

# Murray River Council

## 2021/22 Annual Operational Plan

### *Our Region, Our Future*

Murray River Council Meeting 22 June 2021  
Resolution Numbers 160621

**Murray River Council**

PO Box 906, Moama NSW 2731

**P** 1300 087 004

**f** 03 5884 3417

**e** [admin@murrayriver.nsw.gov.au](mailto:admin@murrayriver.nsw.gov.au)

**w** [www.murrayriver.nsw.gov.au](http://www.murrayriver.nsw.gov.au)



*Murray River Council acknowledges and respects the traditional custodians of the lands where we stand today, we acknowledge Elders past, present and emerging, the pioneers whose toil inspires us still; and those who gave their lives, that we may now, on this proud past, a vibrant future build.*

*Thank you to all community members who provided comments and budget suggests. Your contributions are highly valued and appreciated.*

**Feedback:** If you have any feedback or suggestions about the 2021/22 Annual Operational Plan, please contact Council during office hours, Monday to Friday, on 1300 087 004 or by email [admin@murrayriver.nsw.gov.au](mailto:admin@murrayriver.nsw.gov.au)

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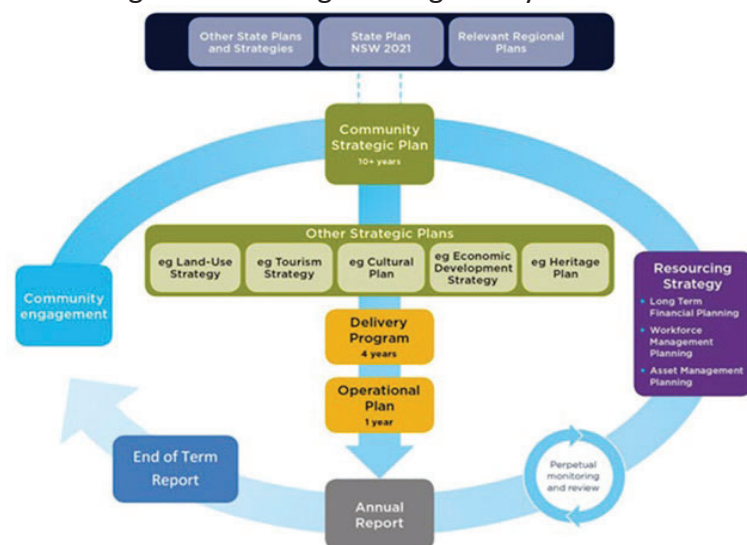
## INTRODUCTION

The Annual Operational Plan (AOP) is a one-year (1) plan that takes the actions defined in the Delivery Program and provides more detail on the actions to be delivered, including costings and how success is measured in completing the action.

The budget has been prepared along with Council's long term financial plan and shows Council's 2021/22 financial position.

The Community Strategic Plan, Delivery Program and Annual Operational Plan all work together to provide clear direction and strategy for Council to meet the social, environmental, economic, and civic leadership expectations that community intrusts to Council.

### Integrated Planning and Regulatory Framework



## MEASURING DELIVERY PLAN SUCCESS

Council is required to measure and report on the goals and strategies outlined in the Delivery Plan. To assist with this reporting, the 2021/22 Annual Operational Plan provides the detailed actions that will allow Council to achieve the goals and strategic outcomes.

In order to measure the success, Council will:

- Set Key Performance Indicators (KPI) and implement processes to measure against the KPI.
- Budgets are delivered on time.
- Capital budgets are delivered within budget.
- Report to Council through the quarterly budget review process.
- Undertake surveys with the community to obtain feedback and satisfaction level with delivery of services and capital projects.
- Gather better and meaningful data to enable improvements to budget planning and long-term sustainability.



## FINANCIAL SUSTAINABILITY

Council has the strategic goal of being financially sustainability over the long-term. The following principles are considered by Council in achieving this important strategic goal:

- Ensure that services provided match what the community requires.
- Ensure current service levels are maintained within current revenue streams available to Council.
- That delivery of services is efficient, effective and relevant.
- That asset management and utilisation is considered in maintenance and renewal programs.
- Ensure that decisions made consider the 'whole of life' costing approach.
- That new capital works projects are properly funded. This includes the consideration of grant funding options, loan borrowing or even utilising Section 64/94 contributions.
- Council is open to the possibilities of public/ private partnerships for the delivery of capital projects and/ or certain services.
- That Council's organisation structure best fits the delivery of services to the community and meets governance requirements.

## OPERATIONAL BUDGET 2021/22 to 2024/25 - CONSOLIDATED

This shows all of Council funds, including General, Water and Sewer funds. General fund includes transport, waste, library, governance, town planning – all other Council services except for Water and Sewer. Note that the Long-Term Financial Plan document provides the budget over ten years.

### Income Statement

Table below shows the budget summary by Consolidated – Income Statement.

CONSOLIDATED COUNCIL		Murray River Council			
		Income Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Income from Continuing Operations					
Rates and Annual Charges	18,676,605	19,290,491	19,726,843	20,276,694	
User Charges and Fees	6,858,040	6,992,020	7,132,180	7,275,110	
Interest and Investment Revenue	389,020	367,100	373,720	380,900	
Other Revenues	1,068,590	1,024,780	1,069,940	1,115,980	
Grants & Contributions for Operational Purposes	16,518,840	15,819,550	17,248,040	17,147,668	
Grants and Contributions for Capital Purposes	13,379,352	15,496,910	9,847,830	8,859,920	
Total Income from Continuing Operations	56,890,447	58,990,851	55,398,553	55,056,272	
Expenses from Continuing Operations					
Employee Benefits and On-costs	(17,014,025)	(17,453,886)	(17,834,595)	(18,224,264)	
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)	
Materials and Contracts	(10,199,426)	(8,918,610)	(9,015,910)	(9,452,920)	
Depreciation and Amortisation	(17,280,620)	(17,647,659)	(17,930,310)	(18,118,650)	
Other Expenses	(5,118,879)	(5,062,190)	(5,233,620)	(5,412,880)	
Total Expenses from Continuing Operations	(49,724,570)	(49,201,155)	(50,107,295)	(51,288,624)	
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/ (DEFICIT)	7,165,877	9,789,696	5,291,257	3,767,648	
Other Funding Movements					
Total Capital Expenditure	(34,732,412)	(28,510,046)	(19,065,562)	(18,112,966)	
Total Transfers From/ (To) Reserves	8,132,821	(761,351)	(4,282,503)	(3,895,694)	
Sale Proceeds from Sale of Assets	1,040,270	1,189,460	704,990	578,570	
Total Loan Borrowings	800,000	1,500,000	-	-	
Total Loan Repayments	(655,480)	(813,310)	(694,960)	(560,860)	
Deferred Debtor Advances Repaid	106,370	70,550	70,840	71,280	
Deferred Debtor Advances Made	-	-	-	-	
Depreciation Contra Reversal	17,280,620	17,647,659	17,930,310	18,118,650	
TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)	(8,027,811)	(9,677,038)	(5,336,884)	(3,801,020)	
TOTAL BUDGET SURPLUS/ (DEFICIT)	(861,934)	112,658	(45,627)	(33,372)	
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)	(6,213,475)	(5,707,214)	(4,556,573)	(5,092,272)	

To see the full ten-year Income Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

## OPERATIONAL BUDGET 2021/22 to 2024/25 - CONSOLIDATED

### Balance Sheet

Table below shows the budget summary by Consolidated – Balance Sheet.

CONSOLIDATED COUNCIL		Murray River Council			
		Balance Sheet			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Assets					
Current Assets					
Cash & Cash Equivalents	8,387,912	11,564,668	9,941,923	10,463,618	
Investments	29,798,579	27,522,103	33,107,647	36,589,612	
Receivables	4,142,500	4,092,842	4,155,383	4,197,500	
Inventories	1,545,800	1,391,220	1,029,510	1,338,370	
Total Current Assets	43,874,791	44,570,833	48,234,463	52,589,099	
Non Current Assets					
Investments	2,000	2,000	2,000	2,000	
Receivables	571,670	564,820	573,450	579,260	
Inventories	1,065,060	958,560	709,340	922,140	
Infrastructure, Property, Plant and Equipment	820,344,385	835,308,494	840,620,288	844,817,705	
Intangible	1,664,000	1,664,000	1,664,000	1,664,000	
Other	415,000	420,000	425,000	430,000	
Total Non Current Assets	823,647,115	838,497,874	843,569,078	847,985,105	
Total Assets	867,521,906	883,068,707	891,803,541	900,574,204	
Liabilities					
Current Liabilities					
Payables	(3,045,620)	(2,971,671)	(3,045,963)	(2,972,112)	
Borrowings	(655,480)	(813,310)	(694,960)	(560,860)	
Provisions	(4,382,000)	(4,368,323)	(4,381,519)	(4,392,940)	
Total Current Liabilities	(8,083,100)	(8,153,304)	(8,122,442)	(7,925,912)	
Non Current Liabilities					
Borrowings	(3,976,725)	(4,663,415)	(3,968,455)	(3,407,595)	
Provisions	(1,533,700)	(1,528,913)	(1,533,532)	(1,537,529)	
Total Non Current Liabilities	(5,510,425)	(6,192,328)	(5,501,987)	(4,945,124)	
Total Liabilities	(13,593,525)	(14,345,632)	(13,624,428)	(12,871,036)	
Net Assets	853,928,381	868,723,075	878,179,113	887,703,168	
Equity					
Retained Earnings	(736,352,480)	(745,797,988)	(752,342,929)	(755,827,184)	
Revaluation Reserve	(117,575,901)	(122,925,088)	(125,836,183)	(131,875,985)	
Total Equity	(853,928,381)	(868,723,075)	(878,179,113)	(887,703,168)	

To see the full ten-year Balance Sheet, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## OPERATIONAL BUDGET 2021/22 to 2024/25 - CONSOLIDATED

### Cash Flow Statement

Table below shows the budget summary by Consolidated – Cash flow statement.

CONSOLIDATED COUNCIL	Murray River Council Cash Flow Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates and Annual Charges	18,726,263	19,227,950	19,684,726	20,325,836
User Charges and Fees	6,858,040	6,992,020	7,132,180	7,275,110
Interest and Investment Revenue	389,020	367,100	373,720	380,900
Grants & Contributions	29,898,192	31,316,460	27,095,870	26,007,588
Other Revenues	1,068,590	1,024,780	1,069,940	1,115,980
<b>Payments:</b>				
Employee Benefits and On-costs	(17,101,324)	(17,368,816)	(17,921,864)	(18,135,091)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)
Materials and Contracts	(10,273,375)	(8,844,318)	(9,089,761)	(9,378,617)
Other Expenses	(5,118,879)	(5,062,190)	(5,233,620)	(5,412,880)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>24,334,907</b>	<b>27,534,176</b>	<b>23,018,330</b>	<b>22,098,916</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant and Equipment	1,040,270	1,189,460	704,990	578,570
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant and Equipment	(34,732,412)	(28,510,046)	(19,065,562)	(18,112,966)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(33,692,142)</b>	<b>(27,320,586)</b>	<b>(18,360,572)</b>	<b>(17,534,396)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings and Advances	800,000	1,500,000	0	0
<b>Payments:</b>				
Repayment of Borrowings and Advances	(655,480)	(813,310)	(694,960)	(560,860)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>144,520</b>	<b>686,690</b>	<b>(694,960)</b>	<b>(560,860)</b>
<b>Net Increase/ (Decrease) in Cash and Investments</b>	<b>(9,212,715)</b>	<b>900,280</b>	<b>3,962,798</b>	<b>4,003,660</b>
<b>Plus: Cash and Investments - Beginning of Year</b>	<b>47,399,206</b>	<b>38,186,491</b>	<b>39,086,771</b>	<b>43,049,570</b>
<b>Cash and Investments - End of Year</b>	<b>38,186,491</b>	<b>39,086,771</b>	<b>43,049,570</b>	<b>47,053,230</b>

To see the full ten-year Cashflow Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.





## OPERATIONAL BUDGET 2021/22 to 2024/25 – GENERAL FUND

### Income Statement

Table below shows the budget summary by General Fund only – Income Statement.

GENERAL FUND	Murray River Council			
	Income Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	13,091,401	13,526,467	13,952,399	14,311,739
User Charges and Fees	4,612,050	4,701,030	4,795,280	4,891,410
Interest and Investment Revenue	226,850	201,530	205,330	208,950
Other Revenues	986,580	941,100	984,560	1,028,860
Grants & Contributions provided for Operational Purposes	16,425,840	15,724,460	17,153,860	17,051,268
Grants and Contributions for Capital Purposes	13,029,352	15,146,910	9,497,830	8,509,920
<b>Total Income from Continuing Operations</b>	<b>48,372,073</b>	<b>50,241,497</b>	<b>46,589,259</b>	<b>46,002,147</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits and On-costs	(15,364,605)	(15,771,296)	(16,117,965)	(16,472,944)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)
Materials and Contracts	(8,553,296)	(7,228,510)	(7,280,510)	(7,670,850)
Depreciation and Amortisation	(15,514,540)	(15,858,389)	(16,125,400)	(16,297,030)
Other Expenses	(3,793,819)	(4,417,980)	(4,564,450)	(4,717,660)
<b>Total Expenses from Continuing Operations</b>	<b>(43,337,880)</b>	<b>(43,394,985)</b>	<b>(44,181,185)</b>	<b>(45,238,394)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>5,034,193</b>	<b>6,846,512</b>	<b>2,408,073</b>	<b>763,753</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(32,667,912)	(26,701,116)	(17,163,012)	(15,937,416)
Total Transfers From/ (To) Reserves	9,966,085	2,162,173	(1,496,959)	(1,245,729)
Sale Proceeds from Sale of Assets	1,040,270	1,189,460	704,990	578,570
Total Loan Borrowings	800,000	1,500,000	-	-
Total Loan Repayments	(655,480)	(813,310)	(694,960)	(560,860)
Deferred Debtor Advances Repaid	106,370	70,550	70,840	71,280
Depreciation Contra Reversal	-	-	-	-
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(5,896,127)</b>	<b>(6,733,854)</b>	<b>(2,453,700)</b>	<b>(797,125)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>(861,934)</b>	<b>112,658</b>	<b>(45,627)</b>	<b>(33,372)</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>(7,995,159)</b>	<b>(8,300,398)</b>	<b>(7,089,757)</b>	<b>(7,746,167)</b>

To see the full ten-year Income Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

## OPERATIONAL BUDGET 2021/22 to 2024/25 – GENERAL FUND

### Balance Sheet

Table below shows the budget summary by General Fund only – Balance Sheet.

GENERAL FUND		Murray River Council			
		Balance Sheet			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Assets					
Current Assets					
Cash & Cash Equivalents	5,195,964	8,373,420	6,759,974	7,291,569	
Investments	10,500,000	5,300,000	8,100,000	8,932,000	
Receivables	3,042,900	2,982,042	3,041,683	3,072,100	
Inventories	1,545,800	1,391,220	1,029,510	1,338,370	
Total Current Assets	20,284,664	18,046,682	18,931,167	20,634,039	
Non Current Assets					
Investments	2,000	2,000	2,000	2,000	
Receivables	571,670	564,820	573,450	579,260	
Inventories	1,065,060	958,560	709,340	922,140	
Infrastructure, Property, Plant and Equipment	732,290,971	745,684,009	749,672,376	752,449,604	
Other	415,000	420,000	425,000	430,000	
Total Non Current Assets	733,929,701	747,209,388	750,957,164	753,953,001	
Total Assets	754,214,365	765,256,069	769,888,331	774,587,040	
Liabilities					
Current Liabilities					
Payables	(2,963,220)	(2,887,071)	(2,959,163)	(2,882,912)	
Borrowings	(655,480)	(813,310)	(694,960)	(560,860)	
Provisions	(4,382,000)	(4,368,323)	(4,381,519)	(4,392,940)	
Total Current Liabilities	(8,000,700)	(8,068,704)	(8,035,642)	(7,836,712)	
Non Current Liabilities					
Borrowings	(3,976,725)	(4,663,415)	(3,968,455)	(3,407,595)	
Provisions	(1,533,700)	(1,528,913)	(1,533,532)	(1,537,529)	
Total Non Current Liabilities	(5,510,425)	(6,192,328)	(5,501,987)	(4,945,124)	
Total Liabilities	(13,511,125)	(14,261,032)	(13,537,628)	(12,781,836)	
Net Assets	740,703,240	750,995,037	756,350,702	761,805,204	
Equity					
Retained Earnings	(644,636,707)	(651,139,030)	(654,800,787)	(655,281,148)	
Revaluation Reserve	(96,066,533)	(99,856,007)	(101,549,915)	(106,524,056)	
Total Equity	(740,703,240)	(750,995,037)	(756,350,702)	(761,805,204)	

To see the full ten-year Balance Sheet, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

## OPERATIONAL BUDGET 2021/22 to 2024/25 – GENERAL FUND

### Cash Flow Statement

Table below shows the budget summary by General Fund only – Cash flow statement.

GENERAL FUND		Murray River Council Cash Flow Statement		
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	13,152,259	13,466,826	13,921,982	14,373,181
User Charges and Fees	4,612,050	4,701,030	4,795,280	4,891,410
Interest and Investment Revenue	226,850	201,530	205,330	208,950
Grants & Contributions	29,455,192	30,871,370	26,651,690	25,561,188
Other Revenues	986,580	941,100	984,560	1,028,860
Payments:				
Employee Benefits and On-costs	(15,451,904)	(15,686,226)	(16,205,234)	(16,383,771)
Borrowing Costs	(111,620)	(118,810)	(92,860)	(79,910)
Materials and Contracts	(8,629,445)	(7,156,418)	(7,356,761)	(7,598,947)
Other Expenses	(3,793,819)	(4,417,980)	(4,564,450)	(4,717,660)
Net Cash provided by (or used in) Operating Activities	20,446,143	22,802,422	18,339,537	17,283,301
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	1,040,270	1,189,460	704,990	578,570
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(32,667,912)	(26,701,116)	(17,163,012)	(15,937,416)
Net Cash provided by (or used in) Investing Activities	(31,627,642)	(25,511,656)	(16,458,022)	(15,358,846)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	800,000	1,500,000	-	-
Payments:				
Repayment of Borrowings and Advances	(655,480)	(813,310)	(694,960)	(560,860)
Net Cash provided by (or used in) Financing Activities	144,520	686,690	(694,960)	(560,860)
Net Increase/ (Decrease) in Cash and Investments	(11,036,979)	(2,022,544)	1,186,555	1,363,595
Plus: Cash and Investments - Beginning of Year	26,732,943	15,695,964	13,673,420	14,859,974
Cash and Investments - End of Year	15,695,964	13,673,420	14,859,974	16,223,569

To see the full ten-year Cashflow Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## OPERATIONAL BUDGET 2021/22 to 2024/25 – WATER FUND

### Income Statement

Table below shows the budget summary by Water Fund only – Income Statement.

WATER FUND	Murray River Council			
	Income Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	2,733,634	2,826,894	2,749,194	2,848,935
User Charges and Fees	2,222,300	2,266,780	2,312,160	2,358,430
Interest and Investment Revenue	72,070	73,660	74,630	76,300
Other Revenues	60,980	62,220	63,480	64,770
Grants & Contributions provided for Operational Purposes	48,180	49,820	48,450	50,210
Grants and Contributions for Capital Purposes	150,000	150,000	150,000	150,000
<b>Total Income from Continuing Operations</b>	<b>5,287,164</b>	<b>5,429,374</b>	<b>5,397,914</b>	<b>5,548,645</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits and On-costs	(1,283,540)	(1,309,300)	(1,335,680)	(1,362,590)
Borrowing Costs	-	-	-	-
Materials and Contracts	(1,131,140)	(1,161,800)	(1,193,440)	(1,226,070)
Depreciation and Amortisation	(1,234,700)	(1,249,580)	(1,259,380)	(1,270,080)
Other Expenses	(713,840)	(341,320)	(356,390)	(372,170)
<b>Total Expenses from Continuing Operations</b>	<b>(4,363,220)</b>	<b>(4,062,000)</b>	<b>(4,144,890)</b>	<b>(4,230,910)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>923,944</b>	<b>1,367,374</b>	<b>1,253,024</b>	<b>1,317,735</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(1,199,000)	(1,190,000)	(1,265,000)	(1,382,700)
Total Transfers From/ (To) Reserves	(959,644)	(1,426,954)	(1,247,404)	(1,205,115)
Depreciation Contra Reversal	1,234,700	1,249,580	1,259,380	1,270,080
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(923,944)</b>	<b>(1,367,374)</b>	<b>(1,253,024)</b>	<b>(1,317,735)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>773,944</b>	<b>1,217,374</b>	<b>1,103,024</b>	<b>1,167,735</b>

To see the full ten-year Income Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## OPERATIONAL BUDGET 2020/21 to 2024/25 – WATER FUND

### Balance Sheet

Table below shows the budget summary by Water Fund only – Balance Sheet.

WATER FUND		Murray River Council Balance Sheet			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Assets					
Current Assets					
Cash & Cash Equivalents	1,130,941	1,134,141	1,128,641	1,122,641	
Investments	8,748,579	10,175,533	11,422,937	12,628,052	
Receivables	805,000	811,900	810,300	817,500	
Total Current Assets	10,684,520	12,121,575	13,361,878	14,568,193	
Non Current Assets					
Infrastructure, Property, Plant and Equipment	47,298,982	47,932,926	48,557,580	49,255,904	
Intangible	1,664,000	1,664,001	1,664,002	1,664,003	
Total Non Current Assets	48,962,982	49,596,927	50,221,582	50,919,907	
Total Assets	59,647,501	61,718,502	63,583,460	65,488,100	
Liabilities					
Current Liabilities					
Payables	(56,600)	(58,100)	(59,700)	(61,400)	
Total Current Liabilities	(56,600)	(58,100)	(59,700)	(61,400)	
Non Current Liabilities					
Total Non Current Liabilities	-	-	-	-	
Total Liabilities	(56,600)	(58,100)	(59,700)	(61,400)	
Net Assets	59,590,901	61,660,402	63,523,760	65,426,700	
Equity					
Retained Earnings	(52,266,091)	(53,633,465)	(54,886,489)	(56,204,224)	
Revaluation Reserve	(7,324,811)	(8,026,937)	(8,637,272)	(9,222,476)	
Total Equity	(59,590,901)	(61,660,402)	(63,523,760)	(65,426,700)	

To see the full ten-year Balance Sheet, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

## OPERATIONAL BUDGET 2021/22 to 2024/25 – WATER FUND

### Cash Flow Statement

Table below shows the budget summary by Water Fund only – Cash Flow Statement.

WATER FUND		Murray River Council Cash Flow Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Cash Flows from Operating Activities					
Receipts:					
Rates and Annual Charges	2,726,734	2,828,494	2,741,994	2,841,335	
User Charges and Fees	2,222,300	2,266,780	2,312,160	2,358,430	
Interest and Investment Revenue	72,070	73,660	74,630	76,300	
Grants & Contributions	198,180	199,820	198,450	200,210	
Other Revenues	60,980	62,220	63,480	64,770	
Payments:					
Employee Benefits and On-costs	(1,283,540)	(1,309,300)	(1,335,680)	(1,362,590)	
Borrowing Costs	-	-	-	-	
Materials and Contracts	(1,129,640)	(1,160,200)	(1,191,740)	(1,224,470)	
Other Expenses	(713,840)	(341,320)	(356,390)	(372,170)	
Net Cash provided by (or used in) Operating Activities	2,153,244	2,620,154	2,506,904	2,581,815	
Cash Flows from Investing Activities					
Receipts:					
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-	
Payments:					
Purchase of Infrastructure, Property, Plant and Equipment	(1,199,000)	(1,190,000)	(1,265,000)	(1,382,700)	
Net Cash provided by (or used in) Investing Activities	(1,199,000)	(1,190,000)	(1,265,000)	(1,382,700)	
Cash Flows from Financing Activities					
Receipts:					
Proceeds from Borrowings and Advances	-	-	-	-	
Payments:					
Repayment of Borrowings and Advances	-	-	-	-	
Net Cash provided by (or used in) Financing Activities	-	-	-	-	
Net Increase/ (Decrease) in Cash and Investments	954,244	1,430,154	1,241,904	1,199,115	
Plus: Cash and Investments - Beginning of Year	8,925,276	9,879,520	11,309,675	12,551,578	
Cash and Investments - End of Year	9,879,520	11,309,675	12,551,578	13,750,693	

To see the full ten-year Cashflow Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## OPERATIONAL BUDGET 2021/22 to 2024/25 – WASTEWATER FUND

### Income Statement

Table below shows the budget summary by Wastewater Fund only – Income Statement.

WASTEWATER FUND	Murray River Council			
	Income Statement			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	2,851,570	2,937,130	3,025,250	3,116,020
User Charges and Fees	23,690	24,210	24,740	25,270
Interest and Investment Revenue	90,100	91,910	93,760	95,650
Other Revenues	21,030	21,460	21,900	22,350
Grants & Contributions provided for Operational Purposes	44,820	45,270	45,730	46,190
Grants and Contributions for Capital Purposes	200,000	200,000	200,000	200,000
<b>Total Income from Continuing Operations</b>	<b>3,231,210</b>	<b>3,319,980</b>	<b>3,411,380</b>	<b>3,505,480</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits and On-costs	(365,880)	(373,290)	(380,950)	(388,730)
Borrowing Costs	-	-	-	-
Materials and Contracts	(514,990)	(528,300)	(541,960)	(556,000)
Depreciation and Amortisation	(531,380)	(539,690)	(545,530)	(551,540)
Other Expenses	(611,220)	(302,890)	(312,780)	(323,050)
<b>Total Expenses from Continuing Operations</b>	<b>(2,023,470)</b>	<b>(1,744,170)</b>	<b>(1,781,220)</b>	<b>(1,819,320)</b>
<b>TOTAL OPERATIONAL SURPLUS/ (DEFICIT)</b>	<b>1,207,740</b>	<b>1,575,810</b>	<b>1,630,160</b>	<b>1,686,160</b>
<b>Other Funding Movements</b>				
Total Capital Expenditure	(865,500)	(618,930)	(637,550)	(792,850)
Total Transfers From/ (To) Reserves	(873,620)	(1,496,570)	(1,538,140)	(1,444,850)
Depreciation Contra Reversal	531,380	539,690	545,530	551,540
<b>TOTAL OTHER FUNDING MOVEMENTS SURPLUS/ (DEFICIT)</b>	<b>(1,207,740)</b>	<b>(1,575,810)</b>	<b>(1,630,160)</b>	<b>(1,686,160)</b>
<b>TOTAL BUDGET SURPLUS/ (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/ (DEFICIT)</b>	<b>1,007,740</b>	<b>1,375,810</b>	<b>1,430,160</b>	<b>1,486,160</b>

To see the full ten-year Income Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

## OPERATIONAL BUDGET 2021/22 to 2024/25 – WASTEWATER FUND

### Balance Sheet

Table below shows the budget summary by Wastewater Fund only – Balance Sheet.

WASTEWATER FUND		Murray River Council Balance Sheet			
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr	
Assets					
Current Assets					
Cash & Cash Equivalents	2,061,007	2,057,107	2,053,307	2,049,407	
Investments	10,550,000	12,046,570	13,584,710	15,029,560	
Receivables	294,600	298,900	303,400	307,900	
Total Current Assets	12,905,607	14,402,577	15,941,417	17,386,867	
Non Current Assets					
Infrastructure, Property, Plant and Equipment	40,754,433	41,691,559	42,390,332	43,112,197	
Total Non Current Assets	40,754,433	41,691,559	42,390,332	43,112,197	
Total Assets	53,660,040	56,094,136	58,331,750	60,499,065	
Liabilities					
Current Liabilities					
Payables	(25,800)	(26,500)	(27,100)	(27,800)	
Total Current Liabilities	(25,800)	(26,500)	(27,100)	(27,800)	
Non Current Liabilities					
Total Non Current Liabilities	-	-	-	-	
Total Liabilities	(25,800)	(26,500)	(27,100)	(27,800)	
Net Assets	53,634,240	56,067,636	58,304,650	60,471,265	
Equity					
Retained Earnings	(39,449,683)	(41,025,493)	(42,655,653)	(44,341,813)	
Revaluation Reserve	(14,184,557)	(15,042,144)	(15,648,997)	(16,129,452)	
Total Equity	(53,634,240)	(56,067,636)	(58,304,650)	(60,471,265)	

To see the full ten-year Balance Sheet, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## OPERATIONAL BUDGET 2021/22 to 2024/25 – WASTEWATER FUND

### Cash Flow Statement

Table below shows the budget summary by Wastewater Fund only – Cash Flow Statement.

WASTEWATER FUND		Murray River Council Cash Flow Statement		
	2021/22 Yr	2022/23 Yr	2023/24 Yr	2024/25 Yr
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	2,847,270	2,932,630	3,020,750	3,111,320
User Charges and Fees	23,690	24,210	24,740	25,270
Interest and Investment Revenue	90,100	91,910	93,760	95,650
Grants & Contributions	244,820	245,270	245,730	246,190
Other Revenues	21,030	21,460	21,900	22,350
Payments:				
Employee Benefits and On-costs	(365,880)	(373,290)	(380,950)	(388,730)
Borrowing Costs	-	-	-	-
Materials and Contracts	(514,290)	(527,700)	(541,260)	(555,200)
Other Expenses	(611,220)	(302,890)	(312,780)	(323,050)
Net Cash provided by (or used in) Operating Activities	1,735,520	2,111,600	2,171,890	2,233,800
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	-	-	-	-
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(865,500)	(618,930)	(637,550)	(792,850)
Net Cash provided by (or used in) Investing Activities	(865,500)	(618,930)	(637,550)	(792,850)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings and Advances	-	-	-	-
Payments:				
Repayment of Borrowings and Advances	-	-	-	-
Net Cash provided by (or used in) Financing Activities	-	-	-	-
Net Increase/ (Decrease) in Cash and Investments	870,020	1,492,670	1,534,340	1,440,950
Plus: Cash and Investments - Beginning of Year	11,740,987	12,611,007	14,103,677	15,638,017
Cash and Investments - End of Year	12,611,007	14,103,677	15,638,017	17,078,967

To see the full ten-year Cashflow Statement, consolidated and by fund, please refer to the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.



## CASHFLOW MOVEMENT 2021/22 to 2024/25

Tables below show the estimated net cashflow position of Council over the next four years by Fund. A more detailed analysis of cashflow can be found in the *Murray River Council 2021/22 to 2030/31 Long Term Financial Plan*.

<b>General Fund (' \$000)</b>	<b>2021/22 Year</b>	<b>2022/23 Year</b>	<b>2023/24 Year</b>	<b>2024/25 Year</b>
Opening Balance	26,733	15,696	13,673	14,859
Net Movement	(11,037)	(2,023)	1,186	1,364
Closing Balance	15,696	13,673	14,859	16,223

<b>Water Fund (' \$000)</b>	<b>2021/22 Year</b>	<b>2022/23 Year</b>	<b>2023/24 Year</b>	<b>2024/25 Year</b>
Opening Balance	8,925	9,879	11,309	12,551
Net Movement	954	1,430	1,242	1,199
Closing Balance	9,879	11,309	12,551	13,750

<b>Sewer Fund (' \$000)</b>	<b>2021/22 Year</b>	<b>2022/23 Year</b>	<b>2023/24 Year</b>	<b>2024/25 Year</b>
Opening Balance	11,741	12,611	14,104	15,638
Net Movement	870	1,493	1,534	1,441
Closing Balance	12,611	14,104	15,638	17,079

## CASH RESERVE BALANCES 2021/22

The table below shows the cash reserve balances for Council. Cash reserves are made up of unrestricted and restricted. Restricted Reserves are external (required for a specific purpose and cannot be used for any other purpose) and internal (created by Council for a future purpose).

<b>As at 30 June 2022</b>	<b>2021/22 Year (' \$000)</b>
<b>Total Cash and Investments</b>	<b>38,186</b>
Represented By:	
<b>Externally Restricted</b>	
Water Fund	9,880
Sewer Fund	12,611
Waste Fund	1,590
<b>Total Externally Restricted</b>	<b>24,081</b>
<b>Total Internally Restricted</b>	
	<b>8,796</b>
<b>Total Restricted Cash</b>	<b>32,877</b>
<b>Total Unrestricted Cash</b>	<b>5,309</b>

## FINANCIAL SUSTAINABILITY – PERFORMANCE RATIOS 2021/22 to 2024/25

Council's financial sustainability is measured through the following performance ratios:

Ratio	Description	Benchmark
Operating Performance	The ability to contain operating expenditure within operating revenue	> 0%
Unrestricted Current Ratio	Assess the adequacy of working capital and its ability to satisfy short term obligations	> 1.5:1
Own Source Revenue	Measures fiscal flexibility – degree of reliance on external funding	> 60%
Debt Service Cover Ratio	Measures the times of discretionary revenue required to repay loans	< 2x
Rates and Annual Charges Outstanding	Measures outstanding rates and annual charges against rates and annual charges levied	< 10%
Building & Infrastructure Renewal	Shows the rate assets are being renewed compared to estimated annual rate of utilisation	> 100%
Operating Expenditure per capita	Assess trends in operating expenditure over the LGA population	Constant or declining for same level of service

The performance ratios for each fund are presented below:

Ratio for Consolidated Council	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	(14.28%)	(13.12%)	(10.00%)	(11.02%)
Unrestricted Current Ratio	> 1.5:1	2.15	1.87	2.00	2.26
Own Source Revenue	>60%	47.45%	46.91%	51.09%	52.76%
Debt Servicing Cover Ratio	> 2x	14.57	12.94	17.09	20.45
Rates and Annual Charges Outstanding	< 10%	8.57%	8.29%	8.06%	7.79%
Cash Expense Cover Ratio	> 3 Mths	13.78	14.56	15.64	16.82
Building and Infrastructure Renewal Ratio	> 100%	145%	128%	104%	97%
Per Capita Operating Expenditure	Constant or Declining	\$4,270	\$4,225	\$4,284	\$4,366

## FINANCIAL SUSTAINABILITY – PERFORMANCE RATIOS 2021/22 to 2024/25 (Continued)

Ratio for Council General Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	(22.62%)	(23.65%)	(19.11%)	(20.66%)
Unrestricted Current Ratio	> 1.5:1	1.99	1.70	1.82	2.08
Own Source Revenue	>60%	39.11%	38.55%	42.79%	44.43%
Debt Servicing Cover Ratio	> 2x	29.93	24.49	23.64	26.75
Rates and Annual Charges Outstanding	< 10%	8.25%	7.90%	7.64%	7.37%
Building and Infrastructure Renewal Ratio	> 100%	150%	133%	105%	97%
Per Capita Operating Expenditure	Constant or Declining	\$3,737	\$3,726	\$3,777	\$3,851

Ratio for Council Water Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	15.07%	23.06%	21.02%	21.63%
Unrestricted Current Ratio	> 1.5:1	188.77	208.63	223.82	237.27
Own Source Revenue	>60%	96.25%	96.32%	96.32%	96.39%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	9.33%	9.26%	9.47%	9.39%
Building and Infrastructure Renewal Ratio	> 100%	156%	90%	89%	94%
Per Capita Operating Expenditure	Constant or Declining	\$376	\$349	\$354	\$360

Ratio for Council Sewer Fund	Benchmark	2021/22	2022/23	2023/24	2024/25
Operating Performance	> 0%	33.25%	44.10%	44.53%	44.96%
Unrestricted Current Ratio	> 1.5:1	500.22	543.49	588.24	625.43
Own Source Revenue	>60%	92.42%	92.61%	92.80%	92.98%
Debt Servicing Cover Ratio	> 2x	N/a	N/a	N/a	N/a
Rates and Annual Charges Outstanding	< 10%	10.33%	10.18%	10.03%	9.88%
Building and Infrastructure Renewal Ratio	> 100%	156%	80%	73%	92%
Per Capita Operating Expenditure	Constant or Declining	\$174	\$150	\$152	\$155