%
			\$ 127,412		
Stronger Country Communities Funding - R4		\$ 768,338	\$ 768,338	\$ -	
(additional Funding in LRCI R4)	Lighting Deniliquin and Blighty Rec Reserves		\$ 768,338		100%
Local Roads and Community Infrastructure R4		\$ 1,518,748	\$ 100,386	\$ 1,418,362	
Part A - Lighting Deni and Blighty Reserves	Work Schedule yet to be approved	\$ 600,000	\$ 600,000		100%
Part A - Band Hall Refurbishment	Work Schedule yet to be approved	\$ 363,170	-		0%
Part 2 - Hardinge St K&G	Work Schedule not yet submitted	\$ 555,578	-		0%
Various Funding		\$ 5,900,000	\$ 5,968,295	-\$ 68,295	
RAP1	Deni Runway Upgrade - Strengthening & Lighting	\$ 2,500,000	\$ 2,500,000		100%
LRCI R3		\$ 1,500,000	\$ 1,500,000		
Council		\$ 1,900,000	\$ 1,968,295		
Various Funding		\$ 4,430,000	\$ 4,208,104	\$ 221,896	
Murray Darling Diversification Funding	Edward River Village	\$ 1,000,000	\$ 1,000,000		100%
Council		\$ 520,000	\$ 520,000		100%
Council sales revenue		\$ 2,910,000	\$ 2,688,104		85%
Local Roads and Community Infrastructure - R3		\$ 426,340	\$ 73,628	\$ 352,712	
	Refurbishment of the Saleyards		\$ 73,628		20%
Stronger Country Communities R5		\$ 939,885	\$ 9,715	\$ 930,170	
	Peppin Heritage Centre - Masterplan Implementation	\$ 714,000	\$ 9,715	\$ 704,285	1%
	Town Hall Revitalisation Project - Regional	\$ 225,885	-	\$ 225,885	0%
Regional & Local Road Repair Program - TfNSW		\$ 2,914,961	\$ -	\$ -	
(now combined with RERRF below)	Flood Recovery - Road network				
Regional Emergency Road Repair Funding - TfNSW		\$ 7,001,855	\$ 1,789,356	\$ 5,212,499	
(combined with RLRRP to form RERRF)	Flood Recovery - Road network	\$ 4,086,894	\$ 1,789,356		26%
Flood Recovery - Office of Local Government		\$ 1,000,000	\$ 989,190	\$ 10,810	
	Flood Recovery - Essential Public Assets		\$ 989,190		99%
Department of Planning and Environment		\$ 500,000	\$ 21,124	\$ 478,876	
	Edward River Skate Park Development		\$ 21,124		4%
Fixing Country Roads		\$ 1,736,972	\$ 214,163	\$ 1,522,809	
	Pretty Pine Road - Widening		\$ 214,163		0%
Essential Public Asset Reconstruction		\$ 11,535,909	\$ 3,672,892	\$ 7,863,017	
DFRA - TfNSW Administer	Road Network Repair		\$ 3,672,892		32%

12.6. INVESTMENT REPORT - MARCH 2024

Author: Financial Accountant

Authoriser: Chief Financial Officer

RECOMMENDATION

That Council

1. Note and receive the March 2024 report on Investments totalling \$37,748,230 inclusive of cash at bank for day-to-day operations.
2. Note that actual interest earned in the month of March 2024 was \$116,606.
3. Note that total interest earned for the year to 31 March 2024 is \$1,216,544.
4. Note the Certificate of the Responsible Accounting Officer and adopt the Investment Report.

BACKGROUND

The purpose of this report is to update Council on the investment of surplus funds and performance of Council's investment portfolio for the month to 31 March 2024 as required by Regulation No 264 (Part 19) of the Local Government Act 1993.

As at 31 March 2024, Council had a total of \$37,748,230 in invested funds. Interest earned from investments during the month of March 2024 was \$116,606.

Included in this report are the following items:

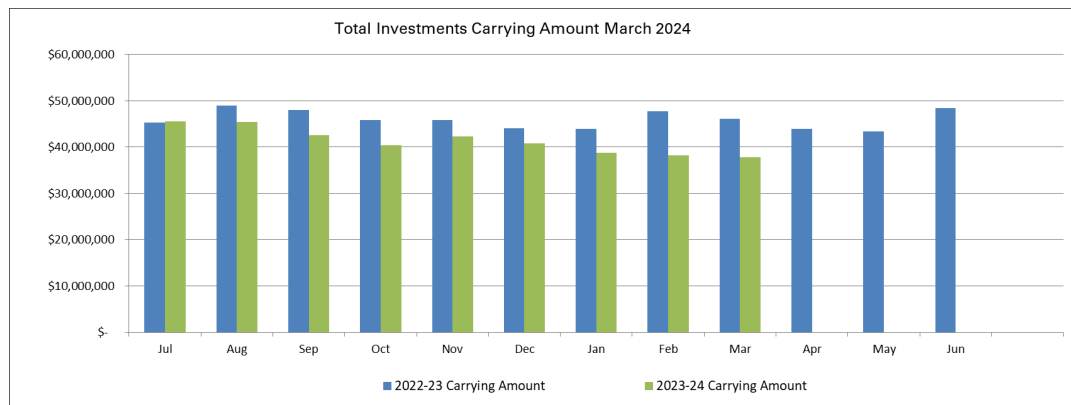
- Council's Investments as at 31 March 2024
- Restrictions Applying to Investment Funds
- Investment Portfolio Performance
- Investment Commentary
- Monthly Report from Imperium Markets
- Certification by the Responsible Accounting Officer

ISSUE/DISCUSSION

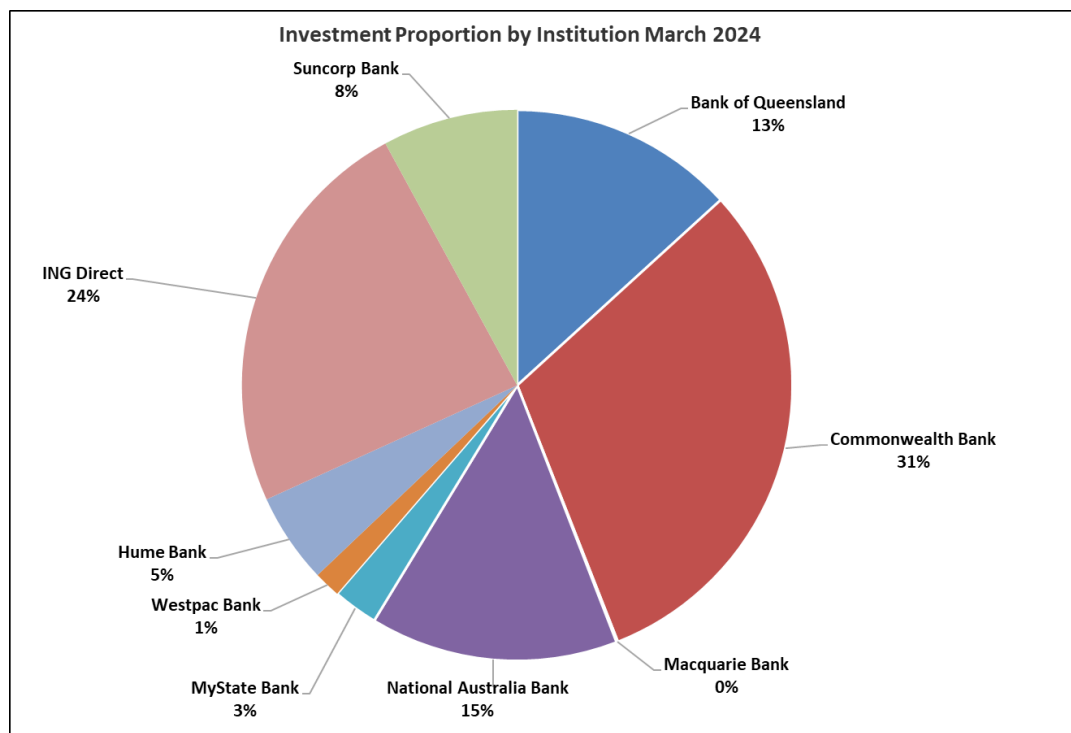
Council's Investments as at 31 March 2024

As at 31 March 2024, Council had a total of \$37,748,230 in term deposits and cash at bank exclusive of unpresented receipts or cheques.

The total investments balance has seen a reduction this financial year as Council has been successfully completing capital projects. This also includes seasonal fluctuations from month to month in line with Council's cashflow requirements.



Council's funds were invested with A1+, A1 and A2 rated Authorised Deposit Institutions (ADI's).



Summary of cash at bank from day-to-day operations

Cash Summary		Comment
Opening cash book balance	\$ 5,644,692	
Plus receipts	\$ 5,567,473	Grants, Investments, charges and rates debtors receipts
Less payments	\$ 9,059,879	Capex and Opex payments
Cash book balance as at 31 March 2024	\$ 2,152,286	
Statement Summary		
Opening statement balance	\$ 5,567,276	
Plus receipts	\$ 5,762,906	Grants, Investments, charges and rates debtors receipts
Less payments	\$ 9,178,012	Capex and Opex payments
Bank statement balance as at 31 March 2024	\$ 2,152,170	
plus Unpresented receipts	\$ 12,843	Receipts not yet presented at bank
less Unpresented payments	\$ 7,469	payments not yet presented at bank
less Unmatched receipts on the Bank Statement	\$ 126,580	
plus Unmatched payments on the Bank Statement	\$ 121,321	
Reconciliation balance as at 31 March 2024	\$ 2,152,286	

Restrictions applying to Investment Funds

Internal Restrictions

Infrastructure replacement	\$ 1,359,826
Plant replacement reserve	\$ 1,798,670
Recreation reserves/villages	\$ 1,113,000
Other internal reserves	\$ 626,384
Employee entitlements	\$ 692,727
Land Development Fund	\$ 385,000
Airport Development	\$ 20,000
Deposits, retentions and bonds	\$ 258,428

Total Internal Restrictions **\$ 6,254,036**

External Restrictions

Water supplies fund	\$ 6,673,447
Sewerage services fund	\$ 8,073,588
Tip remediation	\$ 1,300,000
Unexpended Merger funds	\$ 366,819
Other unexpended grant funds	\$ 5,882,844
Other external reserves	\$ 140,210

Total External Restrictions **\$ 22,436,907**

Unrestricted Funds **\$ 9,057,287**

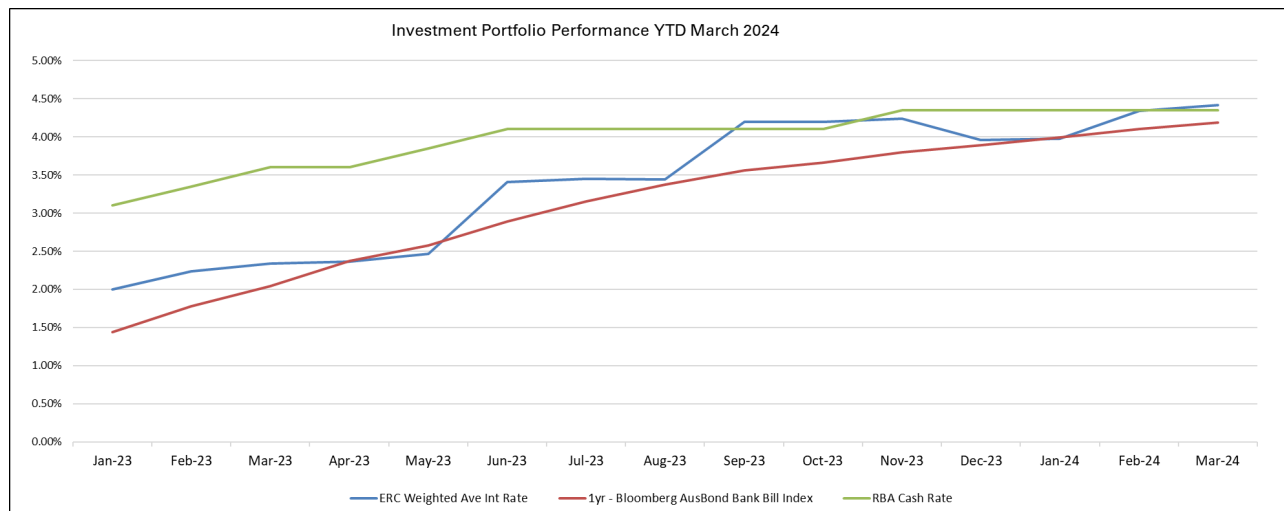
Total Funds **\$ 37,748,230**

The following restrictions applied to the cash and investments balance:

Fund Name	Bank and Investments Percentage	
General	\$ 23,001,195	60.93%
Water	\$ 6,673,447	17.68%
Sewer	\$ 8,073,588	21.39%
Total Funds	\$ 37,748,230	100.00%

Investment**Portfolio****Performance**

Total interest earned from investments during the month of March 2024 was \$116,606, compared to the original monthly budget of \$135,077.



As at 31 March 2024, Council's weighted average interest rate was 4.42%, which was 0.23% above the Bloomberg AusBond Bank Bill Index implied one-year return of 4.19%. Total interest earned for the year to 31 March 2024 was \$1,216,544 compared to the budget of \$1,215,693 and previous year total of \$578,005.

Council engaged Imperium Markets Pty Ltd to provide ongoing investment advisory services from May 2021 as per recommendation from Audit Risk and Improvement Committee (resolution

ARIC/2021/7). As part of this service, Imperium provides, among other services, a monthly investment review report for Council which council uses to inform investment decisions. A copy of the report is attached in this report as **Attachment 2 - Investment Review March 2024 - Arlo Advisory**. Council continues to obtain financial benefits through accessing better rates through the Imperium Investment platform as well as efficiency savings in the investment process.

Investment Commentary

As at 31 March 2024, all investments were within the defined Investment Policy limits. Council's investment portfolio consisted of term deposits (89%) and cash at bank/ on call (11%).

The Reserve Bank of Australia (RBA) has not changed the official cash rate since November 2023 with the cash rate still at 4.35%. The deposit market has factored in the rate movements in recent months. The higher rates provide opportunities for Council to obtain progressively higher rates on investments as the current ones mature. To mitigate the re-investment risk of current decreasing interest rate forecasts, Council is following on the advice from Arlo Advisory, to invest in term deposits with maturities 1 year to 2 years and a potential longer-term strategy of 2 - 5 years, taking into consideration council's cashflow needs. This will allow council to take advantage of the relatively higher returns currently on the market for these investments as compared to short term ones.

STRATEGIC IMPLICATIONS

Investments have been made in accordance with Council's investment policy which was adopted on 19 April 2022.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.2 Financially sustainable

FINANCIAL IMPLICATIONS

Under Council's Investment policy, investments are made with a range of ADI's, with Council funds invested with a single institution not going above a percentage of the total portfolio as follows:

40%	A1+ rated institutions
25%	A1 rated institutions
15%	A2 rated institutions
\$250,000	A3 and unrated authorized deposit taking institutions
100%	Commonwealth/State/Tcorp/M Funds
100%	A1+ rated institutions
60%	A1 rated institutions
35%	A2 rated institutions
5%	A3 and Unrated authorized deposit taking institutions

LEGISLATIVE IMPLICATIONS

<p>Local Government Act 1993</p>	<p>625 How may councils invest</p> <ul style="list-style-type: none"> • A council may invest money that is not, for the time being, required by the council for any other purpose. • Money may be invested only in a form of investment notified by order of the Minister published in the Gazette. <p>Editorial note—</p> <p>See Gazettes No 152 of 24.11.2000, p 12041; No 94 of 29.7.2005, p 3977; No 97 of 15.8.2008, p 7638 and No 160 of 24.12.2008, p 13140.</p> <p>(3)An order of the Minister notifying a form of investment for the purposes of this section must</p> <p>not be made without the approval of the Treasurer.</p> <p>(4)The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.</p>
<p>Local Government (General) Regulation 2005</p>	<p>212 Reports on council investments</p> <p>(1) The responsible accounting officer of a council—</p> <p>(a) must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented—</p> <p>i) if only one ordinary meeting of the council is held in a month, at that meeting, or</p> <p>(ii) if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and</p> <p>(b) must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.</p> <p>(2) The report must be made up to the last day of the month immediately preceding the meeting.</p> <p>Note—</p>

Local Government Act 1993	625 How may councils invest <ul style="list-style-type: none"> • A council may invest money that is not, for the time being, required by the council for any other purpose. • Money may be invested only in a form of investment notified by order of the Minister published in the Gazette. Editorial note— See Gazettes No 152 of 24.11.2000, p 12041; No 94 of 29.7.2005, p 3977; No 97 of 15.8.2008, p 7638 and No 160 of 24.12.2008, p 13140. (3)An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer. (4)The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.
	Section 625 of the Act specifies the way in which a council may invest its surplus funds.

Certification – Responsible Accounting Officer

I hereby certify that the investments listed in the Investment Report Attachment have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Belinda Langlands
Responsible Accounting Officer

ATTACHMENTS

Attachment 1 - Schedule of Investments March 2024

ORDINARY COUNCIL MEETING AGENDA

TUESDAY, 16 APRIL 2024

Printed on 5/04/2024 2:46 PM

Schedule of Investments									
This Report is at date					31-March-2024				
Description	Account No.	Rating at EOM (S&P)	Date Invested	Maturity Date	Days	Rate	Face Value Amount	% of Portfolio	Estimated Interest
Westpac Business Cheque Plus Account	032-870 16-6545	A1+	N/a	N/a	365	0.00%	588,720	1.56%	Monthly
Westpac Business Cash Reserve	032-870 17-9231	A1+	N/a	N/a	365	0.05%	0	0.00%	Monthly
Westpac 31 Day Notice Account	032-870 23-2696	A1+	N/a	N/a	365	3.95%	1,685	0.00%	Monthly
Commonwealth Bank General Fund	062-533 00000010	A1+	N/a	N/a	365	4.15%	1,531,402	4.06%	Monthly
Commonwealth Bank Business On Line Saver	062-533 10151117	A1+	N/a	N/a	365	4.35%	2,094,376	5.55%	Monthly
Macquarie Bank - Rates	3005-79778	A1	N/a	N/a	365	0.00%	28,969	0.08%	Monthly
Macquarie Bank - Water	2643-18940	A1	N/a	N/a	365	0.00%	3078	0.01%	Monthly
Total Oncall/ CMT Accounts							4,248,230	11.25%	
Term Deposits									
National Australia Bank	20-049-8755	A1+	10-Jun-21	11-Jun-24	1097	0.75%	3,000,000	7.95%	67,623.29
National Australia Bank	50-665-2647	A1+	24-May-21	24-May-24	1096	0.75%	2,500,000	6.62%	56,301.37
National Australia Bank	CDA 37543602	A1+	26-Jul-23	30-Jul-24	370	5.50%	1,500,000	3.97%	83,630.14
National Australia Bank	0	A1+	05-Sep-23	05-Sep-24	366	5.20%	1,500,000	3.97%	78,213.70
National Australia Bank	0	A1+	12-Sep-23	16-Sep-25	735	4.90%	2,000,000	5.30%	197,342.47
National Australia Bank	0	A1+	14-Sep-23	17-Oct-24	399	5.21%	2,000,000	5.30%	113,906.30
Commonwealth Bank	0	A1+	12-Sep-23	17-Sep-24	371	5.00%	1,000,000	2.65%	50,821.92
Suncorp Bank	0	A1+	30-Nov-23	30-May-24	182	5.37%	1,000,000	2.65%	26,776.44
Suncorp Bank	0	A1+	28-Nov-23	14-Aug-24	260	5.41%	1,000,000	2.65%	38,536.99
Suncorp Bank	0	A1+	14-Nov-23	15-Jan-25	428	5.40%	1,000,000	2.65%	63,320.55
ING Direct	0	A1	22-Feb-24	24-Feb-25	368	5.18%	1,000,000	2.65%	52,225.75
ING Direct	0	A1	22-Mar-23	25-Mar-25	734	4.50%	1,000,000	2.65%	90,493.15
ING Direct	1100308	A1	13-Jun-23	18-Jun-24	371	5.41%	2,000,000	5.30%	109,978.63
ING Direct	0	A1	28-Jun-23	09-Apr-24	286	5.55%	2,000,000	5.30%	86,975.34
ING Direct	35-071-3705	A1	29-Jun-23	30-Jun-25	732	5.55%	2,000,000	5.30%	222,608.22
ING Direct	0	A1	20-Mar-24	20-Mar-29	1826	5.06%	1,000,000	2.65%	253,138.63
Total A1+ Deposits							25,500,000	67.55%	
Bank of Queensland	0	A2	26-Mar-24	28-Mar-28	1463	4.95%	1,000,000	2.65%	198,406.85
Bank of Queensland	623109	A2	10-Nov-22	11-Nov-24	732	4.70%	1,000,000	2.65%	94,257.53
Bank of Queensland	75-932-6942	A2	29-Jun-23	16-Jul-24	383	5.56%	2,000,000	5.30%	116,683.84
Bank of Queensland	0	A2	30-Nov-23	27-Nov-25	728	5.35%	1,000,000	2.65%	106,706.85
Hume Bank	0	A2	20-Mar-24	10-Dec-24	265	5.08%	2,000,000	5.30%	73,764.38
MyState Bank	0	A2	28-Jun-23	28-Jun-24	366	5.65%	1,000,000	2.65%	56,654.79
Total A2 Deposits							8,000,000	21.19%	
					Weighted Average Interest Rate	4.42%	37,748,230	100.00%	



Monthly Investment Review



March 2024

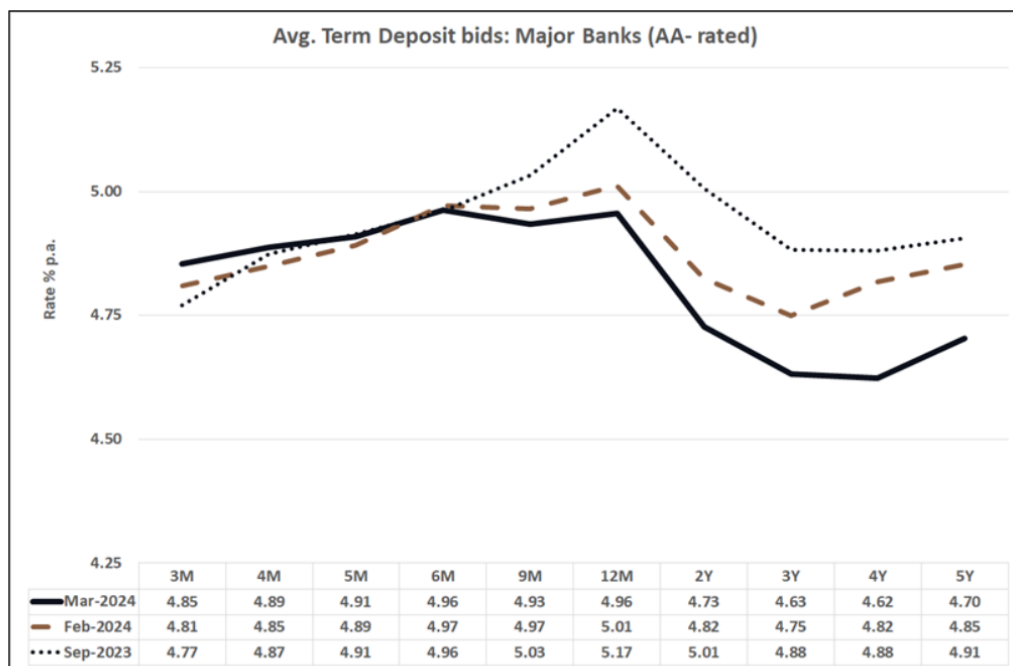
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Market Update Summary

Risk assets performed well in March as the narrative of economic resilience overshadowed concerns that rates may remain higher for an extended period of time.

Over March, at the very short-end (3–5 months), the average major bank deposit rates were around 2–4bp higher compared to the previous month. In contrast, major bank deposit rates at the long-end fell between 10–20bp across the 2–5 year tenors. The longer-term rates are around 20–30bp lower across the board compared to where they were 6 months ago (September 2023), with rate cut expectations now gathering pace.



Source: Imperium Markets

With a global economic downturn and multiple interest rate cuts being priced starting later this year, investors should consider taking an 'insurance policy' against a potentially lower rate environment by investing across 2–5 year fixed deposits, targeting rates above or close to 4%–5% p.a. (small allocation only).



Edward River Council's Portfolio & Compliance

Asset Allocation

The portfolio is mainly directed to fixed term deposits (~89%), with the remainder of the portfolio (~11%) being held in various overnight cash accounts.

Senior FRNs remain relatively attractive as spreads have generally widened over the past 2 years. New issuances may be considered again on a case by case scenario. In the interim, staggering a mix of fixed deposits between 9-12 months to 3 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With multiple rate cuts and a global economic downturn being priced in coming years, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 2-5 year fixed deposits, locking in and targeting yields close to or above 4%-5% p.a.



Term to Maturity

The portfolio remains highly liquid with around 81% maturing within 12 months. The weighted average duration of the deposit portfolio is around 9½ months and so the majority of the portfolio will turnover and be reinvested at higher prevailing rates over the next three quarters.

Where liquidity permits, we recommend investing surplus funds in the 1-2 year horizons to optimise the portfolio's returns in the long-run. Where there is (counterparty) capacity to invest in attractive medium-longer term investments, we recommend this be allocated to medium-term fixed deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 – 90 days	\$15,748,236	41.72%	15%	100%	\$22,000,000
✓	91 – 365 days	\$15,000,000	39.74%	0%	100%	\$22,748,236
✓	1 – 2 years	\$5,000,000	13.25%	0%	70%	\$21,423,765
✓	2 – 5 years	\$2,000,000	5.30%	0%	50%	\$16,874,118
		\$37,748,236	100.00%			



Counterparty

Overall, the portfolio is lightly diversified across the investment grade credit spectrum, with no exposure to the unrated ADIs.

As at the end of the March, Council is within Policy limits to each individual ADI. We continue to encourage Council to diversify its investments with other ADIs as this will not only reduce concentration risk, but in all likelihood, this will increase the overall returns of the portfolio. We welcomed the decision to open a new deposit account with Hume Bank (BBB+) during the month.

Compliant	Issuer	Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	CBA	AA-	\$4,625,778	12.25%	40.00%	\$10,473,516
✓	NAB	AA-	\$12,500,000	33.11%	40.00%	\$2,599,294
✓	Westpac	AA-	\$590,411	1.56%	40.00%	\$14,508,884
✓	Macquarie Bank	A+	\$32,047	0.08%	25.00%	\$9,405,012
✓	Suncorp	A+	\$3,000,000	7.95%	25.00%	\$6,437,059
✓	ING	A	\$9,000,000	23.84%	25.00%	\$437,059
✓	BoQ	BBB+	\$5,000,000	13.25%	15.00%	\$662,235
✓	Hume Bank	BBB+	\$2,000,000	5.30%	15.00%	\$3,662,235
✓	MyState Bank	BBB	\$1,000,000	2.65%	15.00%	\$4,662,235
			\$37,748,236	100.00%		

[^]Applying long-term ratings only.

In February 2024, ANZ's takeover of Suncorp was given the green light by the Australian Competition Tribunal (ACT), six months after the Australian Competition and Consumer Commission (ACCC) blocked the deal on the grounds that it could lessen competition in the mortgage market. As such, Suncorp's assets are likely to be upgraded to AA- in the near future by S&P.

Credit Quality

The portfolio remains diversified from a credit ratings perspective. The entire long term portfolio is spread amongst the investment grade spectrum. All aggregate ratings categories were within the Policy limits at month-end:

Compliant	Credit Rating [^]	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$17,716,189	47%	100%	\$20,032,047
✓	A Category	\$12,032,047	32%	60%	\$10,616,894
✓	BBB Category	\$8,000,000	21%	35%	\$5,211,883
✓	Unrated Category	\$0	0%	5%	\$1,887,412
		\$37,748,236	100.00%		

[^] Applying long-term ratings only.



Performance

Council's performance (excluding cash holdings) for the month ending March 2024 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.07%	2.14%	3.18%	4.15%
AusBond Bank Bill Index	0.37%	1.09%	2.15%	3.26%	4.19%
Council's T/D Portfolio^	0.38%	1.08%	2.16%	3.08%	3.68%
Outperformance	0.02%	0.00%	0.01%	-0.18%	-0.51%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.31%	4.24%	4.15%
AusBond Bank Bill Index	4.41%	4.42%	4.34%	4.35%	4.19%
Council's T/D Portfolio^	4.61%	4.42%	4.36%	4.10%	3.68%
Outperformance	0.20%	0.00%	0.02%	-0.24%	-0.51%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of March, the portfolio (excluding cash) provided a return of +0.38% (actual) or +4.61% p.a. (annualised), marginally outperforming the benchmark AusBond Bank Bill Index return of +0.37% (actual) or +4.41% p.a. (annualised).

The relative 'underperformance' over the past year has been due to the unexpected aggressive rate hikes undertaken by the RBA over the past two years. Whilst this 'underperformance' over the 12 month period may continue in the short-term, we do anticipate this to be temporary given the high level of turnover and hopes that the RBA is approaching the end of its rate hike cycle.



Recommendations for Council

Term Deposits

Going forward, Council's interest income can be increased by undertaking a slightly longer duration position (12-24 months), with rates on offer along this part of the curve likely to be offered up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that multiple rate cuts and a global economic downturn is forthcoming and so locking in rates close to or above 4%-5% p.a. across 1-5 year tenors may provide some income protection against a lower rate environment.

As at the end of March 2024, Council's deposit portfolio was yielding 4.52% p.a. (up 7bp from the previous month), with a weighted average duration of around 286 days (~9½ months). **We recommend Council extends maintain an average duration between 9-12 months over the longer-term. We welcomed Council's recent decision to place some small deposits across 4-5 year tenors in late March 2024.**

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) Senior **FRNs** (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario.

Please refer to the section below for further details on the FRN market.



Term Deposit Market Review

Current Term Deposits Rates

As at the end of March, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	5.03%
BoQ	BBB+	5 years	5.00%
ING	A	2 years	4.96%
BoQ	BBB+	4 years	4.95%
BankVic	BBB+	2 years	4.95%
ING	A	4 years	4.90%
ING	A	3 years	4.86%
BoQ	BBB+	2 years	4.85%
BankVic	BBB+	3 years	4.85%
Westpac	AA-	1½ years	4.82%
Suncorp	A+	2 years	4.75%
Westpac	AA-	2 years	4.70%
NAB	AA-	2 years	4.70%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (we stress that rates are indicative, dependent on daily funding requirements and different for industry segments):



ADI	LT Credit Rating	Term	Rate % p.a.
Bank of Sydney	Unrated	12 months	5.22%
Bank of Sydney	Unrated	6-9 months	5.20%
BankVic	BBB+	12 months	5.15%
ING	A	12 months	5.11%
BoQ	BBB+	6 months	5.10%
ING	A	11 months	5.06%
NAB	AA-	6-7 months	5.05%
Suncorp	A+	6 months	5.04%
Suncorp	A+	12 months	5.03%
ING	A	10 months	5.02%
Bendigo-Adelaide	BBB+	9 months	5.02%
NAB	AA-	8-12 months	5.00%
BoQ	BBB+	12 months	5.00%
Westpac	AA-	12 months	4.97%

If Council does not require high levels of liquidity and can stagger a proportion of its investments across the longer term horizons (1-5 years), it will be rewarded over a longer-term cycle. Investing a spread of 12 months to 3 year horizons is likely to yield, on average, up to $\frac{1}{4}$ - $\frac{1}{2}$ % p.a. higher compared to those investors that entirely invest in short-dated deposits (under 6-9 months).

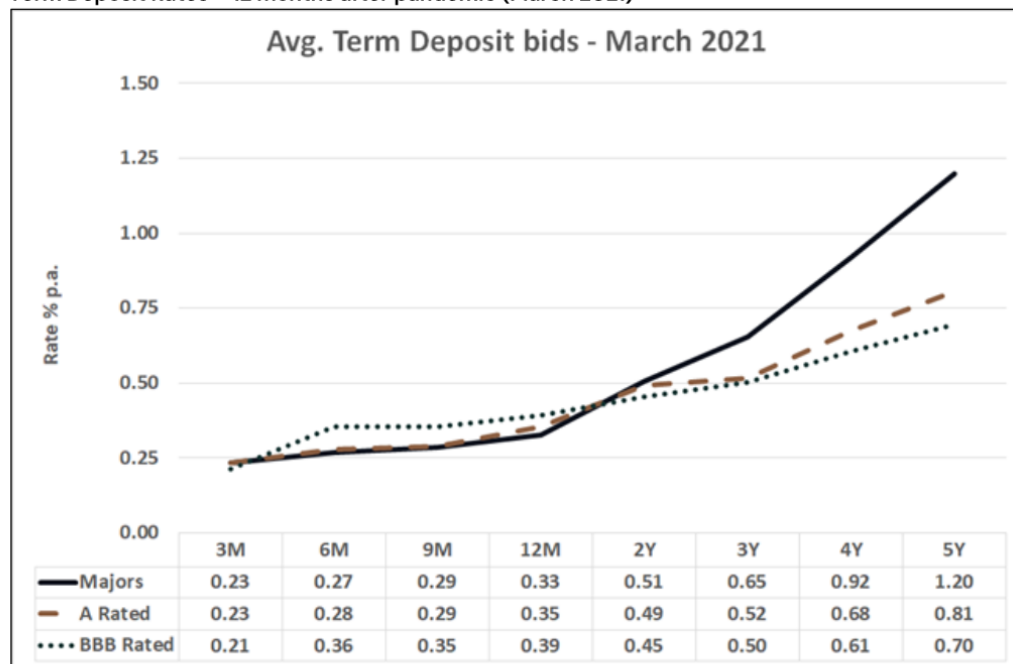
With a global economic slowdown and multiple rate cuts being priced by calendar year-end, investors should strongly consider and allocate some longer term surplus funds to undertake an insurance policy by investing across 2-5 year fixed deposits and locking in rates close to or above 4 $\frac{3}{4}$ -5% p.a. This will provide some income protection with central banks now likely to cut rates, potentially as early as mid-2024.



Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)



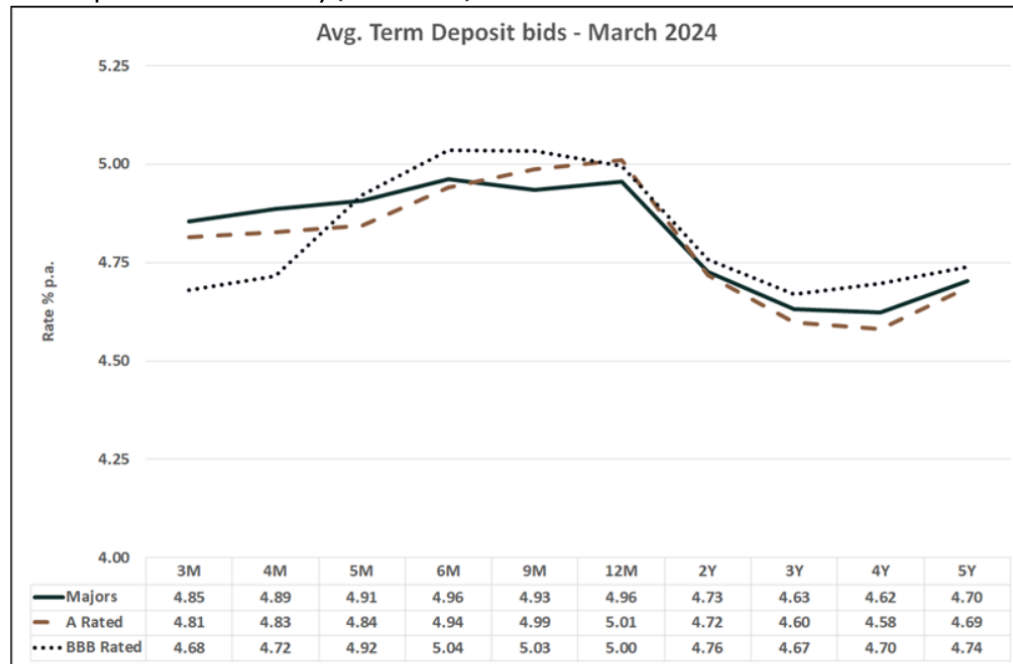
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, Council should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, as was the case this month:

Term Deposit Rates – Currently (March 2024)



Source: Imperium Markets

Regional & Unrated ADI Sector

Ratings agency S&P has commented that *"mergers remain compelling for mutual lenders"* in providing smaller lenders greater economies of scale and assisting them in being able to price competitively and will see *"the banking landscape will settle with a small number of larger mutual players"*. S&P expects that consolidation to continue over the next two years.

We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25–40% more capital than the domestic major banks, and well above the Basel III requirements.

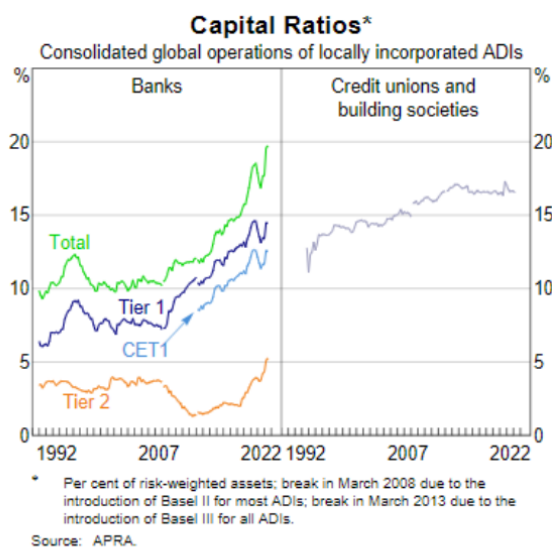
Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). The financial regulator, APRA has noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has



increased by \$110 billion, or more than 70%, over the past decade. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

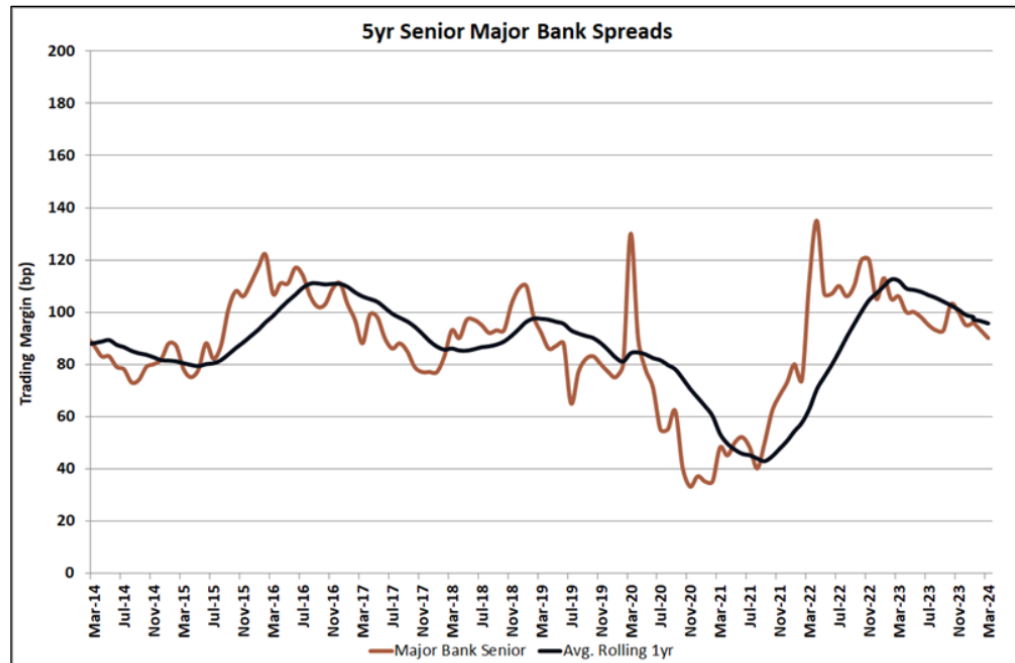
In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC and the pandemic period. APRA's mandate is to "protect depositors" and provide "financial stability".





Senior FRNs Market Review

Over March, amongst the senior major bank FRNs, physical credit securities tightened by around 3–9bp at the long-end of the curve. Major bank senior securities remain at fair value on a historical basis (5yr margins around +90bp level). During the month, NAB (AA-) issued a new 5 year senior security at +90bp.



Source: IBS Capital

There other notable new (primary) senior issuances during the month included:

- Mizuho (A) 4 year senior FRN at +88bp
- Suncorp (A+) 4 year senior security at +98bp
- ING (A) 3 year senior security at +95bp
- Auswide (BBB) 3 year senior FRN at +160bp

Amongst the “A” rated sector, the securities tightened by around 4–5bp at the longer-end of the curve, whilst the “BBB” rated sector remained flat at the 3 year part of the curve (mainly driven by new issuances). Overall, credit securities are looking much more attractive given the widening of spreads over the past 2 years and as more primary issuances become available. FRNs will continue to play a role in investors’ portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).



Senior FRNs (ADIs)	28/03/2024	29/02/2024
"AA" rated – 5yrs	+90bp	+93bp
"AA" rated – 3yrs	+64bp	+73bp
"A" rated – 5yrs	+100bp	+105bp
"A" rated – 3yrs	+83bp	+87bp
"BBB" rated – 3yrs	+160bp	+160bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early 2026 for the "AA" rated ADIs (domestic major banks);
- On or before early 2025 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation still high by historical standards, this has seen a significant lift in longer-term bond yields over the past 2 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.92	1.10%	4.92%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	2.11	1.40%	5.14%
AU3CB0299337	Bendigo	BBB+	Senior	15/05/2026	2.14	4.70%	5.00%
AU3CB0296168	BoQ	BBB+	Senior	27/01/2027	2.84	4.70%	5.04%



Economic Commentary

International Market

Risk assets performed well in March as the narrative of economic resilience overshadowed concerns that rates may be higher for longer.

Across equity markets, the S&P 500 Index gained +3.10% over the month, whilst the NASDAQ added +1.79%. Europe's main indices also continued their gains, led by Italy's FTSE MIB (+6.66%), Germany's DAX (+4.61%), UK's FTSE (+4.23%) and France's CAC (+3.51%).

The US central bank kept the fed funds rate at the current target range of 5.25%–5.50%. The Fed still expects three rate cuts in 2024 though fewer cuts in the coming years than they had estimated in December as policymakers are now forecasting US GDP growth to strengthen than previously.

US core CPI printed at +0.4%, which was 0.1% stronger than consensus although the unrounded print was 'just' +0.36% m/m so the miss was not egregious, and the annual rate still ticked down slightly to +3.2%.

The Bank of Canada kept its policy rate on hold at 5.00% for a fifth consecutive meeting and Governor Macklem said, *"it's still too early to consider lowering the policy interest rate"*.

The ECB kept its main refinancing rate at 4.00% as universally expected and is anticipated to be at a neutral setting for the immediate future.

The Swiss National Bank unexpectedly cut interest rates by 25bp to 1.50% at its latest meeting as their CPI fell to +1.2% y/y and core inflation to +1.1%. SNB marks as the first major developed central bank to ease monetary policy.

The Bank of Japan (BoJ) raised rates to the range of 0%–0.1%, the first hike in 17 years. The BoJ also decided to abandon its yield curve control and discontinue its purchase of assets such as exchange-traded funds (ETFs), which it began buying in 2010 as part of its stimulus programme.

China reported February CPI and PPI data, with CPI surprising to the upside at +0.7% year-on-year, its highest level since March 2023, aided by pork prices turning positive in annual terms for the first time in nine months (+0.2%).

The MSCI World ex-Aus Index rose +3.03% for the month of March:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+3.10%	+10.16%	+27.86%	+9.77%	+13.14%	+10.87%
MSCI World ex-AUS	+3.03%	+8.66%	+23.48%	+7.06%	+10.43%	+7.65%
S&P ASX 200 Accum. Index	+3.27%	+5.33%	+14.45%	+9.62%	+9.15%	+8.27%

Source: S&P, MSCI



Domestic Market

The RBA kept rates on hold at 4.35% as expected in its March meeting. The central bank was perceived to now adopt a more neutral approach to monetary policy as it removed its previous phrases – “a further increase in interest rates cannot be ruled out” and “will do what is necessary to achieve that outcome”. However, the addition of “the Board is not ruling anything in or out” still provides the RBA with sufficient flexibility when upside risks emerge.

The monthly CPI indicator held at +3.4% y/y in January (consensus +3.5%). The RBA will likely wait and see the full Q1 CPI on 27 April before updating their forecasts and potentially change their future guidance on rates.

The unemployment rate fell from 4.1% in January to 3.7% in February as the economy added 116,500 new jobs compared with economists forecast of around 40,000. This strong labour data was largely due to a high number of people who had found work in December/January but whose jobs only started in February.

GDP rose by +0.2% q/q (+1.5% y/y). Private domestic demand growth remained weak, while public sector spending helped to keep overall domestic final demand growth over the last year at a reasonable level. The key story remains the weakness in household consumption, which rose just +0.1% q/q and +0.1% for 2023 as a whole – the slowest annual growth in almost 40 years outside of COVID and the GFC.

The current account widened sharply to \$11.8bn in Q4 on the back of higher commodity export values.

Building approvals fell –1% in January, partially due to a –9.9% fall in detached dwellings, which was mostly offset by a rebound in the volatile attached dwelling series in the month.

The Australian dollar marginally rose by +0.20%, finishing the month at US65.32 cents (from US65.19 cents the previous month).

Credit Market

The global credit indices remained relatively flat as risk markets continued their modest rally. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

Index	March 2024	February 2024
CDX North American 5yr CDS	52bp	52bp
iTraxx Europe 5yr CDS	55bp	55bp
iTraxx Australia 5yr CDS	66bp	64bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	March 2024	February 2024
Bloomberg AusBond Bank Bill Index (0+YR)	+0.37%	+0.34%
Bloomberg AusBond Composite Bond Index (0+YR)	+1.12%	-0.30%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.50%	+0.53%
Bloomberg AusBond Credit Index (0+YR)	+0.90%	+0.05%
Bloomberg AusBond Treasury Index (0+YR)	+1.15%	-0.36%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+1.34%	-0.48%

Source: Bloomberg

Other Key Rates

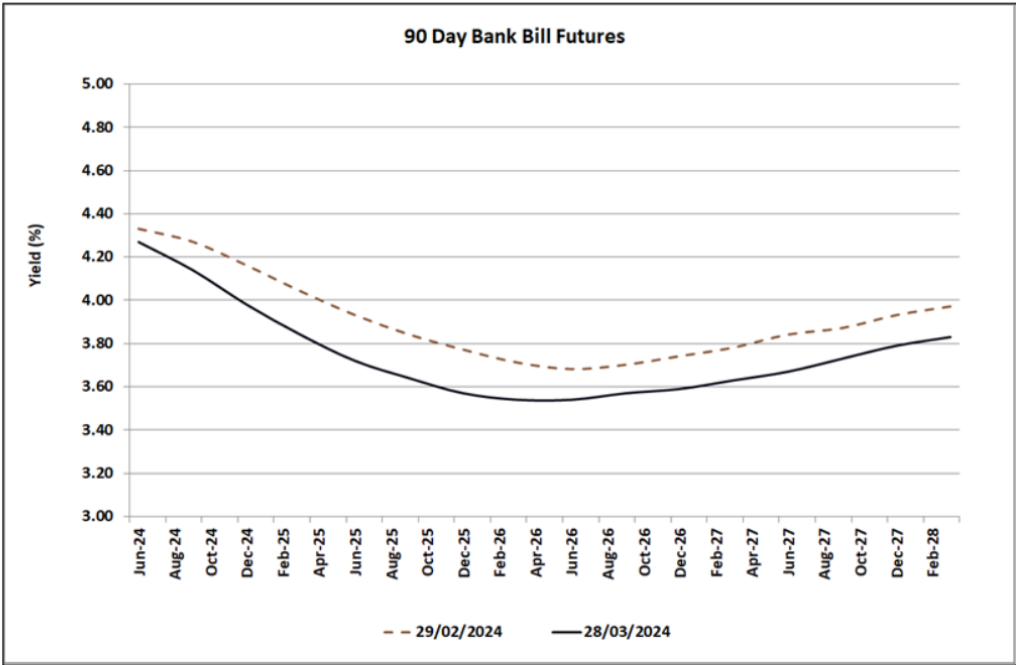
Index	March 2024	February 2024
RBA Official Cash Rate	4.35%	4.35%
90 Day (3 month) BBSW Rate	4.34%	4.34%
3yr Australian Government Bonds	3.59%	3.71%
10yr Australian Government Bonds	3.97%	4.14%
US Fed Funds Rate	5.25%-5.50%	5.25%-5.50%
2yr US Treasury Bonds	4.59%	4.64%
10yr US Treasury Bonds	4.20%	4.25%

Source: RBA, ASX, US Department of Treasury



90 Day Bill Futures

Bill futures fell across the board this month, following the movement in the domestic bond market. The focus from the market remains on when the first rate cut will be delivered:



Source: ASX

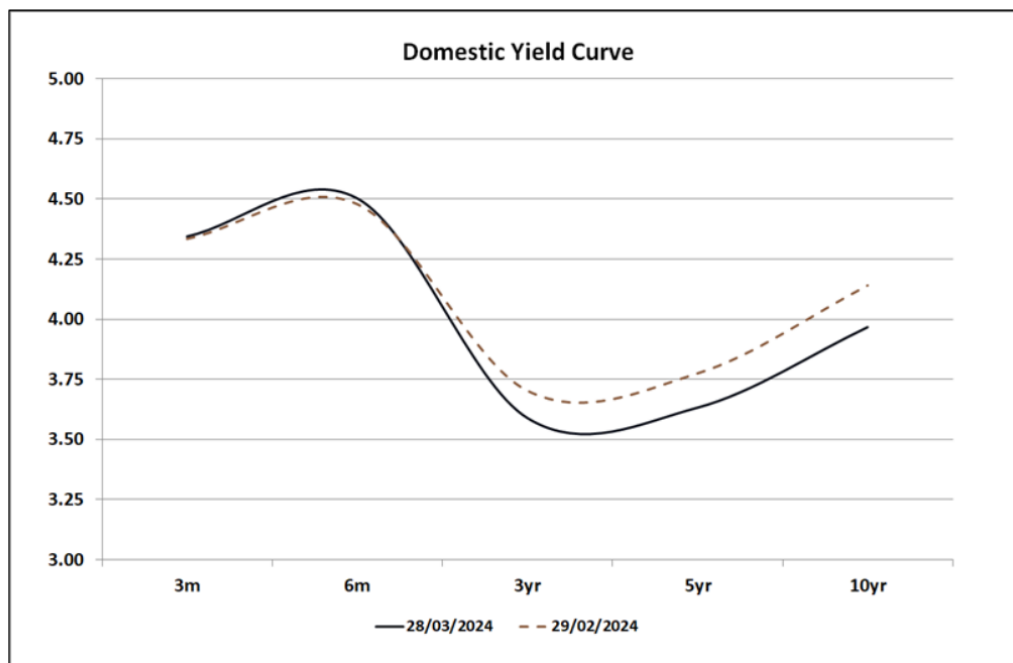


Fixed Interest Outlook

In the latest FOMC statement, the US central bank reiterated from previous months that *"the Committee does not expect it will be appropriate to reduce the target range until it has gained greater confidence that inflation is moving sustainably toward 2%"*. The Federal Reserve therefore continues to be in the wait-and-see approach as it assesses incoming data when it would likely be appropriate to dial back policy restraint (cut rates). The 'dot plots' continues to show 75bp of US Fed rate cuts in 2024 and another 75bp in 2025.

Domestically, Australian inflation is lagging, but expectations is that the RBA is likely to join by year end. Following its March meeting, the RBA is now perceived to adopt a more neutral approach to monetary policy; however, the addition of *"the Board is not ruling anything in or out"* in its latest policy statement suggests the Board wants to keep the optionality in the event of future shocks.

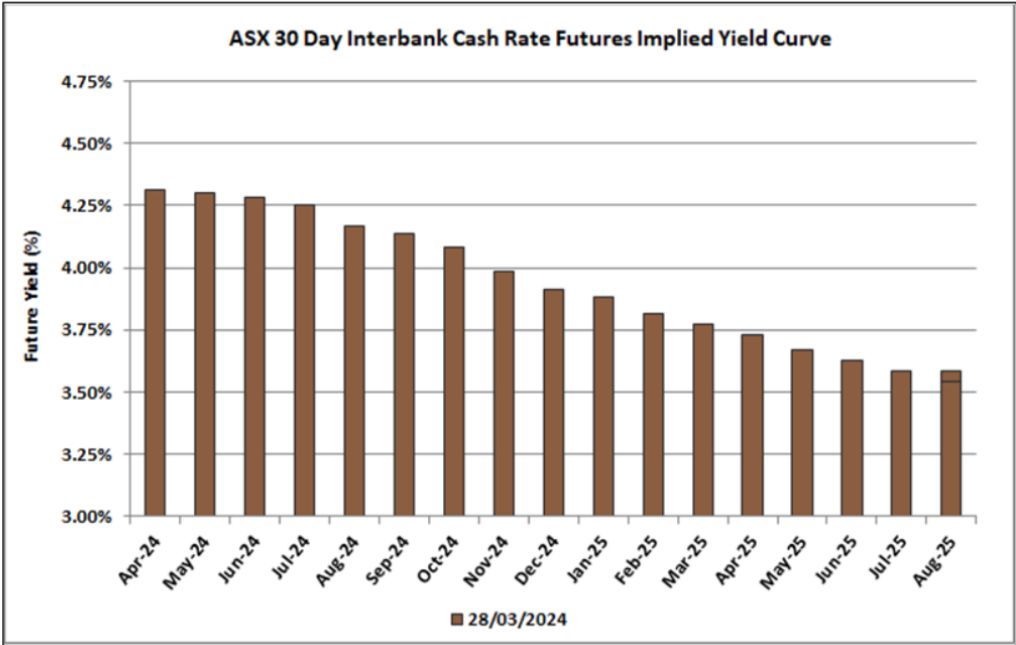
Over the month, longer-term yields fell up to 17bp at the very long end of the curve (remains an inverse yield curve):



Source: ASX, RBA



The consensus from the broader market is that we have reached the peak of the interest rate cycle. Financial markets are currently fully pricing in the first rate cut in Australia by October 2024, lagging behind the US market (largely pricing in a rate cut by June 2024).



Source: ASX

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12.7. DEVELOPMENT SERVICES ACTIVITY REPORT MARCH 2024

Author: Manager Development Services

Authoriser: Director Infrastructure

RECOMMENDATION

That Council receive and note the March 2024 Development Services Report

BACKGROUND

The Development Services Reports for March 2024 is included in Attachment 1.

ISSUE/DISCUSSION

There are no items noted for discussion within the report.

STRATEGIC IMPLICATIONS

There are no specific implications within the report.

COMMUNITY STRATEGIC PLAN

1. Shaping the Future
- 1.2 Quality built environment
- 1.3 Enhanced Active and Passive Open Spaces

FINANCIAL IMPLICATIONS

There are no matters in this report that have specific financial implications.

LEGISLATIVE IMPLICATIONS

The activities and applications detailed in the report are governed by Legislative requirements.

ATTACHMENTS

1. Monthly Reports

Attachment 1 - 3 Environment Report March 2024



Development Activity					
Applications received – March 2024					
Application	Property Description	Proposal	Date Received	Date Approved	Status
DA2024/0014	Lot 12 DP 1295329, 279 Wakool Road, Deniliquin	14 Lot Subdivision (12 additional lots and new road)	1/3/24	-	Under assessment
DA2024/0015 CC2024/0010	Lot 36 DP 263070, 5 Taabinga Court, Deniliquin	Install a Relocatable Home and Residential Shed	5/3/24	-	Under assessment
CC2024/0011	Lot 100 DP 865155 and Lot 203 DP 746057, 88 Davidson Street, Deniliquin	Vet Clinic	7/3/24	20/3/24	Approved
DA2024/0016	Lot 3 DP 986937, 284 Harfleur Street, Deniliquin	Install a Relocatable Home	12/3/24	-	Under assessment
DA2024/0017	Lot 15 Sec 8 DP 758913, 453 Cressy Street, Deniliquin	Demolish Existing Dwelling and Shed	12/3/24	21/3/24	Approved
DA2024/0018 CC2024/0012	Lot 22 DP 1006180, 321 Barham Road, Deniliquin	Industrial Shed	19/3/24	-	Under assessment
DA2024/0019 CC2024/0013	Lot 20 DP 1295329, Racecourse Road, Deniliquin	Residential Shed	22/3/24	-	Under assessment
CC2024/0014	Lot 1 DP 1101706, 75 Pyles Road, Deniliquin	Farm Shed	22/3/24	-	Under assessment



Complying Development Certificates					
PC CDC2024/0003	Lot 16 Sec 3 DP 758913, 407 George Street, Deniliquin	Restump Dwelling, Repairs to Kitchen and Bathroom	12/3/24	12/3/24	Approved Private Certifier
S68 Applications					
LG2024/0005	Lot 36 DP 263070, 5 Taabinga Court, Deniliquin	Relocatable Dwelling	5/3/24	-	Under assessment
LG2024/0006	Lot 203 DP 746057, 88 Davidson Street, Deniliquin	Water supply work, sewerage work and stormwater drainage work	7/3/24	18/3/24	Approved
LG2024/0007	Lot 3 DP 986937, 284 Harfleur Street, Deniliquin	Water supply work, sewerage work and stormwater drainage work	12/3/24	-	Under assessment
LG2024/0008	Lot 22 DP 1006180, 321 Barham Road, Deniliquin	Water supply work, sewerage work and stormwater drainage work	19/3/24	-	Under assessment

Development Applications by Type for March 2024						
Development Type	New Dwellings	Dwelling Alts/Additions/sheds	Commercial/Industrial	Other	Subdivision	No of lots resulting
Number	2	3	0	1	1	14
Totals 2024	9	8	1	5	1	14



Processing Times for March 2024		
Application Type	* Mean Gross Days	** Mean Net Days
DA	50	35
Mod (\$4.55) of DA & DA/CC	-	-
CDC	Private Certifiers	Private Certifiers
CC	15	15
S68 Applications	14	14

* Mean gross days = Total days from lodgment to determination ** Mean Net Days = Total days less Stop the Clock days

Value and Number of Applications Determined 2023 and 2024										
Month	DA 2023	DA 2024	CDC 2023	CDC 2024	CC 2023	CC 2024	LG 2023	LG 2024	Value DA 2023	Value DA 2024
January	4	5	0	0	3	3	4	3	\$148,890	\$172,000
February	8	12	1	2	5	4	7	3	\$1,631,720	\$4,079,530
March	6	8	1	1	5	4	7	2	\$4,340,700	\$4,032,720
April	4		0		3		0		\$194,595	
May	3		2		2		5		\$2,248,880	
June	14		0		9		7		\$4,043,451	
July	7		0		3		3		\$1,743,731	
August	12		0		8		7		\$4,318,485	
September	5		2		4		4		\$243,621	
October	8		1		3		8		\$1,987,350	
November	5		0		4		3		\$663,074	
December	8				4		5		\$4,437,044	
TOTALS	84	25	7	3	51	11	60	8	\$26,001,541.00	\$8,284,250.00

Note: numbers of application determined does not include modifications and applications determined by private certifiers. Value of application determined does not include the value of work for Construction Certificates and s68 applications.



Section 10.7 Certificates/Sewerage Drainage Diagrams	
Planning certificates	32
Sewerage drainage diagrams	20
Average processing time	2 days
Maximum time for processing	5 days

Inspections for February														
Site	Footing / Pier	Slab	Frame	Hot & Cold	Wet Area	Sewer / Septic	Storm Water	Final	Public Health	Food / Van	Trade Waste Site Visit	Meetings	Murrumbidgee Council	Total
15	2	3	3	1	1	4	12	7	0	3	0	19	0	70

Swimming Pool Inspection Program				
Month	1 st Inspection	2 nd Inspection	3 rd Inspection	TOTAL 2024
March	-	-	-	6

Animal Control /Ranger Activities												
Ranger's Report – March 2024												
Companion Animals												
Seized / Surrendered / Dumped	Released to Owner prior to impounded	In Pound	Released to Owner after impounded	Re-Homed	Euthanised		Stolen or escaped	Still In Pound	Declared Dangerous Menacing	Micro Chipped	Registered	Fines Issued
					Cats	Dogs						
44	8	36	4	1	31	0	0	0	0	0	7	0

Note: 31 cats euthanized due to being unsuitable to rehome (feral)



Note: The figures contained in this report relate to animal control activities carried out in the current month being reported on. Rehoming/Return to owner etc may occur in a subsequent month and are therefore not captured in this reporting period.

Clean Up			Parking		Impoundment		
Notices Sent	Illegal Dumping	Fines	Patrols	Fines	Vehicles	Live stock	Euthanised (other)
2	0	0	8	0	0	0	1 Sheep & 2 kangaroos

Dog Attacks		
Date	Details	Outcome
March	-	-

Public Health Activities	
Details	
Arbovirus monitoring program (Mosquito monitoring)	Program will conclude in April 2024.

12.8. RESOLUTIONS OF COUNCIL

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council note the information in the Resolutions of Council as at 12 April 2024

BACKGROUND

The attached report details the status of open Resolutions of Council.

Total Resolutions of Council for the 2022/2023 Financial Year - 230

Total Closed Resolutions of Council for the 2022/2023 Financial Year - 228

Total Resolutions of Council for the 2023/2024 Financial Year - 165

Total Closed Resolutions of Council for the 2023/2024 Financial Year - 154

ISSUE/DISCUSSION

Monthly report to update Councillors and community members on the progress of Council Resolutions.

STRATEGIC IMPLICATIONS

As outlined in the status updates.

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

N/A

LEGISLATIVE IMPLICATIONS

N/A

ATTACHMENTS

1. Council meeting resolutions as at 12 April 2024

Attachment 1 - Council meeting resolutions at 12 April 2024

Council Meeting Resolutions as at 12 April 2024

26 March 2024	Extraordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/2603/7.2	<p>Amendment to Resolution</p> <p>That Council receive the attached Notice of Motion to amend resolution 2024/1903/10.2 points 3 and 4 from decision on 19 March 2024 to the following:-</p> <p>That Council:-</p> <ol style="list-style-type: none"> That Council appoints Mark Dalzell as Council's Acting General Manager (for which the position may also be referred to as Acting Chief Executive Officer (CEO)) pursuant to sections 336 and 351 of the Local Government Act 1993, with such person to remain as the Acting General Manager (or Acting CEO) until such time as either Council appoints a replacement Acting General Manager (Acting CEO), an interim General Manager (for which the position may also be referred to as a interim CEO) or permanent General Manager (for which the position may also be referred to as CEO) whichever occurs first. That Council immediately commences recruitment for an interim General Manager (for which the position may also be referred to as interim CEO) to lead the organisation through the election, new council onboarding and recruitment for a permanent General Manager (for which the position may also be referred to as CEO) for a period of up to 12 months or until such time as a permanent General Manager (for which the position may also be referred to as CEO) is appointed. 	Director Corporate Services	Underway	16 April 2024
19 March 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/1903/10.2	Urgent Items of Business	Director Corporate Services	Items 1 & 2 completed.	Closed

Council Meeting Resolutions as at 12 April 2024

	<p>That Council:-</p> <ol style="list-style-type: none"> 1. Terminates the Chief Executive Officers contract of employment ("Contract") in accordance with subclause 10.3.5 of the Contract, with such termination to take effect from when the Chief Executive Officer receives written notice that their contract of employment has been terminated. 2. As soon as practicable the Mayor shall inform the Chief Executive Officer of the above decision in writing and instruct the relevant officer(s) of Council to process any termination payments that the Chief Executive Officer is entitled to under their Contract. 3. The Council appoints Mark Dalzell as the Council's Acting Chief Executive Officer pursuant to sections 336 and 351 of the Local Government Act 1993, with such person to remain as the Council's Acting Chief Executive Officer until the Council appoints a new Chief Executive Officer or until further decision of the Council to appoint a different Acting Chief Executive Officer, which occurs first. 4. In the event of item 3 not being successful, the Council appoints Local Government New South Wales to recruit an Acting Chief Executive Officer for the Council until such time that a new Chief Executive Officer is appointed. 			
2024/1903/11.2	<p>Draft Minutes Aboriginal Liaison Committee Meeting 7 February 2024</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Note the draft minutes of the Aboriginal Liaison Committee meeting held Wednesday 7 February 2024, 2. Note that the Chief Executive Officer has actioned recommendation 1 of General Business item 5.1, Australia Day of the minutes, and 3. Consider the following recommendations: <ol style="list-style-type: none"> a. That a member of the Aboriginal Liaison Committee or a First Nations Person be involved in the Australia Day Committee 	Acting Chief Executive Officer	<p>Draft Minutes noted.</p> <p>CEO action noted.</p> <p>Recommendations noted and actioned.</p>	Closed

Council Meeting Resolutions as at 12 April 2024

	<ul style="list-style-type: none"> b. That Edward River Council, with consultation provided by Yarkuwa, prepare a media release:- c. Edward River Council is appalled at the ongoing adverse commentary being generated within our community d. Edward River Council does not condone any public denigration of First Nations People in any form. <p>4. That the terms of reference for the Australia Day Committee be updated to include 3(a).</p>		Terms of reference updated.	
2024/1903/11.3	<p>Draft Minutes Growth Strategy Advisory Committee That Council:</p> <ul style="list-style-type: none"> 1. Receives the draft minutes of the Growth Strategy Advisory Committee meeting held 5 December 2023 and endorses the recommendations of that meeting 2. Receives the draft minutes of the meeting held 5 March 2024, and endorses the resolutions and recommendations of that meeting, specifically: <ul style="list-style-type: none"> a. Approval of the extension of the Growth Strategy project timeline by at least one month to allow for considered review and feedback into the draft ahead of the public exhibition period 3. Receives the notes taken of the Growth Strategy Advisory Committee Meeting held 6 February 2024, which was inquorate. 	Acting Chief Executive Officer	<p>Recommendations endorsed.</p> <p>Extension of timeline noted and acted upon.</p>	Closed
2024/1903/11.4	<p>Audit Risk and Improvement Committee Draft Minutes That Council:</p> <ul style="list-style-type: none"> 1. Receives the draft Minutes of the Audit, Risk and Improvement Committee meeting held on 15 February 2024, and endorse the resolutions and recommendations of that meeting, specifically: 	Director Corporate Services	Parts 1 & 2 are completed.	Report to May ARIC Meeting

Council Meeting Resolutions as at 12 April 2024

	<p>a) Adoption of the updated Terms of Reference, noting the membership composition of four independent members and,</p> <p>b) Adoption of the Annual Internal Audit Plan for 2024-25, being cyber security risk and taxation compliance (including fuel tax credits)</p> <p>2. Notes the annual self-assessment undertaken by the Committee and the accompanying letter from the Audit, Risk and Improvement Chair.</p> <p>3. That a copy of the letter from the Chair of Audit, Risk and Improvement Committee be brought to the attention of Staff and that a report be brought back to Council.</p>		Part 3 is underway converting those items in the Cahir's letter to actions for confirmation by ARIC in May, with a future report back to Council on progress.	
2024/1903/12.3	<p>Revised Councillor Expenses and Facilities Policy</p> <p>That Council defer this report to the April 2024 Ordinary Council meeting to allow for further changes.</p>	Director Corporate Services	Policy updated.	16 April 2024
2024/1903/12.4	<p>DA2023/0096-Shipping Container-Cadet Hall-306-30 Victoria St</p> <p>That Council resolves to: -</p> <p>1. APPROVE the development application DA2023/0096 for a Shipping Container, on Lot 2, Sec 5, DP 758782, 306-308 Victoria Street, Deniliquin as shown on the plans in attachment 2 and described in details accompanying the Development Application, in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 and subject to the following reasons:</p> <p>a) The application is compliant with the key planning provisions contained within the DLEP 2013 and the Deniliquin Development Control Plan 2016.</p> <p>b) The proposal is appropriate on the site given the existing character of the area.</p>	Manager Development Services	Additional item of consent noted and applicant informed.	Closed

Council Meeting Resolutions as at 12 April 2024

	<p>c) The development will have no significant adverse impacts on the natural or built environments.</p> <p>2. Impose the conditions as shown in attachment 1.</p> <p>3. An additional item of consent that the container is to be painted the same colour as the existing building on site.</p>			
20 February 2024	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2024/2002/14.6	Audit, Risk & Improvement Committee Terms of Reference That Council defers this report until the Audit, Risk & Improvement Committee meets in May 2024.	Manager Governance Risk & Safety	Report Deferred	May 2024
2024/2002/14.14	Domestic Waste Management Policy That Council: <ul style="list-style-type: none"> 1. Endorse the draft Edward River Council Domestic Waste Management Policy and for the purposes of public exhibition for not less than 28 days, and 2. If no submissions are received, adopts the draft Edward River Council Domestic Waste Management Policy. 	Manager Utilities	Domestic Waste Management Policy is on public exhibition until 22 March 2024.	April 2024
2024/2002/17.1	Tender for Contract C2023/11 Pretty Pine Road Widening That Council <ul style="list-style-type: none"> 1. Accepts the tender submitted by Bild Infrastructure Pty Ltd for Contract C2023/11 – Pretty Pine Road Widening project for the lump sum tender price of \$3,895,900.00 + GST, 2. Authorise the Mayor and Chief Executive Office to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2023/11 – Pretty Pine Road Widening Project, and 3. Authorise the Contract Superintendent to approve variations on the Contract up to a maximum value of 10% of the contract sum. 	Manager Projects & Capital Works	Tender Accepted. Awaiting contract to sign and seal.	April 2024 Signed and sealed.

Council Meeting Resolutions as at 12 April 2024

21 November 2023	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2023/1121/11.9	Draft Minutes of the Conargo Memorial Hall and Recreation Ground Committee – Annual General Meeting and General Meeting held 8 November 2023 That Council defer the recommendation until the Conargo Memorial Hall and Recreation Ground Committee have a further meeting on the 3 December 2023.	Chief Executive Officer	Open Further meeting being held March 2024.	February 2024 March 2024 April 2024
17 October 2023	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2023/1710/12.14	Naming of Rest Area in North Deniliquin That Council: 1. Calls for public submissions regarding the naming for the rest area in North Deniliquin, formerly known as the North Deniliquin Tennis Courts, for a minimum period of 28 days, and 2. Receives a further report on the outcomes of the call for public submissions.	Director Infrastructure	Submissions are being taken until Friday 1 December 2023. Further report to March 2024 Council Meeting Will be taken to May Councillor Briefing for discussion.	March 2024 May 2024
19 September 2023	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2023/0919/11.1	Minutes of the Arts and Culture Advisory Committee Meetings 8 August and 4 September 2023 That Council: 1.Receives the draft Minutes of the Arts and Culture Advisory Committee meeting held on 8 August 2023 and the extraordinary meeting held on 4 September 2023. 2. Consider the recommendation of the extraordinary meeting held	Manager Community & Economy	Parts 1 & 3 are completed. Part 2 The development of an Arts & Culture Strategy remains unfunded in the	March 2024 The 24-25 final Operational Plan and Budget is required to

Council Meeting Resolutions as at 12 April 2024

	on 4 September being the funding of a consultant to develop an arts and culture strategy with the committee as a key stakeholder, through a \$20K budget allocation in the 2024/25 Operational Plan and Budget, for delivery in the 24/25 financial year. 3. Endorse the resolutions of the Arts & Culture Advisory Committee meetings held on 8 August 2023 and 4 September 2023.		draft 2024-25 Operational Plan and budget ahead of public exhibition.	be adopted in June 2025.
2023/0919/12.7	Unrecoverable Rates That Council: 1. Notes the unrecoverable rates for 47 unclaimed properties in the Edward River Council LGA and approves the write-off of \$291,582.40 under reg 131(4)(d) of <i>Local Government (General) Regulation 2021</i> as per attachment one. 2. Notes that the rates or charges written off under that regulation does not prevent council from taking legal proceedings to recover the amounts owed. 3. Agrees to write to the Minister of Local Government and the Treasurer, requesting that the <i>Local Government Act 1993</i> section 556 (1) be amended to include unclaimed properties as land that is exempt from rates 4. Investigates potential solutions to this issue.	Acting Chief Financial Officer	Minister & Treasurer Correspondence sent. Update to be provided at February Briefing. Awaiting on advice from the Office of Local Government	November 2023 February 2024 September 2024
18 July 2023	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2023/0718/15.1	Contract C2023/01-Regional Kerbside Collection Services Tender That Council: 1. Endorse the provision of additional recycling and food organics and garden organics kerbside collection services, commencing in July 2024, 2. Accepts the tender submitted by JR Richards Pty Ltd for Contract C2023/01 – Regional Kerbside Collection Services, commencing 1 July 2024 until 30 June 2034, for the extended schedule of rates amount of approximately \$12,082,478 including GST over the 10-year period,	Manager Utilities	Contract to be signed Contract signed.	July 2024

Council Meeting Resolutions as at 12 April 2024

	3. Authorises the Chief Executive Officer and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2023/01 – Regional Kerbside Collection Services, 4. Undertakes a review of waste management collection charges as part of preparation for the 2024/25 Operational Plan to minimise the impact of waste charges on the community. 5. Notes grant funding from NSW Environmental Protection Authority of approximately \$200,000 to assist with the implementation of the additional food organic and garden organics collection services.	Number 4	Underway	
2023/0718/15.2	Growth Strategy Tender That Council: 1. Accepts the tender submitted by AEC Group Pty Ltd for Contract C2022-06 – Edward River Growth Strategy 2050 for the lump sum amount of \$200,000+GST, 2. Authorise the Chief Executive Officer and Mayor to sign and affix the Common Seal of Edward River Council to the contract documentation for Contract C2022-06 – Edward River Growth Strategy 2050, 3. Note the changes to the project timelines allowing for appropriate research and consultation with finalisation of the strategy proposed before 30 June 2024.	Manager Community and Economic Development	Contract to be signed. Contract signed.	Prior to 30 June 2024
20 December 2022	Ordinary Council Meeting	Responsibility	Status	Expected Date of Completion
2022/1220/13.2	Notice of Motion – Flood Plans and Mitigation Works That Council: 1. Agree to hold a community meeting prior to end of March 2023, providing an overview of Council's flood plans and mitigation works that are currently in place, and discussing potential options for North Deniliquin, following the November 2022 floods.	Director Infrastructure	1.Meeting held March 2023.	May 2023

Council Meeting Resolutions as at 12 April 2024

	<ol style="list-style-type: none"> Requests the Chief Executive Officer to invite an appropriate panel of expert staff to answer questions and provide information to the community on what could potentially be developed into the future. Provides a further report to a Councillor briefing, prior to June 2023, outlining a potential project for flood mitigation to be advocated to the state government for funding. 		<p>2.WMA Water engaged to provide expert advice.</p> <p>3.Underway to be provided to September Briefing</p> <p>WMA Water provided an update at the November Briefing.</p> <p>Final report will be provided by February 2024</p> <p>Following up WMA Water.</p>	<p>July 2023 September 2023</p> <p>February 2024</p> <p>Open</p>
18 October 2022		Responsibility	Status	Expected Date of Completion
2022/1018/12.5	<p>Town Hall Land</p> <p>That Council:</p> <ol style="list-style-type: none"> Commence the process to consolidate Lot 1 in DP1173376, Lots X and Y in DP410447, Lot 9 in DP662508, Lot 6 in DP667946 and Lot 6 in DP668426, and Apply to Crown Lands to undertake a boundary adjustment for Lot 7 Sec 21 DP758913, being the Town Hall land parcel, to allow for the new foyer entrance to the Town Hall. 	Manager Development	<p>Process commenced.</p> <p>Application made to Crown Lands.</p> <p>No further information to hand, Crown Lands to be followed up.</p> <p>Crown Lands followed up in November and again February 2024.</p> <p>Notification received in February 2024 that</p>	<p>Open</p> <p>June 2023</p> <p>September 2023</p> <p>June 2024</p>

Council Meeting Resolutions as at 12 April 2024

			this will be a lengthy process.	
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12.9. MAYOR, COUNCILLOR, CEO MEETINGS MARCH 2024

Author: Executive Assistant

Authoriser: Acting Chief Executive Officer

RECOMMENDATION

That Council

1. Note meetings attended on behalf of Council by the Mayor, Councillors and Chief Executive Officer/Acting Chief Executive Officer during the month of March 2024.
2. Continue to advise the Chief Executive Officers' Executive Assistant of their meeting diaries and activities attended.

BACKGROUND

The report details meetings undertaken on behalf of Council by the Mayor, Councillors and the Chief Executive Officer/Acting Chief Executive Officer during March 2024.

ISSUE/DISCUSSION

Date	Participants	Meeting
4 March 2024	Mayor, Chief Executive Officer	Saltbush Windfarm General Meeting
5 March 2024	Cr Harold Clapham, Cr Shannon Sampson, Chief Executive Officer. In attendance: Mayor, Deputy Mayor, Cr Shirlee Burge, Director Corporate Services, Executive Assistant.	Growth Strategy Project Advisory Committee Meeting
8 March 2024	Mayor	Coffee with a Cop
8 March 2024	Mayor, Cr Linda Fawns	International Women's Day
9 March 2024	Mayor, Cr Linda Fawns	Play on the Plains Festival
11 March 2024	Mayor	Meeting with Mayor of Hay Shire, Carol Oataway
12 March 2024	Mayor, Deputy Mayor, Cr Linda Fawns, Chief Executive Officer, Via Teams Cr Tarria Moore. In attendance: Cr Shirlee Burge	Edward River Village Committee meeting
12 March 2024	Mayor	Country Mayors Virtual Meeting
12 March 2024	Mayor, Cr Linda Fawns	Airport Users Group Meeting
13 March 2024	Cr Shirlee Burge	Rotary Park User Group Meeting
14 March 2024	Cr Linda Fawns	Aboriginal Liaison Committee Meeting

Date	Participants	Meeting
14 March 2024	Chief Executive Officer	NSW SES - Central Murray Cluster Awards Presentation Evening
15 March 2024	Mayor	Seniors Week Movie Event - The Book Club - The Next Chapter
18 March 2024	Mayor	RAMJO Water Sub-Committee Meeting
19 March 2024	Cr Shirlee Burge	Deni Business Chamber - Coffee With Chamber
19 March 2024	Mayor, Deputy Mayor, Cr Linda Fawns, Cr Shirlee Burge, Cr Pat Fogarty, Cr Shannon Sampson, Chief Executive Officer	NSW Telco Authority - Additional information on Critical Communications Enhancement Program
20 March 2024	Mayor, Cr Tarria Moore, Cr Linda Fawns, Cr Shannon Sampson, Real Estate Representative, Acting Chief Executive Officer Via Teams: Deputy Mayor In attendance: Cr Shirlee Burge, Executive Assistant	Edward River Village Committee Meeting
21 March 2024	Acting Chief Executive Officer In attendance: Cr Linda Fawns via Teams	Saleyards Advisory Committee Meeting
27 March 2024	Cr Harold Clapham, In attendance: Cr Shirlee Burge,	Growth Strategy Project Advisory Committee Meeting
27 March 2024	Deputy Mayor	Australian Red Cross Rediplan Workshop Wanganella Hall
28 March 2024	Acting Chief Executive Officer	Mid Murray Zone Liaison Committee Meeting
28 March 2024	Cr Linda Fawns, Cr Shirlee Burge	Rotary Easter Art Exhibition Opening

STRATEGIC IMPLICATIONS

N/A

COMMUNITY STRATEGIC PLAN

5. Accountable leadership and responsive administration

5.1 Collaborative and Engaged

FINANCIAL IMPLICATIONS

LEGISLATIVE IMPLICATIONS

ATTACHMENTS

Nil

13. NOTICES OF MOTIONS

14. QUESTIONS WITH NOTICE

15. CONFIDENTIAL MATTERS

16. CLOSE OF MEETING