



**murray river
council**

AGENDA

Audit Risk & Improvement Committee Meeting

Monday, 5 May 2025

**I hereby give notice that an Audit Risk & Improvement Committee
Meeting will be held on:**

Date: Monday, 5 May 2025

Time: 4.00 PM

**Location: Administration Offices
52 Perricoota Road Moama**

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1 OPENING

2 ACKNOWLEDGEMENT OF COUNTRY

I acknowledge and respect the Traditional Custodians of the Lands where we stand today,
I acknowledge Elders past and present, the pioneers whose toil inspires us still;
And those who gave their lives, that we many now,
On this proud past, a vibrant future build.

3 APOLOGIES

4 PREVIOUS MEETING

4.1 CONFIRMATION OF MINUTES

Audit Risk & Improvement Committee Meeting - 3 March 2025

4.2 BUSINESS ARISING FROM THE MINUTES

4.3 ACTION FROM PREVIOUS MEETINGS

4.3.1 WELCOME - LEANNE MULCAHY INDEPENDENT COMMITTEE MEMBER
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File Number: -

Author: Sandra Gordon, Manager Governance & Risk

Authoriser: Stephen Fernando, Director Corporate Services

DISCUSSION

The Chair, David Kortum, introduced Leanne Mulcahy, who has been appointed as the second independent Committee member, to those present.

ATTACHMENTS

Nil

4.3.2 MINUTES OF THE ARIC MEETING HELD ON MONDAY 3RD MARCH 2025

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the Minutes of the ARIC meeting held on the 3rd March 2025 be adopted as a true and correct record of the meeting.

DISCUSSION

Minutes attached

ATTACHMENTS

1. Minutes of the ARIC meeting held on the 3rd March 2025 [↓](#) 

MURRAY RIVER COUNCIL Audit Risk & Improvement Committee
Meeting Minutes

3 March 2025

**MINUTES OF MURRAY RIVER COUNCIL
AUDIT RISK & IMPROVEMENT COMMITTEE MEETING
HELD AT THE ADMINISTRATION OFFICES, 52 PERRICOOTA ROAD MOAMA
ON MONDAY, 3 MARCH 2025 AT 4:30 PM**

1 OPENING:

2 PRESENT:

David Kortum - Chairperson, Jarrah O'Shea - Independent Committee Member, Barry Li - Audit Office, Michael Kharzoo – Audit Office, Tyson Holt – RSD External Auditors, Susan Leahy – Centium Internal Auditors, Stephen Fernando – Director Corporate Services, Julie Moller – Chief Finance Officer, Nikki Chalmers, Financial Controller, Sandra Gordon – Manager Governance & Risk.

3 APOLOGIES:

Nick Bell, RSD

4 GENERAL MATTERS

4.3.1 INTRODUCTIONS

The Director Corporate Services introduced the new ARIC members to all present.

4.3.2 MINUTES OF THE ARIC HELD ON 5 AUGUST 2024

RECOMMENDATION

That the Minutes of the ARIC meeting held on 5 August 2024 be noted.

As this was the first meeting of the new ARIC there was no one present that could confirm that the Minutes were a true and correct record of events.

5 DISCLOSURE OF INTEREST

Nil

6 STANDARD AGENDA ITEMS

6.1 FINANCIAL MATTERS

6.1.1 2023-2024 AUDIT - MANAGEMENT LETTER

RECOMMENDATION

That the 2023–2024 Management Letter is noted and the actions placed in the Audit Actions spreadsheet.

NOTE: Checklists in Tech 1 should be implemented to ensure risks are eliminated.

MURRAY RIVER COUNCIL Audit Risk & Improvement Committee
Meeting Minutes

3 March 2025

6.1.2 AUDITED FINANCIAL STATEMENT FOR 30 JUNE 2024

RECOMMENDATION

That the Audit Committee receive and note the final 30 June 2024 Financial Statements (Audited).

6.1.3 31 JANUARY 2025 FINANCIAL STATEMENT (UNAUDITED)

RECOMMENDATION

That the Audit Committee receive and note the period ending 31 January 2025 Financial Statements (Unaudited).

NOTE: Overhead allocations are being reviewed / budget comparison to actuals – no significant variations expected

6.1.4 ANNUAL ENGAGEMENT PLAN (AEP) 2025

RECOMMENDATION

That Audit Committee receive and note the Annual Engagement Plan 2025.

NOTE: Revaluations to undertaken – Operational & Community Land, Buildings, Tips & Quarries Position Paper on Fair Value to be provided to the ARIC
RSD to review Cyber Security Internal Audits undertaken in 2024.

6.2 INTERNAL AUDITS

6.2.1 INTERNAL AUDIT - SCHEDULE OF FEES

RECOMMENDATION

That the interim Internal Audit Report on the Schedule of Fees be noted.

NOTE: Final Schedule of Fees Internal Audit Report to be presented to the next meeting.

6.2.2 INTERNAL AUDIT - ACTIONS

RECOMMENDATION

That the ARIC Audit Actions Tracker be noted.

6.3 GOVERNANCE MATTERS

6.3.1 RECRUITMENT OF THE ARIC INDEPENDENT COMMITTEE MEMBER

RECOMMENDATION

That this report be received and noted.

MURRAY RIVER COUNCIL Audit Risk & Improvement Committee
Meeting Minutes

3 March 2025

NOTE: Applications for the final Independent Committee member close 5 March 2025.

6.3.2 INTERNAL AUDIT TENDER

RECOMMENDATION

That this report be noted.

6.3.3 ARIC MEETING TIMETABLE AND SCHEDULE FOR 2025

RECOMMENDATION

That the ARIC Meeting Timetable and Schedule for the 2025 be updated as required.

NOTE: Presentations from risk owners to be included in the Timetable.

6.3.4 REVIEW OF THE CORPORATE CREDIT CARD POLICY

RECOMMENDATION

That the Committee endorses the recommended changes to the Corporate Credit Card Policy.

6.3.5 REVIEW OF FRAUD & CORRUPTION CONTROL POLICY AND FRAMEWORK

RECOMMENDATION

That the Fraud and Corruption Control Policy and Framework were noted.

7 OTHER ITEMS

The new CEO to be invited to the next ARIC meeting.

8 CONCLUSION OF MEETING

THERE BEING NO FURTHER BUSINESS, THE MEETING CLOSED AT 6.45 PM

THE NEXT MEETING OF MURRAY RIVER COUNCIL AUDIT RISK & IMPROVEMENT COMMITTEE (ARIC) WILL BE HELD ON **5 MAY 2025** , COMMENCING AT **4.30 PM**.

THESE MINUTES ARE SIGNED AS A TRUE AND ACCURATE RECORD FO THE PROCEEDINGS OF THE AUDIT RISK & IMPROVEMENT COMMITTEE (ARIC) OF THE MURRAY RIVER COUNCIL HELD ON MONDAY, 3 MARCH 2025, IN ACCORDANCE WITH A RESOLUTION OF THE COMMITTEE ON

..... CHAIR

4.3.3 PRESENTATIONS BY DIRECTORS

File Number: -

Author: Sandra Gordon, Manager Governance & Risk

Authoriser: Stephen Fernando, Director Corporate Services

DISCUSSION

As part of their due diligence process (i.e. understanding operations and risk of Council), the ARIC members would like each directorate to make a 15 min presentation (slide deck is not essential) on the following:

1. What are the 3 key risks for your Directorate (what keeps you up at night)
2. What are the most important focus areas for you over the next 12-18 months
3. What would be the most valuable (2-3) input for you from Council/ARIC, to help you with your role.
4. Anything else you would like to flag with ARIC (optional)

Presentations will be held as follows:

4:15 to 4:30 – Infrastructure

4:30 to 4:45 – Planning

4:45 to 5:00 – Community & ED

5:00 to 5:15 – Corporate

5:15 to 5:30 – Office of CEO

ATTACHMENTS

Nil

5 DISCLOSURE OF INTEREST

6 STANDARD AGENDA ITEMS

6.1 FINANCIAL MATTERS

6.1.1 DRAFT BUDGET 2025-26

File Number: -

Author: Julie Moller, Chief Finance Officer

Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That Audit & Risk Committee consider the Draft Budget for 2025-26 and the ten year Planned Long Term Financial Plan (LTFP) Scenario and provide feedback and comment as required to Council.

DISCUSSION

The 2025-26 budget, including the Planned 10 Year LTFP, the Conservative 10 Year LTFP and the Optimistic 10 Year LTF are presented to the Audit, Risk & Improvement Committee (ARIC) through this report. The following financial statements are attached to this report:

1. Income & Expenditure Statement
2. Statement of Financial Position
3. Statement of Cash Flows
4. Ratios

As per the Integrated Planning & Reporting (IPR) guidelines for Local Government in NSW, under section 3.9, Council are required to model different scenarios being planned/optimistic/conservative. The scenarios have been developed using the following assumptions:

Planned:

- Budgets provided to Council by the business owners
- Assumptions determined for outer year increases
- Current years capital program agreed to with Council and Executive Leadership Team
- Outer year capital program in line with affordability and not exceed current deficits for the General Fund
- No increase considered for an SRV
- Internal dividends paid to General from Water and Sewer
- Internal loans to General from Water, Sewer and Waste
- General funds deficits are a risk if no other revenue increase is achievable or a consideration for an SRV be undertaken.

Conservative:

- Same considerations as per the Planned scenario, including dividends and internal loans

- Full capital renewal program has been applied to the General Fund
- No additional increases in operating revenue or expenses
- This model does indicate if we were to fully fund our renewals the General Fund would run out of money by 2027.

Optimistic:

- Same consideration for Conservative scenario, including dividends
- No internal loans have been considered
- Full capital renewal program has been applied to the General Fund
- Increase in Financial Assistance Grant (FAG) over the full 10 year to be 1% - currently sitting at .38% of total taxation revenue. This is a focus for the current Council where they are currently lobbying the government to get more funds allocated to local authorities
- If Council's lobby for additional funds were successful there would be surplus cash in the General Fund from 2032.

Below assumptions for outer year increases:

Planned Scenario and Conservative Scenario:

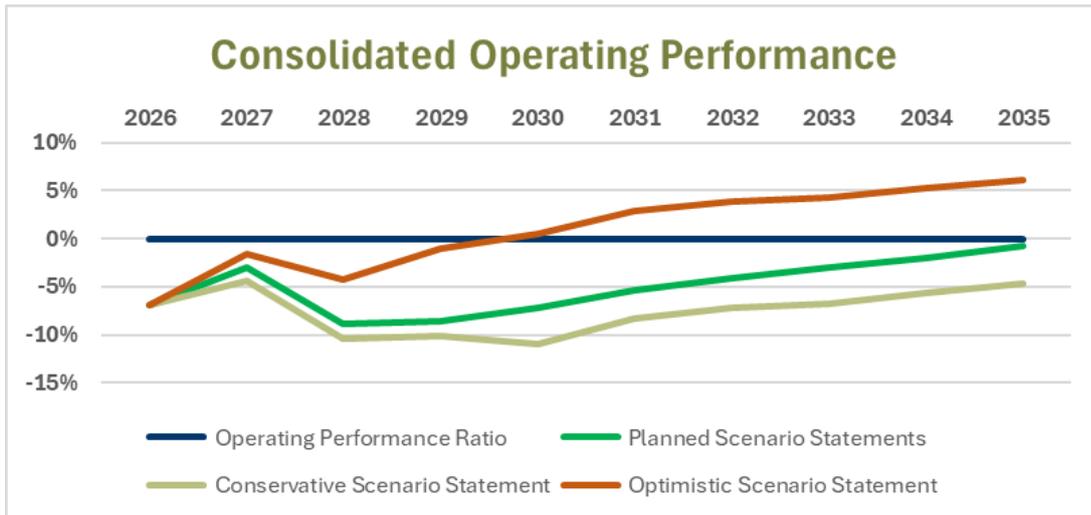
- 1% growth rate for Rates and charges in line with our current projection population growth Conservative Scenario only (5%) wages growth in 2030 to allow for the delivery of the full capital renewal program
- Consumer price index - base: 2027 to 2035 (2.8%) for all areas except grant
- Consumer price index – high: 2027 to 2035 (3.5%) as per FAG review on payment made during the 2017 to 2024.

Optimistic Scenario:

- 1% growth rate for Rates and charges in line with our current projection population growth Conservative Scenario only (5%) wages growth in 2030 to allow for the delivery of the full capital renewal program.
- Consumer price index - base: 2027 to 2035 (2.8%) for all areas except grant.
- Consumer price index – high: 2027 & 2028 (20%) – 2029 (17%) - 2030 (13%) and 2031 to 2035 (3.5%) for FAG allocation.

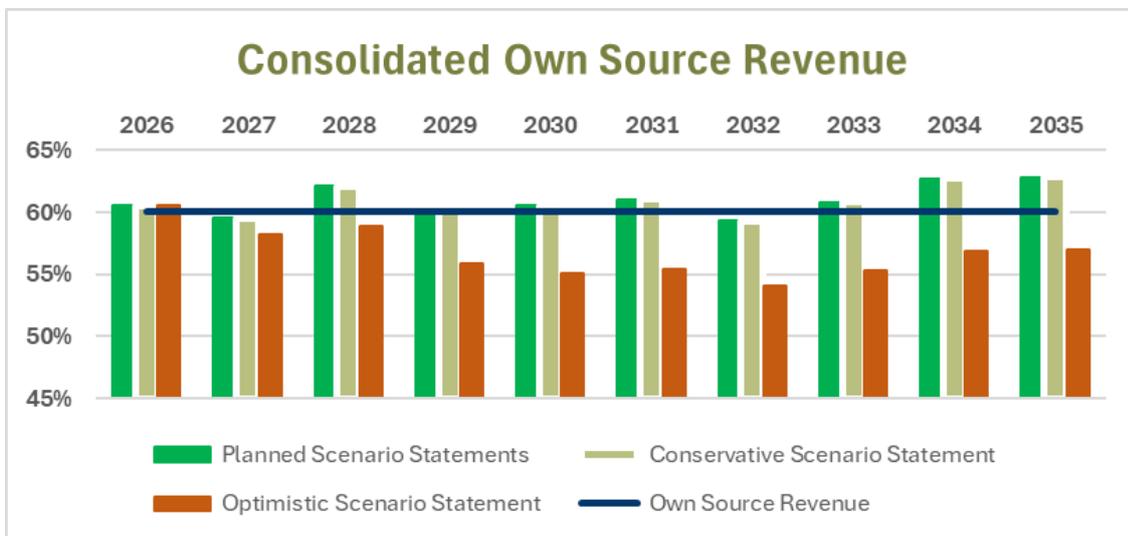
Consolidated Operating Performance:

Planned scenario does achieve the 0% ratio by 2035 the risk is we will have to manage asset renewal as and when they may occur.



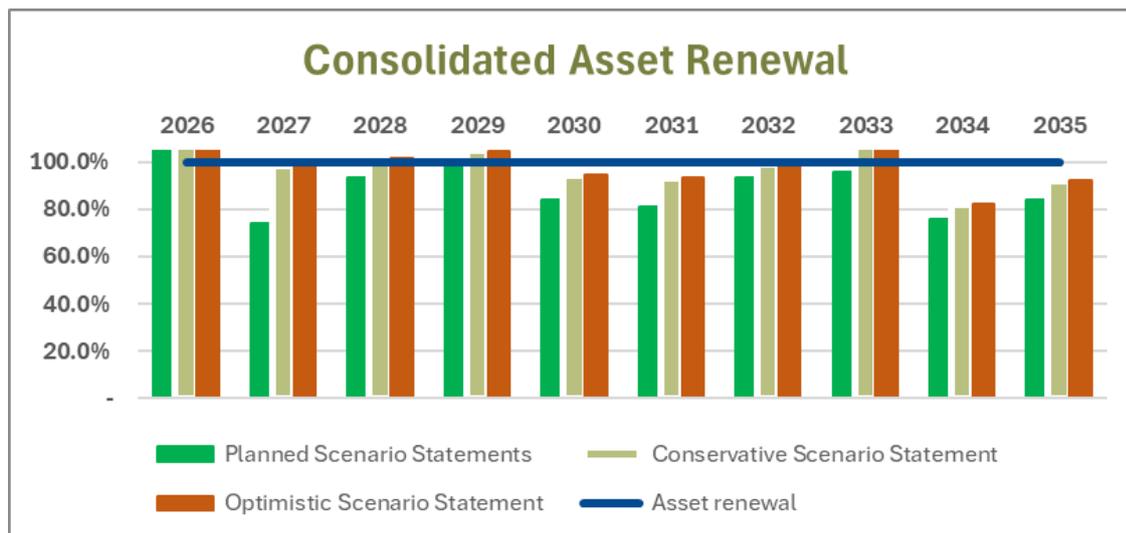
Consolidated Own Source Revenue:

Planned scenario does achieve 60% ratio and is mainly due to the full cost recovery we have been working towards with our Water, Sewer and Waste business activities. General is achieving around 40% over the 10 years.



Consolidated Asset Renewals:

Planned scenario in outer years is below the 100% renewal percentage due to not being able to afford the full capital program in General. Water and Sewer do have major renewal projects in outer years where we have assessed the availability of capital grants.



Council have assessed the three scenarios, and it is recommended that the Planned Statements will have less impact on our customers and will delivery a sustainable budget to meeting our communities needs.

ATTACHMENTS

1. Long Term Financial Plan - Senarios for 2025/26 to 2034/35 - Planned-Conservative-Optimistic [↓](#)
2. Long Term Financial Plan - Presentation to Councillors [↓](#)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35



Assumption	Scenario		
	Planned	Conservative	Optimistic
Financial Assistance Grant (FAG)	As per Current Method ≈ 0.5% of Fed Taxation Revenue	As per Current Method ≈ 0.5% of Fed Taxation Revenue	Increased FAGs ≈ 1% of Fed Taxation Revenue
Capital Renewals	Based on Affordability ≈ 12% Below Required Levels	In Line with Required Levels	In Line with Required Levels
Indexation	2.8% - General, 3.5% FAGs	2.8% - General, 3.5% FAGs	2.8% - General, 3.5% FAGs
Growth Rates - FTE	Nil	5% in Yr 5 (representing 10 FTE's)	5% in Yr 5 (representing 10 FTE's)
Inter Fund Transactions	\$16m+ in Dividends & Loans to Genral Fund	\$16m+ in Dividends & Loans to Genral Fund	\$3m+ in Dividends & Loans to Genral Fund
Asset Revaluation	2.5%	2.5%	2.5%
Property Growth Rates	1.0%	1.0%	1.0%

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35



PLANNED

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Consolidated Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	21,554	25,165	26,532	27,548	28,602	29,697	30,834	32,014	33,240	34,512	35,833	37,205
User Charges and Fees	12,939	12,581	14,495	14,980	15,481	15,999	16,534	17,087	17,659	18,251	18,862	19,494
Interest & Investment Revenue	3,026	3,086	2,907	1,818	1,868	1,921	1,974	2,030	2,087	2,145	2,205	2,267
Other Revenues	1,965	1,663	1,299	1,610	1,655	1,701	1,749	1,798	1,848	1,900	1,953	2,008
Grants & Contributions for Operating Purposes	20,155	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	22,292	12,591	9,727	6,883	8,184	11,016	11,071	10,826	13,909	12,199	9,750	10,035
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	31,910	631	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	113,842	78,328	74,719	77,178	76,675	81,887	84,406	86,711	92,434	93,457	93,837	97,052
Expenses from Continuing Operations												
Employee Costs	21,180	21,435	23,303	23,955	24,626	25,316	26,202	26,935	27,689	28,465	29,262	30,081
Borrowing Costs	305	34	45	66	50	34	27	16	44	34	23	13
Materials and Contracts	20,394	28,194	23,445	24,101	24,776	25,470	26,183	26,916	27,670	28,445	29,241	30,060
Depreciation	20,884	20,344	21,396	22,304	23,097	23,913	23,725	23,503	23,640	23,845	24,200	24,352
Net Losses from the Disposal of Assets	9,204	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,144	1,155	1,157	1,857	2,040	2,209	2,454	2,562	2,753	2,926	3,045	3,149
Total Expenses from Continuing Operations	73,110	71,162	69,346	72,283	74,591	76,942	78,590	79,932	81,797	83,715	85,771	87,655
Operating Result from Continuing Operations Surplus/(Deficit)	40,733	7,166	5,373	4,895	2,085	4,945	5,815	6,778	10,637	9,742	8,067	9,397
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(13,470)	(6,056)	(4,503)	(1,988)	(6,100)	(6,072)	(5,256)	(4,048)	(3,272)	(2,457)	(1,683)	(638)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

PLANNED



Consolidated Balance Sheet												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	14,862	12,215	12,588	16,665	29,951	27,735	28,180	34,721	31,901	35,423	47,285	59,692
Investments	43,206	44,586	29,478	24,668	4,587	917	-	-	-	-	-	-
Receivables	14,051	10,323	6,365	6,244	6,605	7,067	7,249	7,376	7,894	7,996	7,959	8,230
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,589	3,850	3,931	3,507	3,583	3,660	3,740	3,822	3,906	3,993	4,081	4,173
Total Current Assets	78,205	71,471	52,874	51,611	45,268	39,937	39,741	46,508	44,307	48,034	59,965	72,752
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	1,082,302	1,107,656	1,142,648	1,169,453	1,201,035	1,234,273	1,265,294	1,289,664	1,322,340	1,354,700	1,379,045	1,404,393
Right-of-Use Assets	359	359	316	983	725	467	541	255	1,009	725	441	208
Other	19,314	22,547	21,487	22,413	21,530	21,656	20,681	21,526	22,006	21,768	21,500	21,348
Total Non-Current Assets	1,102,003	1,130,590	1,164,479	1,192,877	1,223,318	1,256,425	1,286,544	1,311,473	1,345,383	1,377,220	1,401,013	1,425,977
Total Assets	1,180,208	1,202,061	1,217,353	1,244,488	1,268,586	1,296,361	1,326,286	1,357,981	1,389,690	1,425,254	1,460,978	1,498,729
Current Liabilities												
Payables	10,167	13,960	3,117	3,265	3,359	3,473	3,593	3,698	3,801	3,927	4,041	4,155
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	180	180	71	250	260	270	299	75	278	289	243	223
Provisions	-	-	2,035	105	1,151	-	1,788	6,959	1,040	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,560	20,206	11,341	9,781	10,976	9,994	11,675	16,768	11,199	10,339	10,583	10,803
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	188	8	250	756	497	226	263	187	755	466	223	-
Provisions	10,028	10,469	7,974	9,426	7,969	8,697	6,517	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	12,010	12,004	9,469	11,144	9,138	9,301	7,158	1,582	2,151	1,907	1,522	1,206
Total Liabilities	30,570	32,210	20,810	20,925	20,114	19,294	18,833	18,350	13,349	12,246	12,104	12,009
Net Assets	1,149,638	1,169,851	1,196,543	1,223,562	1,248,473	1,277,067	1,307,452	1,339,631	1,376,341	1,413,008	1,448,874	1,486,720
Equity												
Retained Earnings	733,075	740,244	745,688	752,001	753,938	763,788	773,106	777,974	794,308	797,874	795,353	793,464
Revaluation Reserves	363,173	376,217	397,536	419,661	442,487	466,136	490,706	516,107	542,179	569,105	596,903	625,352
Other Reserves	53,390	53,390	53,319	51,900	52,048	47,142	43,640	45,551	39,854	46,030	56,618	67,904
Total Equity	1,149,638	1,169,851	1,196,543	1,223,562	1,248,473	1,277,067	1,307,452	1,339,631	1,376,341	1,413,008	1,448,874	1,486,720

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

PLANNED



Consolidated Cash Flow Statement												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	108,063	81,174	79,018	73,533	76,847	81,908	84,681	87,020	92,500	93,886	94,358	97,359
Payments - Operating Activities	(44,360)	(51,005)	(56,212)	(50,360)	(49,249)	(51,610)	(52,657)	(56,759)	(62,994)	(58,793)	(60,282)	(62,139)
Net Cash Provided by (or used in) Operating Activities	63,703	30,169	22,806	23,173	27,598	30,298	32,024	30,261	29,506	35,094	34,076	35,220
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(60,596)	(31,784)	(38,044)	(28,561)	(33,981)	(35,766)	(32,073)	(23,592)	(32,200)	(31,444)	(22,088)	(22,686)
Receipts/Purchases - Other Assets	5,533	(1,391)	14,981	4,683	19,953	3,543	790	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(55,063)	(32,974)	(22,162)	(18,818)	(14,028)	(32,224)	(31,282)	(23,719)	(32,327)	(31,571)	(22,215)	(22,813)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	347	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(698)	158	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	7,942	(2,647)	373	4,077	13,286	(2,216)	445	6,541	(2,820)	3,522	11,861	12,407
Cash and Cash Equivalents at Beginning of Reporting Period	6,920	14,862	12,215	12,588	16,665	29,951	27,735	28,180	34,721	31,901	35,423	47,285
Cash and Cash Equivalents at End of Reporting Period	14,862	12,215	12,588	16,665	29,951	27,735	28,180	34,721	31,901	35,423	47,285	59,692
plus Investments on Hand - End of Reporting Period	43,208	44,588	29,480	24,670	4,589	919	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	58,070	56,803	42,067	41,334	34,540	28,655	28,182	34,723	31,903	35,425	47,287	59,694

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

PLANNED



Consolidated Capital Works Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Plant & Equipment	-	2,607	4,491	2,114	1,998	1,571	1,611	2,184	2,254	2,132	2,259	2,337
Office Equipment	-	576	2,023	1,506	431	262	854	145	531	437	679	806
Furniture & Fittings	-	40	15	-	-	-	-	-	-	-	-	-
Council Operational Land	-	972	325	-	-	-	-	-	-	-	-	-
Non-depreciable Land Improvements	-	25	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	1,060	2,391	462	679	1,238	1,331	1,142	588	-	555	-
Buildings Non-specialised	-	1,373	1,820	385	57	60	203	124	654	141	908	2,255
Buildings - Specialised	-	-	50	-	-	-	-	-	-	-	-	-
Other Structures	-	3,162	219	1,306	989	2,037	701	1,119	1,618	3,237	1,468	1,057
Roads	-	12,224	12,493	10,009	10,800	10,425	7,798	8,147	8,332	8,582	8,840	9,105
Stormwater	-	709	400	462	2,639	1,750	1,802	771	677	394	406	418
Water Supply Networks	-	2,795	3,130	3,816	4,647	5,141	4,353	2,667	9,159	6,465	980	1,189
Sewerage Networks	-	1,413	3,014	2,984	6,199	6,729	3,837	3,907	1,694	3,975	1,972	566
Kerb & Gutter	-	300	350	355	366	377	388	400	412	424	437	450
Footpaths	-	721	475	482	497	511	527	543	559	576	593	611
Bridges	-	2,491	-	558	575	162	166	171	176	182	187	193
Waste Infrastructure	-	2,372	3,390	1,525	1,014	2,251	5,585	129	2,618	2,041	795	1,636
Total Capital Works	-	32,840	34,585	25,964	30,892	32,515	29,157	21,448	29,273	28,586	20,080	20,623
Represented by:												
Renewal Investment	-	13,948	20,761	14,553	19,236	20,783	16,612	16,933	17,762	19,401	17,164	19,557
Upgrade Investment	-	11,652	6,738	3,952	4,991	8,145	8,079	4,455	11,329	9,149	2,323	1,026
Expansion Investment	-	7,240	-	-	-	-	-	-	-	-	-	-
New Investment	-	-	7,086	7,459	6,664	3,587	4,466	60	181	36	593	40
Total Capital Works	-	32,840	34,585	25,964	30,892	32,515	29,157	21,448	29,273	28,586	20,080	20,623

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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General Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	12,222	13,225	13,829	14,358	14,908	15,479	16,071	16,686	17,325	17,988	18,677	19,392
User Charges and Fees	4,292	4,001	4,311	4,459	4,612	4,770	4,934	5,103	5,279	5,461	5,649	5,844
Interest & Investment Revenue	1,467	1,123	1,139	-	-	-	-	-	-	-	-	-
Other Revenues	1,651	1,550	1,079	1,109	1,140	1,172	1,205	1,239	1,273	1,309	1,346	1,383
Grants & Contributions for Operating Purposes	20,016	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	20,704	11,550	7,239	4,700	5,940	6,717	6,482	7,132	7,285	6,896	7,101	7,313
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	27,921	235	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	88,272	54,295	47,356	48,967	47,485	49,691	50,935	53,116	54,854	56,105	58,007	59,975
Expenses from Continuing Operations												
Employee Costs	16,655	18,230	19,515	20,061	20,623	21,201	21,794	22,404	23,032	23,677	24,340	25,021
Borrowing Costs	42	34	28	22	16	10	3	0	0	0	0	0
Materials and Contracts	14,420	21,337	17,043	17,520	18,011	18,515	19,033	19,566	20,114	20,677	21,256	21,852
Depreciation	16,804	16,533	17,099	18,021	18,655	19,220	18,715	18,417	18,373	18,657	18,999	19,137
Net Losses from the Disposal of Assets	9,222	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,114	(2,717)	(3,044)	(2,712)	(2,754)	(2,802)	(2,871)	(2,945)	(3,023)	(3,105)	(3,185)	(3,272)
Total Expenses from Continuing Operations	58,255	53,417	50,641	52,913	54,551	56,143	56,676	57,443	58,496	59,906	61,411	62,738
Operating Result from Continuing Operations Surplus/(Deficit)	30,016	878	(3,285)	(3,946)	(7,066)	(6,452)	(5,740)	(4,327)	(3,642)	(3,801)	(3,403)	(2,763)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(18,608)	(10,907)	(10,673)	(8,646)	(13,006)	(13,169)	(12,223)	(11,459)	(10,927)	(10,698)	(10,505)	(10,076)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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General Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	11,582	8,774	1,177	4,455	4,933	940	348	1,110	1,499	1,519	2,227	2,774
Investments	19,045	17,422	5,749	-	-	-	-	-	-	-	-	-
Receivables	10,465	6,637	4,092	3,910	4,152	4,353	4,433	4,615	4,758	4,882	5,044	5,218
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,070	3,184	3,244	2,801	2,857	2,914	2,972	3,033	3,095	3,159	3,224	3,292
Total Current Assets	46,659	36,514	14,775	11,694	12,484	8,764	8,327	9,347	9,958	10,183	11,135	11,941
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	934,511	955,492	982,113	1,001,656	1,020,486	1,039,925	1,057,436	1,075,621	1,095,539	1,116,320	1,137,545	1,160,134
Right-of-Use Assets	9	9	5	0	-	-	-	-	-	-	-	-
Other	5,161	5,169	4,919	5,477	5,370	5,153	4,922	4,763	4,586	4,388	4,120	3,968
Total Non-Current Assets	939,709	960,698	987,065	1,007,161	1,025,884	1,045,106	1,062,386	1,080,413	1,100,153	1,120,736	1,141,692	1,164,130
Total Assets	986,368	997,212	1,001,840	1,018,854	1,038,368	1,053,871	1,070,713	1,089,760	1,110,111	1,130,918	1,152,827	1,176,071
Current Liabilities												
Payables	9,902	13,149	2,013	2,108	2,164	2,233	2,297	2,362	2,421	2,496	2,567	2,639
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	3	3	3	-	-	-	-	-	-	-	-	-
Provisions	-	-	825	105	-	-	87	75	57	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,118	19,218	8,959	8,374	8,369	8,484	8,379	8,473	8,557	8,619	8,866	9,063
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	6	3	0	-	-	-	-	-	-	-	-	-
Provisions	1,230	1,285	405	1,068	1,150	1,131	1,024	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	3,030	2,815	1,650	2,030	1,823	1,508	1,402	1,394	1,396	1,441	1,298	1,206
Total Liabilities	21,148	22,033	10,609	10,404	10,192	9,992	9,781	9,867	9,953	10,060	10,164	10,269
Net Assets	965,220	975,179	991,230	1,008,451	1,028,176	1,043,879	1,060,932	1,079,892	1,100,158	1,120,858	1,142,664	1,165,802
Equity												
Retained Earnings	641,145	642,025	640,385	640,874	634,855	629,989	623,525	620,156	622,633	619,029	614,817	611,223
Revaluation Reserves	297,865	306,944	326,280	346,212	366,673	387,696	409,320	431,464	454,139	477,361	501,172	525,560
Council Equity Interest	-	-	-	1,234	7,565	8,696	9,866	11,009	12,241	13,521	14,919	16,432
Other Reserves	26,210	26,210	24,565	20,130	19,083	17,497	18,221	17,264	11,145	10,948	11,756	12,587
Total Equity	965,220	975,179	991,230	1,008,450	1,028,176	1,043,878	1,060,932	1,079,892	1,100,158	1,120,858	1,142,664	1,165,802

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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General Fund - Cash Flow Statement												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	84,848	57,784	50,048	45,336	47,671	49,904	51,252	53,371	55,173	56,455	58,333	60,313
Payments - Operating Activities	(33,464)	(37,439)	(42,620)	(34,677)	(34,733)	(35,568)	(36,901)	(38,108)	(39,110)	(40,156)	(41,262)	(42,514)
Net Cash Provided by (or used in) Operating Activities	51,384	20,345	7,428	10,659	12,938	14,336	14,352	15,263	16,063	16,299	17,071	17,798
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(46,817)	(25,134)	(27,199)	(19,019)	(18,380)	(19,043)	(15,690)	(15,517)	(16,779)	(17,431)	(17,635)	(18,637)
Receipts/Purchases - Other Assets	8,552	1,622	11,546	5,622	(127)	(127)	(127)	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(38,265)	(23,311)	(14,753)	(8,337)	(18,507)	(19,170)	(15,817)	(15,644)	(16,906)	(17,558)	(17,762)	(18,764)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	(6,207)	-	-	1,234	6,331	1,131	1,170	1,143	1,232	1,280	1,398	1,513
Net Cash Provided by (or used in) Financing Activities	(7,252)	158	(272)	956	6,047	841	874	1,143	1,232	1,280	1,398	1,513
Net Increase/(Decrease) in Cash Assets Held	5,867	(2,808)	(7,597)	3,278	478	(3,993)	(592)	762	389	20	707	547
Cash and Cash Equivalents at Beginning of Reporting Period	5,715	11,582	8,774	1,177	4,455	4,933	940	348	1,110	1,499	1,519	2,227
Cash and Cash Equivalents at End of Reporting Period	11,582	8,774	1,177	4,455	4,933	940	348	1,110	1,499	1,519	2,227	2,774
plus Investments on Hand - End of Reporting Period	19,047	17,424	5,751	2	2	2	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	30,629	26,198	6,928	4,457	4,935	942	350	1,112	1,501	1,521	2,229	2,776

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Water Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,368	4,106	4,367	4,534	4,708	4,888	5,075	5,269	5,471	5,680	5,898	6,124
User Charges and Fees	3,578	2,935	3,970	4,101	4,236	4,376	4,520	4,670	4,824	4,983	5,147	5,317
Interest & Investment Revenue	513	549	497	511	525	540	555	571	587	603	620	637
Other Revenues	233	61	75	77	79	81	84	86	89	91	94	96
Grants & Contributions for Capital Purposes - Cash	996	620	1,707	1,685	1,732	2,857	2,939	1,882	6,052	4,715	2,044	2,101
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	2,492	179	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,179	8,450	10,616	10,908	11,281	12,743	13,174	12,477	17,022	16,072	13,803	14,276
Expenses from Continuing Operations												
Employee Costs	2,165	1,609	1,824	1,875	1,928	1,982	2,139	2,199	2,260	2,324	2,389	2,456
Materials and Contracts	2,076	2,162	2,059	2,117	2,176	2,237	2,299	2,364	2,430	2,498	2,568	2,640
Depreciation	1,772	1,408	1,825	1,881	1,970	2,054	2,126	2,165	2,309	2,406	2,415	2,428
Net Losses from the Disposal of Assets	39	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11	1,288	1,471	1,595	1,717	1,820	1,914	1,989	2,129	2,246	2,311	2,378
Total Expenses from Continuing Operations	6,062	6,467	7,179	7,467	7,790	8,092	8,478	8,717	9,129	9,474	9,683	9,902
Operating Result from Continuing Operations Surplus/(Deficit)	5,117	1,983	3,437	3,441	3,491	4,650	4,695	3,761	7,893	6,598	4,119	4,374
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,629	1,184	1,730	1,756	1,759	1,793	1,756	1,879	1,841	1,883	2,075	2,273

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Water Fund - Balance Sheet												
<i>(in \$ '000)</i>												
	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979	21,981
Investments	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Receivables	2,029	1,855	886	920	971	1,088	1,117	1,042	1,466	1,366	1,134	1,175
Other (Includes Assets Held for Sale)	166	180	186	191	196	202	207	213	219	225	232	238
Total Current Assets	7,951	8,412	10,634	11,467	7,145	7,417	8,562	10,971	11,235	13,298	18,345	23,393
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	77,376	81,232	82,747	85,275	90,556	95,103	98,905	100,580	108,539	113,600	113,305	113,214
Other	7,760	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770
Total Non-Current Assets	85,136	89,002	90,517	93,045	98,326	102,873	106,675	108,350	116,309	121,370	121,075	120,984
Total Assets	93,087	97,414	101,151	104,512	105,471	110,291	115,238	119,321	127,544	134,668	139,420	144,377
Current Liabilities												
Payables	237	299	389	407	425	443	463	478	498	518	533	548
Total Current Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Total Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Net Assets	92,850	97,115	100,762	104,104	105,047	109,848	114,775	118,843	127,047	134,150	138,888	143,829
Equity												
Retained Earnings	56,317	58,300	59,739	63,445	65,149	72,077	78,158	80,749	91,632	94,762	94,939	95,388
Revaluation Reserves	30,777	33,059	33,269	33,517	33,820	34,198	34,663	35,197	35,758	36,507	37,377	38,234
Council Equity Interest	-	-	-	(346)	(3,197)	(3,424)	(3,658)	(3,884)	(4,135)	(4,378)	(4,630)	(4,920)
Other Reserves	5,756	5,756	7,754	7,488	9,275	6,997	5,612	6,781	3,791	7,259	11,202	15,127
Total Equity	92,850	97,115	100,762	104,104	105,047	109,848	114,775	118,843	127,047	134,150	138,888	143,829

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Water Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	10,097	8,430	11,649	10,895	11,264	12,632	13,151	12,548	16,666	16,161	14,003	14,251
Payments - Operating Activities	(4,336)	(4,997)	(5,021)	(5,178)	(5,149)	(5,410)	(5,798)	(6,207)	(5,903)	(6,371)	(7,103)	(7,333)
Net Cash Provided by (or used in) Operating Activities	5,761	3,433	6,628	5,717	6,115	7,222	7,353	6,341	10,763	9,790	6,901	6,918
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(7,134)	(2,803)	(3,443)	(4,577)	(7,643)	(6,846)	(6,008)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Receipts/Purchases - Other Assets	458	(304)	1,195	956	(765)	3,670	917	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(6,676)	(3,107)	(2,248)	(3,622)	(8,407)	(3,176)	(5,091)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Increase/(Decrease) in Cash Assets Held	(915)	326	4,380	1,750	(5,143)	3,820	2,028	2,478	(165)	2,156	5,273	5,001
Cash and Cash Equivalents at Beginning of Reporting Period	993	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979
Cash and Cash Equivalents at End of Reporting Period	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979	21,981
plus Investments on Hand - End of Reporting Period	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,756	6,377	9,562	10,356	5,977	6,127	7,238	9,716	9,550	11,706	16,979	21,981

Murray River Council
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Sewerage Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,523	4,342	4,664	4,843	5,028	5,220	5,420	5,628	5,843	6,067	6,299	6,540
User Charges and Fees	440	276	641	662	684	707	730	755	780	805	832	860
Interest & Investment Revenue	817	1,117	1,004	1,032	1,061	1,091	1,121	1,153	1,185	1,218	1,252	1,287
Other Revenues	63	32	45	321	330	339	348	358	368	379	389	400
Grants & Contributions for Capital Purposes - Cash	505	302	421	436	448	1,376	1,582	1,743	500	514	529	543
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	1,497	217	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	6,845	6,286	6,775	7,293	7,551	8,733	9,203	9,636	8,676	8,983	9,301	9,630
Expenses from Continuing Operations												
Employee Costs	937	428	620	637	655	674	692	712	732	752	773	795
Materials and Contracts	909	909	1,017	1,045	1,075	1,105	1,136	1,168	1,200	1,234	1,268	1,304
Depreciation	1,075	1,183	1,110	1,141	1,212	1,290	1,332	1,375	1,390	1,434	1,453	1,454
Other Expenses	6	934	1,148	1,220	1,275	1,335	1,401	1,450	1,502	1,578	1,637	1,683
Total Expenses from Continuing Operations	2,927	3,454	3,895	4,044	4,217	4,404	4,562	4,704	4,824	4,998	5,131	5,236
Operating Result from Continuing Operations Surplus/(Deficit)	3,918	2,832	2,880	3,249	3,333	4,329	4,641	4,932	3,852	3,985	4,170	4,395
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,916	2,313	2,459	2,814	2,885	2,953	3,059	3,189	3,352	3,471	3,641	3,851

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Sewerage Fund - Balance Sheet												
<i>(in \$ '000)</i>												
	Actual	Budget										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964
Investments	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Receivables	429	452	520	558	603	704	717	751	650	694	702	715
Other (Includes Assets Held for Sale)	285	396	409	420	432	444	456	469	482	496	510	524
Total Current Assets	18,843	21,209	22,049	22,973	18,261	16,256	17,465	18,957	21,531	22,440	25,514	30,203
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Non-Current Assets	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Assets	82,113	86,829	91,538	96,042	98,147	103,578	109,476	115,799	121,099	127,039	133,264	139,757
Current Liabilities												
Payables	20	31	220	229	237	246	256	264	272	283	292	301
Total Current Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Total Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Net Assets	82,093	86,798	91,319	95,813	97,910	103,332	109,220	115,535	120,827	126,756	132,972	139,456
Equity												
Retained Earnings	31,020	33,852	37,221	39,919	46,080	53,671	58,543	63,659	65,080	68,956	70,659	71,187
Revaluation Reserves	32,944	34,817	36,458	38,195	40,021	42,019	44,202	46,502	48,923	51,412	54,027	56,720
Council Equity Interest	-	-	-	(492)	(3,555)	(4,459)	(5,395)	(6,312)	(7,293)	(7,838)	(8,407)	(9,010)
Other Reserves	18,129	18,129	17,640	18,191	15,364	12,101	11,871	11,686	14,117	14,226	16,693	20,560
Total Equity	82,093	86,798	91,319	95,813	97,910	103,332	109,220	115,535	120,827	126,756	132,972	139,456

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Sewerage Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,670	5,935	6,757	7,283	7,566	8,670	9,201	9,639	8,796	8,996	9,316	9,646
Payments - Operating Activities	(1,885)	(2,260)	(2,325)	(2,634)	(2,449)	(2,482)	(2,860)	(2,980)	(3,289)	(3,226)	(3,507)	(3,760)
Net Cash Provided by (or used in) Operating Activities	4,785	3,675	4,432	4,649	5,117	6,188	6,341	6,659	5,507	5,770	5,809	5,886
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(2,220)	(1,442)	(3,673)	(3,282)	(6,823)	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Receipts/Purchases - Other Assets	(28)	(2,423)	-	(1,746)	19,202	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(2,248)	(3,865)	(3,673)	(5,028)	12,379	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Increase/(Decrease) in Cash Assets Held	2,537	(190)	759	(871)	14,433	(2,118)	1,184	1,444	2,662	851	3,053	4,661
Cash and Cash Equivalents at Beginning of Reporting Period	558	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303
Cash and Cash Equivalents at End of Reporting Period	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964
plus Investments on Hand - End of Reporting Period	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	18,129	20,361	21,120	21,994	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Waste Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	2,441	3,492	3,672	3,813	3,959	4,110	4,267	4,431	4,600	4,776	4,959	5,149
User Charges and Fees	4,630	5,369	5,573	5,758	5,948	6,146	6,349	6,560	6,777	7,002	7,234	7,473
Interest & Investment Revenue	229	297	267	274	282	290	298	307	315	324	333	342
Other Revenues	19	20	100	103	106	109	112	115	118	121	125	128
Grants & Contributions for Operating Purposes	139	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	88	119	360	62	64	66	68	70	72	74	76	78
Net Gains from the Disposal of Assets	57	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,603	9,297	9,972	10,010	10,359	10,720	11,094	11,481	11,882	12,297	12,726	13,171
Expenses from Continuing Operations												
Employee Costs	1,424	1,168	1,344	1,382	1,420	1,460	1,576	1,620	1,666	1,712	1,760	1,809
Borrowing Costs	263	-	17	44	34	25	23	16	44	34	23	13
Materials and Contracts	2,989	3,786	3,326	3,419	3,515	3,613	3,714	3,818	3,925	4,035	4,148	4,264
Depreciation	1,233	1,220	1,362	1,261	1,260	1,349	1,552	1,546	1,568	1,348	1,332	1,333
Other Expenses	13	1,650	1,582	1,753	1,803	1,856	2,009	2,068	2,145	2,207	2,282	2,359
Total Expenses from Continuing Operations	5,922	7,824	7,631	7,859	8,033	8,303	8,875	9,069	9,348	9,336	9,545	9,779
Operating Result from Continuing Operations Surplus/(Deficit)	1,681	1,473	2,341	2,151	2,326	2,417	2,220	2,413	2,534	2,961	3,181	3,391
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,593	1,354	1,981	2,089	2,262	2,351	2,152	2,343	2,462	2,887	3,105	3,314

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

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Waste Fund - Balance Sheet												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776	5,973
Investments	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Receivables	1,128	1,379	866	856	878	921	981	968	1,020	1,053	1,078	1,123
Other (Includes Assets Held for Sale)	68	90	93	95	98	101	104	107	110	113	116	119
Total Current Assets	4,752	5,336	5,416	5,478	7,378	7,500	5,387	7,234	1,583	2,113	4,970	7,215
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	7,145	5,312	8,299	9,453	10,106	11,922	16,942	16,620	18,695	20,181	20,446	21,491
Right-of-Use Assets	350	350	311	983	725	467	541	255	1,009	725	441	208
Other	6,393	9,608	8,798	9,166	8,390	8,733	7,989	8,993	9,650	9,610	9,610	9,610
Total Non-Current Assets	13,888	15,270	17,408	19,601	19,221	21,122	25,472	25,868	29,353	30,516	30,497	31,309
Total Assets	18,640	20,606	22,824	25,079	26,600	28,622	30,859	33,102	30,936	32,629	35,466	38,524
Current Liabilities												
Payables	8	481	495	521	534	550	578	594	611	630	649	668
Lease Liabilities	177	177	68	250	260	270	299	75	278	289	243	223
Provisions	-	-	1,210	-	1,151	-	1,701	6,884	983	-	-	-
Total Current Liabilities	185	658	1,773	771	1,945	820	2,578	7,553	1,872	919	892	891
Non Current Liabilities												
Lease Liabilities	182	5	250	756	497	226	263	187	755	466	223	-
Provisions	8,798	9,184	7,569	8,358	6,819	7,566	5,493	-	-	-	-	-
Total Non Current Liabilities	8,980	9,189	7,819	9,114	7,316	7,792	5,756	187	755	466	223	-
Total Liabilities	9,165	9,847	9,592	9,885	9,260	8,613	8,334	7,741	2,627	1,385	1,115	891
Net Assets	9,475	10,759	13,233	15,194	17,339	20,009	22,525	25,361	28,309	31,243	34,351	37,633
Equity												
Retained Earnings	4,593	6,067	8,343	7,763	7,853	8,051	12,880	13,410	14,962	15,126	14,939	15,666
Revaluation Reserves	1,587	1,397	1,529	1,737	1,973	2,224	2,522	2,944	3,359	3,825	4,328	4,838
Council Equity Interest	-	-	-	(396)	(813)	(813)	(813)	(813)	(813)	(1,305)	(1,882)	(2,502)
Other Reserves	3,295	3,295	3,360	6,091	8,327	10,547	7,937	9,820	10,802	13,598	16,966	19,630
Total Equity	9,475	10,759	13,232	15,194	17,340	20,009	22,525	25,361	28,309	31,244	34,351	37,632

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

PLANNED



Waste Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,448	9,025	10,564	10,018	10,345	10,701	11,076	11,463	11,865	12,274	12,705	13,149
Payments - Operating Activities	(4,675)	(6,309)	(6,245)	(7,870)	(6,917)	(8,149)	(7,098)	(9,464)	(14,692)	(9,039)	(8,410)	(8,532)
Net Cash Provided by (or used in) Operating Activities	1,773	2,716	4,319	2,148	3,427	2,552	3,978	1,998	(2,826)	3,235	4,295	4,617
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(4,425)	(2,405)	(3,729)	(1,682)	(1,136)	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Receipts/Purchases - Other Assets	(3,449)	(286)	2,241	(149)	1,643	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(7,874)	(2,691)	(1,488)	(1,832)	508	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Cash Provided by (or used in) Financing Activities	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Increase/(Decrease) in Cash Assets Held	453	25	2,831	(79)	3,518	76	(2,175)	1,857	(5,706)	495	2,828	2,198
Cash and Cash Equivalents at Beginning of Reporting Period	(346)	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776
Cash and Cash Equivalents at End of Reporting Period	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776	5,973
plus Investments on Hand - End of Reporting Period	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	3,556	3,867	4,457	4,527	6,402	6,478	4,302	6,159	453	948	3,776	5,973

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

PLANNED



RATIOS												
Year Ending	Actual	Budget										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1. Operating Performance												
Total continuing operating revenue excluding capital grants and contributions less operating expenses	-7.15%	-9.61%	-6.95%	-8.67%	-8.91%	-8.57%	-7.17%	-5.33%	-4.17%	-3.02%	-2.00%	-0.73%
Total continuing operating revenue excluding capital grants and contributions												
2. Unrestricted Current Ratio												
Current assets less all external restrictions	2.6	1.9	1.6	1.4	1.5	1.0	1.0	1.1	1.2	1.2	1.3	1.3
Current liabilities less specific purpose liabilities												
3. Own Source Revenue												
Total continuing operating revenue excluding all grants and contributions	48%	55%	61%	65%	62%	60%	61%	61%	59%	61%	63%	63%
Total continuing operating revenue inclusive of capital grants and contributions												
4. Debt Servicing Cover Ratio												
Operating results before capital excluding interest and depreciation, impairment and amortisation	0.65%	0.52%	0.46%	0.43%	0.44%	0.42%	0.41%	0.00%	0.00%	0.00%	0.00%	0.00%
Principal repayments plus borrowing interest costs												
5. Rates and Annual Charges Outstanding												
Rates and annual charges outstanding	12.26%	11.95%	11.83%	11.71%	11.60%	11.48%	11.37%	11.26%	11.15%	11.03%	10.93%	10.82%
Rates and annual charges collectable												
6. Cash Expense Cover Ratio												
Current period's cash and cash equivalents plus term deposits	15.7	13.4	8.9	9.8	8.4	6.6	6.4	7.3	6.1	7.2	9.4	11.5
Payments from cash flow of operating and financial activities												
7. Building and Infrastructure Renewal Ratio												
Asset Renewals	131.61%	85.86%	112.55%	73.95%	93.67%	101.31%	83.84%	81.27%	93.35%	95.65%	75.89%	83.73%
Depreciation of Infrastructure assets												
8. Per Capita Operating Expenditure												
Total Operating Expenditure	5.4	5.1	4.9	5.0	5.0	5.1	5.2	5.2	5.3	5.4	5.4	5.5
Total LGA Population												

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35



CONSERVATIVE

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Consolidated Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	21,554	25,165	26,532	27,548	28,602	29,697	30,834	32,014	33,240	34,512	35,833	37,205
User Charges and Fees	12,939	12,581	14,495	14,980	15,481	15,999	16,534	17,087	17,659	18,251	18,862	19,494
Interest & Investment Revenue	3,026	3,086	2,907	1,818	1,868	1,921	1,974	2,030	2,087	2,145	2,205	2,267
Other Revenues	1,965	1,663	1,299	1,610	1,655	1,701	1,749	1,798	1,848	1,900	1,953	2,008
Grants & Contributions for Operating Purposes	20,155	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	22,292	12,591	9,727	6,883	8,184	11,016	11,071	10,826	13,909	12,199	9,750	10,035
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	31,910	631	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	113,842	78,328	74,719	77,178	76,675	81,887	84,406	86,711	92,434	93,457	93,837	97,052
Expenses from Continuing Operations												
Employee Costs	21,180	21,435	23,303	23,955	24,626	25,316	27,291	28,055	28,841	29,648	30,479	31,332
Borrowing Costs	305	34	45	66	50	34	27	16	44	34	23	13
Materials and Contracts	20,394	28,194	23,445	24,101	24,776	25,470	26,183	26,916	27,670	28,445	29,241	30,060
Depreciation	20,884	20,344	21,397	23,221	24,144	25,051	25,382	24,631	24,881	25,701	25,982	26,490
Net Losses from the Disposal of Assets	9,204	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,144	1,155	1,156	1,856	2,040	2,209	2,455	2,563	2,755	2,928	3,047	3,152
Total Expenses from Continuing Operations	73,110	71,162	69,346	73,200	75,637	78,081	81,338	82,181	84,191	86,757	88,772	91,046
Operating Result from Continuing Operations Surplus/(Deficit)	40,733	7,166	5,373	3,977	1,038	3,806	3,068	4,529	8,243	6,700	5,066	6,006
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(13,470)	(6,056)	(4,503)	(2,906)	(7,146)	(7,210)	(8,004)	(6,297)	(5,667)	(5,499)	(4,684)	(4,029)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Consolidated Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	14,862	12,215	12,513	10,446	20,910	16,683	12,098	13,775	7,259	4,011	11,712	18,905
Investments	43,206	44,586	29,478	24,668	4,587	917	-	-	-	-	-	-
Receivables	14,051	10,323	6,365	6,295	6,629	7,083	7,282	7,407	7,916	8,042	7,983	8,263
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,589	3,850	3,931	3,507	3,583	3,660	3,740	3,822	3,906	3,993	4,081	4,173
Total Current Assets	78,205	71,471	52,800	45,443	36,252	28,901	23,693	25,593	19,686	16,668	24,416	31,998
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	1,082,302	1,107,656	1,142,722	1,174,706	1,208,165	1,242,423	1,275,936	1,303,159	1,337,458	1,373,886	1,399,857	1,427,500
Right-of-Use Assets	359	359	316	983	725	467	541	255	1,009	725	441	208
Other	19,314	22,547	21,487	22,413	21,530	21,656	20,681	21,526	22,006	21,768	21,500	21,348
Total Non-Current Assets	1,102,003	1,130,590	1,164,553	1,198,130	1,230,448	1,264,575	1,297,186	1,324,969	1,360,501	1,396,406	1,421,825	1,449,084
Total Assets	1,180,208	1,202,061	1,217,353	1,243,573	1,266,699	1,293,476	1,320,879	1,350,561	1,380,187	1,413,074	1,446,241	1,481,082
Current Liabilities												
Payables	10,167	13,960	3,117	3,265	3,359	3,473	3,635	3,741	3,846	3,973	4,087	4,204
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	180	180	71	250	260	270	299	75	278	289	243	223
Provisions	-	-	2,035	105	1,151	-	1,788	6,959	1,040	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,560	20,206	11,341	9,781	10,976	9,994	11,717	16,811	11,243	10,385	10,629	10,851
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	188	8	250	756	497	226	263	187	755	466	223	-
Provisions	10,028	10,469	7,974	9,426	7,969	8,697	6,517	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	12,010	12,004	9,469	11,144	9,138	9,301	7,158	1,582	2,151	1,907	1,522	1,206
Total Liabilities	30,570	32,210	20,810	20,925	20,114	19,294	18,875	18,393	13,393	12,292	12,151	12,057
Net Assets	1,149,638	1,169,851	1,196,544	1,222,647	1,246,585	1,274,181	1,302,003	1,332,169	1,366,793	1,400,782	1,434,090	1,469,024
Equity												
Retained Earnings	733,075	740,244	745,688	751,084	751,974	760,686	767,256	769,875	783,814	784,339	778,817	773,537
Revaluation Reserves	363,173	376,217	397,536	419,663	442,563	466,352	491,107	516,742	543,125	570,414	598,656	627,584
Other Reserves	53,390	53,390	53,319	51,900	52,048	47,142	43,640	45,551	39,854	46,030	56,618	67,904
Total Equity	1,149,638	1,169,851	1,196,543	1,222,647	1,246,585	1,274,181	1,302,003	1,332,168	1,366,793	1,400,783	1,434,090	1,469,024

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Consolidated Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	108,063	81,174	79,018	73,533	76,847	81,908	84,681	87,020	92,500	93,886	94,358	97,359
Payments - Operating Activities	(44,360)	(51,005)	(56,204)	(49,800)	(48,937)	(51,401)	(53,326)	(57,503)	(63,880)	(59,446)	(61,182)	(63,005)
Net Cash Provided by (or used in) Operating Activities	63,703	30,169	22,814	23,733	27,910	30,507	31,355	29,517	28,620	34,441	33,176	34,354
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(60,596)	(31,784)	(38,126)	(35,265)	(37,115)	(37,987)	(36,434)	(27,714)	(35,008)	(37,562)	(25,349)	(27,034)
Receipts/Purchases - Other Assets	5,533	(1,391)	14,981	4,683	19,953	3,543	790	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(55,063)	(32,974)	(22,244)	(25,522)	(17,161)	(34,444)	(35,643)	(27,841)	(35,135)	(37,689)	(25,476)	(27,161)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	347	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(698)	158	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	7,942	(2,647)	298	(2,067)	10,464	(4,228)	(4,585)	1,676	(6,515)	(3,248)	7,701	7,193
Cash and Cash Equivalents at Beginning of Reporting Period	6,920	14,862	12,215	12,513	10,446	20,910	16,683	12,098	13,775	7,259	4,011	11,712
Cash and Cash Equivalents at End of Reporting Period	14,862	12,215	12,513	10,446	20,910	16,683	12,098	13,775	7,259	4,011	11,712	18,905
plus Investments on Hand - End of Reporting Period	43,208	44,588	29,480	24,670	4,589	919	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	58,070	56,803	41,993	35,116	25,500	17,602	12,100	13,777	7,261	4,013	11,714	18,907

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Consolidated Capital Works Statement												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Plant & Equipment	-	2,607	4,491	5,159	1,998	1,571	3,275	2,526	2,254	3,950	3,258	3,623
Office Equipment	-	576	2,023	1,506	431	262	854	145	531	437	679	806
Furniture & Fittings	-	40	15	-	-	-	-	-	-	-	-	-
Council Operational Land	-	972	325	-	-	-	-	-	-	-	-	-
Non-depreciable Land Improvements	-	25	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	1,060	2,391	462	679	1,238	1,331	1,142	588	-	555	-
Buildings Non-specialised	-	1,373	1,820	385	57	60	203	124	654	141	908	2,255
Buildings - Specialised	-	-	50	-	-	-	-	-	-	-	-	-
Other Structures	-	3,162	219	5,832	4,596	4,621	3,585	5,123	4,789	7,617	4,089	4,400
Roads	-	12,224	12,493	8,456	9,807	9,617	6,967	7,290	7,450	7,673	7,904	8,141
Stormwater	-	709	400	462	2,639	1,750	1,802	771	677	394	406	418
Water Supply Networks	-	2,795	3,130	3,816	4,647	5,141	4,353	2,667	9,159	6,465	980	1,189
Sewerage Networks	-	1,413	3,014	2,984	6,199	6,729	3,837	3,907	1,694	3,975	1,972	566
Kerb & Gutter	-	300	350	355	523	538	554	571	588	606	624	643
Footpaths	-	721	550	558	575	592	610	628	647	667	687	707
Bridges	-	2,491	-	558	575	162	166	171	176	182	187	193
Waste Infrastructure	-	2,372	3,390	1,525	1,014	2,251	5,585	129	2,618	2,041	795	1,636
Total Capital Works	-	32,840	34,660	32,059	33,741	34,534	33,122	25,194	31,826	34,147	23,044	24,577
Represented by:												
Renewal Investment	-	13,948	20,811	20,622	22,059	22,775	20,549	20,651	20,286	24,932	20,097	23,478
Upgrade Investment	-	11,652	6,763	3,977	5,018	8,172	8,107	4,483	11,359	9,180	2,354	1,058
Expansion Investment	-	7,240	-	-	-	-	-	-	-	-	-	-
New Investment	-	-	7,086	7,459	6,664	3,587	4,466	60	181	36	593	40
Total Capital Works	-	32,840	34,660	32,059	33,741	34,534	33,122	25,194	31,826	34,147	23,044	24,577

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



General Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	12,222	13,225	13,829	14,358	14,908	15,479	16,071	16,686	17,325	17,988	18,677	19,392
User Charges and Fees	4,292	4,001	4,311	4,459	4,612	4,770	4,934	5,103	5,279	5,461	5,649	5,844
Interest & Investment Revenue	1,467	1,123	1,139	-	-	-	-	-	-	-	-	-
Other Revenues	1,651	1,550	1,079	1,109	1,140	1,172	1,205	1,239	1,273	1,309	1,346	1,383
Grants & Contributions for Operating Purposes	20,016	22,410	19,610	20,237	20,885	21,553	22,243	22,955	23,691	24,450	25,234	26,044
Grants & Contributions for Capital Purposes - Cash	20,704	11,550	7,239	4,700	5,940	6,717	6,482	7,132	7,285	6,896	7,101	7,313
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	27,921	235	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	88,272	54,295	47,356	48,967	47,485	49,691	50,935	53,116	54,854	56,105	58,007	59,975
Expenses from Continuing Operations												
Employee Costs	16,655	18,230	19,515	20,061	20,623	21,201	22,884	23,525	24,183	24,860	25,557	26,272
Borrowing Costs	42	34	28	22	16	10	3	0	0	0	0	0
Materials and Contracts	14,420	21,337	17,043	17,520	18,011	18,515	19,033	19,566	20,114	20,677	21,256	21,852
Depreciation	16,804	16,533	17,099	18,939	19,702	20,358	20,373	19,544	19,614	20,513	20,781	21,274
Net Losses from the Disposal of Assets	9,222	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,114	(2,717)	(3,045)	(2,712)	(2,754)	(2,802)	(2,870)	(2,944)	(3,021)	(3,103)	(3,183)	(3,269)
Total Expenses from Continuing Operations	58,255	53,417	50,641	53,830	55,597	57,282	59,423	59,692	60,890	62,948	64,412	66,129
Operating Result from Continuing Operations Surplus/(Deficit)	30,016	878	(3,285)	(4,864)	(8,112)	(7,590)	(8,488)	(6,576)	(6,036)	(6,843)	(6,404)	(6,154)
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(18,608)	(10,907)	(10,673)	(9,564)	(14,053)	(14,308)	(14,970)	(13,708)	(13,322)	(13,739)	(13,506)	(13,467)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



General Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	11,582	8,774	1,102	(1,764)	(4,107)	(10,112)	(15,734)	(19,836)	(23,143)	(29,893)	(33,346)	(38,013)
Investments	19,045	17,422	5,749	-	-	-	-	-	-	-	-	-
Receivables	10,465	6,637	4,093	3,961	4,176	4,370	4,466	4,646	4,780	4,929	5,069	5,251
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,070	3,184	3,244	2,801	2,857	2,914	2,972	3,033	3,095	3,159	3,224	3,292
Total Current Assets	46,659	36,514	14,701	5,526	3,467	(2,271)	(7,722)	(11,569)	(14,663)	(21,183)	(24,413)	(28,813)
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	934,511	955,492	982,187	1,006,909	1,027,616	1,048,075	1,068,078	1,089,117	1,110,657	1,135,506	1,158,356	1,183,241
Right-of-Use Assets	9	9	5	0	-	-	-	-	-	-	-	-
Other	5,161	5,169	4,919	5,477	5,370	5,153	4,922	4,763	4,586	4,388	4,120	3,968
Total Non-Current Assets	939,709	960,698	987,139	1,012,414	1,033,014	1,053,256	1,073,028	1,093,908	1,115,271	1,139,921	1,162,504	1,187,237
Total Assets	986,368	997,212	1,001,840	1,017,939	1,036,481	1,050,985	1,065,306	1,082,340	1,100,608	1,118,738	1,138,091	1,158,424
Current Liabilities												
Payables	9,902	13,149	2,013	2,108	2,164	2,233	2,338	2,405	2,466	2,542	2,614	2,687
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	3	3	3	-	-	-	-	-	-	-	-	-
Provisions	-	-	825	105	-	-	87	75	57	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,118	19,218	8,959	8,374	8,369	8,484	8,420	8,516	8,602	8,665	8,913	9,111
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	6	3	0	-	-	-	-	-	-	-	-	-
Provisions	1,230	1,285	405	1,068	1,150	1,131	1,024	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	3,030	2,815	1,650	2,030	1,823	1,508	1,402	1,394	1,396	1,441	1,298	1,206
Total Liabilities	21,148	22,033	10,609	10,404	10,192	9,992	9,823	9,910	9,997	10,106	10,211	10,318
Net Assets	965,220	975,179	991,231	1,007,536	1,026,289	1,040,993	1,055,483	1,072,429	1,090,611	1,108,633	1,127,880	1,148,106
Equity												
Retained Earnings	641,145	642,025	640,385	639,957	632,892	626,887	617,676	612,057	612,140	605,494	598,281	591,296
Revaluation Reserves	297,865	306,944	326,280	346,214	366,749	387,912	409,721	432,100	455,085	478,670	502,924	527,791
Council Equity Interest	-	-	-	1,234	7,565	8,696	9,866	11,009	12,241	13,521	14,919	16,432
Other Reserves	26,210	26,210	24,565	20,130	19,083	17,497	18,221	17,264	11,145	10,948	11,756	12,587
Total Equity	965,220	975,179	991,231	1,007,535	1,026,289	1,040,992	1,055,483	1,072,429	1,090,611	1,108,633	1,127,880	1,148,106

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



General Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	84,848	57,784	50,048	45,336	47,671	49,904	51,252	53,371	55,173	56,455	58,333	60,313
Payments - Operating Activities	(33,464)	(37,439)	(42,613)	(34,118)	(34,421)	(35,360)	(37,569)	(38,851)	(39,997)	(40,810)	(42,162)	(43,380)
Net Cash Provided by (or used in) Operating Activities	51,384	20,345	7,436	11,219	13,250	14,545	13,683	14,519	15,176	15,645	16,171	16,933
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(46,817)	(25,134)	(27,282)	(25,723)	(21,514)	(21,263)	(20,051)	(19,638)	(19,587)	(23,549)	(20,896)	(22,986)
Receipts/Purchases - Other Assets	8,552	1,622	11,546	5,622	(127)	(127)	(127)	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(38,265)	(23,311)	(14,835)	(15,041)	(21,641)	(21,390)	(20,178)	(19,765)	(19,714)	(23,676)	(21,023)	(23,113)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	(6,207)	-	-	1,234	6,331	1,131	1,170	1,143	1,232	1,280	1,398	1,513
Net Cash Provided by (or used in) Financing Activities	(7,252)	158	(272)	956	6,047	841	874	1,143	1,232	1,280	1,398	1,513
Net Increase/(Decrease) in Cash Assets Held	5,867	(2,808)	(7,672)	(2,866)	(2,344)	(6,005)	(5,621)	(4,103)	(3,306)	(6,750)	(3,453)	(4,667)
Cash and Cash Equivalents at Beginning of Reporting Period	5,715	11,582	8,774	1,102	(1,764)	(4,107)	(10,112)	(15,734)	(19,836)	(23,143)	(29,893)	(33,346)
Cash and Cash Equivalents at End of Reporting Period	11,582	8,774	1,102	(1,764)	(4,107)	(10,112)	(15,734)	(19,836)	(23,143)	(29,893)	(33,346)	(38,013)
plus Investments on Hand - End of Reporting Period	19,047	17,424	5,751	2	2	2	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	30,629	26,198	6,854	(1,762)	(4,105)	(10,110)	(15,732)	(19,834)	(23,141)	(29,891)	(33,344)	(38,011)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Water Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,368	4,106	4,367	4,534	4,708	4,888	5,075	5,269	5,471	5,680	5,898	6,124
User Charges and Fees	3,578	2,935	3,970	4,101	4,236	4,376	4,520	4,670	4,824	4,983	5,147	5,317
Interest & Investment Revenue	513	549	497	511	525	540	555	571	587	603	620	637
Other Revenues	233	61	75	77	79	81	84	86	89	91	94	96
Grants & Contributions for Capital Purposes - Cash	996	620	1,707	1,685	1,732	2,857	2,939	1,882	6,052	4,715	2,044	2,101
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	2,492	179	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,179	8,450	10,616	10,908	11,281	12,743	13,174	12,477	17,022	16,072	13,803	14,276
Expenses from Continuing Operations												
Employee Costs	2,165	1,609	1,824	1,875	1,928	1,982	2,139	2,199	2,260	2,324	2,389	2,456
Materials and Contracts	2,076	2,162	2,059	2,117	2,176	2,237	2,299	2,364	2,430	2,498	2,568	2,640
Depreciation	1,772	1,408	1,825	1,881	1,970	2,054	2,126	2,165	2,309	2,406	2,415	2,428
Net Losses from the Disposal of Assets	39	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11	1,288	1,471	1,595	1,717	1,820	1,914	1,989	2,129	2,246	2,311	2,378
Total Expenses from Continuing Operations	6,062	6,467	7,179	7,467	7,790	8,092	8,478	8,717	9,129	9,474	9,683	9,902
Operating Result from Continuing Operations Surplus/(Deficit)	5,117	1,983	3,437	3,441	3,491	4,650	4,695	3,761	7,893	6,598	4,119	4,374
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,629	1,184	1,730	1,756	1,759	1,793	1,756	1,879	1,841	1,883	2,075	2,273

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Water Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979	21,981
Investments	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Receivables	2,029	1,855	886	920	971	1,088	1,117	1,042	1,466	1,366	1,134	1,175
Other (Includes Assets Held for Sale)	166	180	186	191	196	202	207	213	219	225	232	238
Total Current Assets	7,951	8,412	10,634	11,467	7,145	7,417	8,562	10,971	11,235	13,298	18,345	23,393
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	77,376	81,232	82,747	85,275	90,556	95,103	98,905	100,580	108,539	113,600	113,305	113,214
Other	7,760	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770
Total Non-Current Assets	85,136	89,002	90,517	93,045	98,326	102,873	106,675	108,350	116,309	121,370	121,075	120,984
Total Assets	93,087	97,414	101,151	104,512	105,471	110,291	115,238	119,321	127,544	134,668	139,420	144,377
Current Liabilities												
Payables	237	299	389	407	425	443	463	478	498	518	533	548
Total Current Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Total Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Net Assets	92,850	97,115	100,762	104,104	105,047	109,848	114,775	118,843	127,047	134,150	138,888	143,829
Equity												
Retained Earnings	56,317	58,300	59,739	63,445	65,149	72,077	78,158	80,749	91,632	94,762	94,939	95,388
Revaluation Reserves	30,777	33,059	33,269	33,517	33,820	34,198	34,663	35,197	35,758	36,507	37,377	38,234
Council Equity Interest	-	-	-	(346)	(3,197)	(3,424)	(3,658)	(3,884)	(4,135)	(4,378)	(4,630)	(4,920)
Other Reserves	5,756	5,756	7,754	7,488	9,275	6,997	5,612	6,781	3,791	7,259	11,202	15,127
Total Equity	92,850	97,115	100,762	104,104	105,047	109,848	114,775	118,843	127,047	134,150	138,888	143,829

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Water Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	10,097	8,430	11,649	10,895	11,264	12,632	13,151	12,548	16,666	16,161	14,003	14,251
Payments - Operating Activities	(4,336)	(4,997)	(5,021)	(5,178)	(5,149)	(5,410)	(5,798)	(6,207)	(5,903)	(6,371)	(7,103)	(7,333)
Net Cash Provided by (or used in) Operating Activities	5,761	3,433	6,628	5,717	6,115	7,222	7,353	6,341	10,763	9,790	6,901	6,918
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(7,134)	(2,803)	(3,443)	(4,577)	(7,643)	(6,846)	(6,008)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Receipts/Purchases - Other Assets	458	(304)	1,195	956	(765)	3,670	917	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(6,676)	(3,107)	(2,248)	(3,622)	(8,407)	(3,176)	(5,091)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(346)	(2,851)	(227)	(234)	(226)	(251)	(243)	(252)	(290)
Net Increase/(Decrease) in Cash Assets Held	(915)	326	4,380	1,750	(5,143)	3,820	2,028	2,478	(165)	2,156	5,273	5,001
Cash and Cash Equivalents at Beginning of Reporting Period	993	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979
Cash and Cash Equivalents at End of Reporting Period	78	404	4,784	6,533	1,390	5,210	7,238	9,716	9,550	11,706	16,979	21,981
plus Investments on Hand - End of Reporting Period	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,756	6,377	9,562	10,356	5,977	6,127	7,238	9,716	9,550	11,706	16,979	21,981

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Sewerage Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,523	4,342	4,664	4,843	5,028	5,220	5,420	5,628	5,843	6,067	6,299	6,540
User Charges and Fees	440	276	641	662	684	707	730	755	780	805	832	860
Interest & Investment Revenue	817	1,117	1,004	1,032	1,061	1,091	1,121	1,153	1,185	1,218	1,252	1,287
Other Revenues	63	32	45	321	330	339	348	358	368	379	389	400
Grants & Contributions for Capital Purposes - Cash	505	302	421	436	448	1,376	1,582	1,743	500	514	529	543
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	1,497	217	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	6,845	6,286	6,775	7,293	7,551	8,733	9,203	9,636	8,676	8,983	9,301	9,630
Expenses from Continuing Operations												
Employee Costs	937	428	620	637	655	674	692	712	732	752	773	795
Materials and Contracts	909	909	1,017	1,045	1,075	1,105	1,136	1,168	1,200	1,234	1,268	1,304
Depreciation	1,075	1,183	1,110	1,141	1,212	1,290	1,332	1,375	1,390	1,434	1,453	1,454
Other Expenses	6	934	1,148	1,220	1,275	1,335	1,401	1,450	1,502	1,578	1,637	1,683
Total Expenses from Continuing Operations	2,927	3,454	3,895	4,044	4,217	4,404	4,562	4,704	4,824	4,998	5,131	5,236
Operating Result from Continuing Operations Surplus/(Deficit)	3,918	2,832	2,880	3,249	3,333	4,329	4,641	4,932	3,852	3,985	4,170	4,395
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,916	2,313	2,459	2,814	2,885	2,953	3,059	3,189	3,352	3,471	3,641	3,851

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Sewerage Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964
Investments	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Receivables	429	452	520	558	603	704	717	751	650	694	702	715
Other (Includes Assets Held for Sale)	285	396	409	420	432	444	456	469	482	496	510	524
Total Current Assets	18,843	21,209	22,049	22,973	18,261	16,256	17,465	18,957	21,531	22,440	25,514	30,203
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Non-Current Assets	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Assets	82,113	86,829	91,538	96,042	98,147	103,578	109,476	115,799	121,099	127,039	133,264	139,757
Current Liabilities												
Payables	20	31	220	229	237	246	256	264	272	283	292	301
Total Current Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Total Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Net Assets	82,093	86,798	91,319	95,813	97,910	103,332	109,220	115,535	120,827	126,756	132,972	139,456
Equity												
Retained Earnings	31,020	33,852	37,221	39,919	46,080	53,671	58,543	63,659	65,080	68,956	70,659	71,187
Revaluation Reserves	32,944	34,817	36,458	38,195	40,021	42,019	44,202	46,502	48,923	51,412	54,027	56,720
Council Equity Interest	-	-	-	(492)	(3,555)	(4,459)	(5,395)	(6,312)	(7,293)	(7,838)	(8,407)	(9,010)
Other Reserves	18,129	18,129	17,640	18,191	15,364	12,101	11,871	11,686	14,117	14,226	16,693	20,560
Total Equity	82,093	86,798	91,319	95,813	97,910	103,332	109,220	115,535	120,827	126,756	132,972	139,456

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Sewerage Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,670	5,935	6,757	7,283	7,566	8,670	9,201	9,639	8,796	8,996	9,316	9,646
Payments - Operating Activities	(1,885)	(2,260)	(2,325)	(2,634)	(2,449)	(2,482)	(2,860)	(2,980)	(3,289)	(3,226)	(3,507)	(3,760)
Net Cash Provided by (or used in) Operating Activities	4,785	3,675	4,432	4,649	5,117	6,188	6,341	6,659	5,507	5,770	5,809	5,886
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(2,220)	(1,442)	(3,673)	(3,282)	(6,823)	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Receipts/Purchases - Other Assets	(28)	(2,423)	-	(1,746)	19,202	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(2,248)	(3,865)	(3,673)	(5,028)	12,379	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(492)	(3,063)	(904)	(936)	(917)	(981)	(545)	(569)	(603)
Net Increase/(Decrease) in Cash Assets Held	2,537	(190)	759	(871)	14,433	(2,118)	1,184	1,444	2,662	851	3,053	4,661
Cash and Cash Equivalents at Beginning of Reporting Period	558	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303
Cash and Cash Equivalents at End of Reporting Period	3,095	2,905	3,664	2,793	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964
plus Investments on Hand - End of Reporting Period	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	18,129	20,361	21,120	21,994	17,226	15,108	16,292	17,736	20,398	21,250	24,303	28,964

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Waste Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	2,441	3,492	3,672	3,813	3,959	4,110	4,267	4,431	4,600	4,776	4,959	5,149
User Charges and Fees	4,630	5,369	5,573	5,758	5,948	6,146	6,349	6,560	6,777	7,002	7,234	7,473
Interest & Investment Revenue	229	297	267	274	282	290	298	307	315	324	333	342
Other Revenues	19	20	100	103	106	109	112	115	118	121	125	128
Grants & Contributions for Operating Purposes	139	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	88	119	360	62	64	66	68	70	72	74	76	78
Net Gains from the Disposal of Assets	57	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,603	9,297	9,972	10,010	10,359	10,720	11,094	11,481	11,882	12,297	12,726	13,171
Expenses from Continuing Operations												
Employee Costs	1,424	1,168	1,344	1,382	1,420	1,460	1,576	1,620	1,666	1,712	1,760	1,809
Borrowing Costs	263	-	17	44	34	25	23	16	44	34	23	13
Materials and Contracts	2,989	3,786	3,326	3,419	3,515	3,613	3,714	3,818	3,925	4,035	4,148	4,264
Depreciation	1,233	1,220	1,362	1,261	1,260	1,349	1,552	1,546	1,568	1,348	1,332	1,333
Other Expenses	13	1,650	1,582	1,753	1,803	1,856	2,009	2,068	2,145	2,207	2,282	2,359
Total Expenses from Continuing Operations	5,922	7,824	7,631	7,859	8,033	8,303	8,875	9,069	9,348	9,336	9,545	9,779
Operating Result from Continuing Operations Surplus/(Deficit)	1,681	1,473	2,341	2,151	2,326	2,417	2,220	2,413	2,534	2,961	3,181	3,391
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,593	1,354	1,981	2,089	2,262	2,351	2,152	2,343	2,462	2,887	3,105	3,314

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Waste Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776	5,973
Investments	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Receivables	1,128	1,379	866	856	878	921	981	968	1,020	1,053	1,078	1,123
Other (Includes Assets Held for Sale)	68	90	93	95	98	101	104	107	110	113	116	119
Total Current Assets	4,752	5,336	5,416	5,478	7,378	7,500	5,387	7,234	1,583	2,113	4,970	7,215
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	7,145	5,312	8,299	9,453	10,106	11,922	16,942	16,620	18,695	20,181	20,446	21,491
Right-of-Use Assets	350	350	311	983	725	467	541	255	1,009	725	441	208
Other	6,393	9,608	8,798	9,166	8,390	8,733	7,989	8,993	9,650	9,610	9,610	9,610
Total Non-Current Assets	13,888	15,270	17,408	19,601	19,221	21,122	25,472	25,868	29,353	30,516	30,497	31,309
Total Assets	18,640	20,606	22,824	25,079	26,600	28,622	30,859	33,102	30,936	32,629	35,466	38,524
Current Liabilities												
Payables	8	481	495	521	534	550	578	594	611	630	649	668
Lease Liabilities	177	177	68	250	260	270	299	75	278	289	243	223
Provisions	-	-	1,210	-	1,151	-	1,701	6,884	983	-	-	-
Total Current Liabilities	185	658	1,773	771	1,945	820	2,578	7,553	1,872	919	892	891
Non Current Liabilities												
Lease Liabilities	182	5	250	756	497	226	263	187	755	466	223	-
Provisions	8,798	9,184	7,569	8,358	6,819	7,566	5,493	-	-	-	-	-
Total Non Current Liabilities	8,980	9,189	7,819	9,114	7,316	7,792	5,756	187	755	466	223	-
Total Liabilities	9,165	9,847	9,592	9,885	9,260	8,613	8,334	7,741	2,627	1,385	1,115	891
Net Assets	9,475	10,759	13,233	15,194	17,339	20,009	22,525	25,361	28,309	31,243	34,351	37,633
Equity												
Retained Earnings	4,593	6,067	8,343	7,763	7,853	8,051	12,880	13,410	14,962	15,126	14,939	15,666
Revaluation Reserves	1,587	1,397	1,529	1,737	1,973	2,224	2,522	2,944	3,359	3,825	4,328	4,838
Council Equity Interest	-	-	-	(396)	(813)	(813)	(813)	(813)	(813)	(1,305)	(1,882)	(2,502)
Other Reserves	3,295	3,295	3,360	6,091	8,327	10,547	7,937	9,820	10,802	13,598	16,966	19,630
Total Equity	9,475	10,759	13,232	15,194	17,340	20,009	22,525	25,361	28,309	31,244	34,351	37,632

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



Waste Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,448	9,025	10,564	10,018	10,345	10,701	11,076	11,463	11,865	12,274	12,705	13,149
Payments - Operating Activities	(4,675)	(6,309)	(6,245)	(7,870)	(6,917)	(8,149)	(7,098)	(9,464)	(14,692)	(9,039)	(8,410)	(8,532)
Net Cash Provided by (or used in) Operating Activities	1,773	2,716	4,319	2,148	3,427	2,552	3,978	1,998	(2,826)	3,235	4,295	4,617
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(4,425)	(2,405)	(3,729)	(1,682)	(1,136)	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Receipts/Purchases - Other Assets	(3,449)	(286)	2,241	(149)	1,643	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(7,874)	(2,691)	(1,488)	(1,832)	508	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Cash Provided by (or used in) Financing Activities	6,554	-	-	(396)	(417)	-	-	-	-	(492)	(577)	(620)
Net Increase/(Decrease) in Cash Assets Held	453	25	2,831	(79)	3,518	76	(2,175)	1,857	(5,706)	495	2,828	2,198
Cash and Cash Equivalents at Beginning of Reporting Period	(346)	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776
Cash and Cash Equivalents at End of Reporting Period	107	132	2,963	2,884	6,402	6,478	4,302	6,159	453	948	3,776	5,973
plus Investments on Hand - End of Reporting Period	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	3,556	3,867	4,457	4,527	6,402	6,478	4,302	6,159	453	948	3,776	5,973

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

CONSERVATIVE



RATIOS												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1. Operating Performance												
Total continuing operating revenue excluding capital grants and contributions less operating expenses	-7.15%	-9.61%	-6.94%	-9.97%	-10.43%	-10.17%	-10.91%	-8.30%	-7.22%	-6.77%	-5.57%	-4.63%
2. Unrestricted Current Ratio												
Current assets less all external restrictions	2.6	1.9	1.6	0.7	0.4	(0.3)	(0.9)	(1.4)	(1.7)	(2.4)	(2.7)	(3.2)
Current liabilities less specific purpose liabilities												
3. Own Source Revenue												
Total continuing operating revenue excluding all grants and contributions	48%	55%	61%	65%	62%	60%	61%	61%	59%	61%	63%	63%
Total continuing operating revenue inclusive of capital grants and contributions												
4. Debt Servicing Cover Ratio												
Operating results before capital excluding interest and depreciation, impairment and amortisation	0.65%	0.52%	0.46%	0.43%	0.44%	0.42%	0.41%	0.00%	0.00%	0.00%	0.00%	0.00%
Principal repayments plus borrowing interest costs												
5. Rates and Annual Charges Outstanding												
Rates and annual charges outstanding	12.26%	11.95%	11.83%	11.71%	11.60%	11.48%	11.37%	11.26%	11.15%	11.03%	10.93%	10.82%
Rates and annual charges collectable												
6. Cash Expense Cover Ratio												
Current period's cash and cash equivalents plus term deposits	15.7	13.4	8.9	8.4	6.2	4.1	2.7	2.9	1.4	0.8	2.3	3.6
Payments from cash flow of operating and financial activities												
7. Building and Infrastructure Renewal Ratio												
Asset Renewals	131.61%	85.86%	112.83%	98.26%	101.65%	104.83%	94.33%	93.18%	99.10%	110.71%	82.18%	92.01%
Depreciation of Infrastructure assets												
8. Per Capita Operating Expenditure												
Total Operating Expenditure	5.4	5.1	4.9	5.0	5.1	5.2	5.4	5.4	5.4	5.6	5.6	5.7
Total LGA Population												

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35



OPTIMISTIC

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Consolidated Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	21,554	25,165	26,532	27,548	28,602	29,697	30,834	32,014	33,240	34,512	35,833	37,205
User Charges and Fees	12,939	12,581	14,495	14,980	15,481	15,999	16,534	17,087	17,659	18,251	18,862	19,494
Interest & Investment Revenue	3,026	3,086	2,907	1,818	1,868	1,921	1,974	2,030	2,087	2,145	2,205	2,267
Other Revenues	1,965	1,663	1,299	1,610	1,655	1,701	1,749	1,798	1,848	1,900	1,953	2,008
Grants & Contributions for Operating Purposes	20,155	22,410	19,610	22,077	24,998	27,978	30,678	31,686	32,727	33,802	34,914	36,062
Grants & Contributions for Capital Purposes - Cash	22,292	12,591	9,727	6,883	8,184	11,016	11,071	10,826	13,909	12,199	9,750	10,035
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	31,910	631	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	113,842	78,328	74,719	79,018	80,788	88,312	92,841	95,441	101,470	102,809	103,517	107,070
Expenses from Continuing Operations												
Employee Costs	21,180	21,435	23,303	23,955	24,626	25,316	27,291	28,055	28,841	29,648	30,479	31,332
Borrowing Costs	305	34	45	66	50	34	27	16	44	34	23	13
Materials and Contracts	20,394	28,194	23,445	24,101	24,776	25,470	26,183	26,916	27,670	28,445	29,241	30,060
Depreciation	20,884	20,344	21,397	23,221	24,144	25,051	25,382	24,631	24,881	25,701	25,982	26,490
Net Losses from the Disposal of Assets	9,204	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,144	1,155	1,156	1,856	2,041	2,210	2,455	2,564	2,756	2,929	3,048	3,153
Total Expenses from Continuing Operations	73,110	71,162	69,346	73,200	75,637	78,081	81,339	82,182	84,193	86,758	88,773	91,047
Operating Result from Continuing Operations Surplus/(Deficit)	40,733	7,166	5,373	5,818	5,151	10,231	11,502	13,259	17,277	16,051	14,744	16,023
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(13,470)	(6,056)	(4,503)	(1,065)	(3,033)	(786)	430	2,432	3,368	3,852	4,994	5,988

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Consolidated Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	14,862	12,215	12,513	12,135	26,526	28,533	32,217	42,599	45,095	51,170	68,522	85,704
Investments	43,206	44,586	29,478	24,668	4,587	917	-	-	-	-	-	-
Receivables	14,051	10,323	6,365	6,446	6,966	7,611	7,974	8,124	8,655	8,810	8,778	9,085
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,589	3,850	3,931	3,507	3,583	3,660	3,740	3,822	3,906	3,993	4,081	4,173
Total Current Assets	78,205	71,471	52,800	47,283	42,204	41,279	44,504	55,134	58,262	64,595	82,021	99,620
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	1,082,302	1,107,656	1,142,722	1,174,706	1,208,165	1,242,423	1,275,936	1,303,159	1,337,458	1,373,886	1,399,857	1,427,500
Right-of-Use Assets	359	359	316	983	725	467	541	255	1,009	725	441	208
Other	19,314	22,547	21,487	22,413	21,530	21,656	20,681	21,526	22,006	21,768	21,500	21,348
Total Non-Current Assets	1,102,003	1,130,590	1,164,553	1,198,130	1,230,448	1,264,575	1,297,186	1,324,969	1,360,501	1,396,406	1,421,825	1,449,084
Total Assets	1,180,208	1,202,061	1,217,353	1,245,413	1,272,652	1,305,853	1,341,691	1,380,102	1,418,762	1,461,001	1,503,846	1,548,704
Current Liabilities												
Payables	10,167	13,960	3,117	3,265	3,359	3,473	3,635	3,741	3,846	3,973	4,087	4,204
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	180	180	71	250	260	270	299	75	278	289	243	223
Provisions	-	-	2,035	105	1,151	-	1,788	6,959	1,040	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,560	20,206	11,341	9,781	10,976	9,994	11,717	16,811	11,243	10,385	10,629	10,851
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	188	8	250	756	497	226	263	187	755	466	223	-
Provisions	10,028	10,469	7,974	9,426	7,969	8,697	6,517	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	12,010	12,004	9,469	11,144	9,138	9,301	7,158	1,582	2,151	1,907	1,522	1,206
Total Liabilities	30,570	32,210	20,810	20,925	20,114	19,294	18,875	18,393	13,393	12,292	12,151	12,057
Net Assets	1,149,638	1,169,851	1,196,544	1,224,488	1,252,538	1,286,559	1,322,815	1,361,710	1,405,369	1,448,709	1,491,695	1,536,646
Equity												
Retained Earnings	733,075	740,244	745,688	752,924	757,927	773,064	788,068	799,416	822,390	832,265	836,422	841,159
Revaluation Reserves	363,173	376,217	397,536	419,663	442,563	466,352	491,107	516,742	543,125	570,414	598,656	627,584
Other Reserves	53,390	53,390	53,319	51,900	52,048	47,142	43,640	45,551	39,854	46,030	56,618	67,904
Total Equity	1,149,638	1,169,851	1,196,543	1,224,487	1,252,538	1,286,558	1,322,815	1,361,709	1,405,369	1,448,709	1,491,695	1,536,646

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Consolidated Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	108,063	81,174	79,018	75,222	80,774	88,142	92,950	95,725	101,512	103,209	104,010	107,348
Payments - Operating Activities	(44,360)	(51,005)	(56,204)	(49,800)	(48,937)	(51,401)	(53,326)	(57,503)	(63,880)	(59,446)	(61,182)	(63,005)
Net Cash Provided by (or used in) Operating Activities	63,703	30,169	22,814	25,422	31,837	36,741	39,625	38,222	37,632	43,763	42,828	44,344
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(60,596)	(31,784)	(38,126)	(35,265)	(37,115)	(37,987)	(36,434)	(27,714)	(35,008)	(37,562)	(25,349)	(27,034)
Receipts/Purchases - Other Assets	5,533	(1,391)	14,981	4,683	19,953	3,543	790	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(55,063)	(32,974)	(22,244)	(25,522)	(17,161)	(34,444)	(35,643)	(27,841)	(35,135)	(37,689)	(25,476)	(27,161)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	347	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(698)	158	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	7,942	(2,647)	298	(378)	14,392	2,006	3,685	10,382	2,496	6,075	17,352	17,182
Cash and Cash Equivalents at Beginning of Reporting Period	6,920	14,862	12,215	12,513	12,135	26,526	28,533	32,217	42,599	45,095	51,170	68,522
Cash and Cash Equivalents at End of Reporting Period	14,862	12,215	12,513	12,135	26,526	28,533	32,217	42,599	45,095	51,170	68,522	85,704
plus Investments on Hand - End of Reporting Period	43,208	44,588	29,480	24,670	4,589	919	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	58,070	56,803	41,993	36,805	31,116	29,452	32,219	42,601	45,097	51,172	68,524	85,706

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Consolidated Capital Works Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Plant & Equipment	-	2,607	4,491	5,159	1,998	1,571	3,275	2,526	2,254	3,950	3,258	3,623
Office Equipment	-	576	2,023	1,506	431	262	854	145	531	437	679	806
Furniture & Fittings	-	40	15	-	-	-	-	-	-	-	-	-
Council Operational Land	-	972	325	-	-	-	-	-	-	-	-	-
Non-depreciable Land Improvements	-	25	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	1,060	2,391	462	679	1,238	1,331	1,142	588	-	555	-
Buildings Non-specialised	-	1,373	1,820	385	57	60	203	124	654	141	908	2,255
Buildings - Specialised	-	-	50	-	-	-	-	-	-	-	-	-
Other Structures	-	3,162	219	5,832	4,596	4,621	3,585	5,123	4,789	7,617	4,089	4,400
Roads	-	12,224	12,493	8,456	9,807	9,617	6,967	7,290	7,450	7,673	7,904	8,141
Stormwater	-	709	400	462	2,639	1,750	1,802	771	677	394	406	418
Water Supply Networks	-	2,795	3,130	3,816	4,647	5,141	4,353	2,667	9,159	6,465	980	1,189
Sewerage Networks	-	1,413	3,014	2,984	6,199	6,729	3,837	3,907	1,694	3,975	1,972	566
Kerb & Gutter	-	300	350	355	523	538	554	571	588	606	624	643
Footpaths	-	721	550	558	575	592	610	628	647	667	687	707
Bridges	-	2,491	-	558	575	162	166	171	176	182	187	193
Waste Infrastructure	-	2,372	3,390	1,525	1,014	2,251	5,585	129	2,618	2,041	795	1,636
Total Capital Works	-	32,840	34,660	32,059	33,741	34,534	33,122	25,194	31,826	34,147	23,044	24,577
Represented by:												
Renewal Investment	-	13,948	20,811	20,622	22,059	22,775	20,549	20,651	20,286	24,932	20,097	23,478
Upgrade Investment	-	11,652	6,763	3,977	5,018	8,172	8,107	4,483	11,359	9,180	2,354	1,058
Expansion Investment	-	7,240	-	-	-	-	-	-	-	-	-	-
New Investment	-	-	7,086	7,459	6,664	3,587	4,466	60	181	36	593	40
Total Capital Works	-	32,840	34,660	32,059	33,741	34,534	33,122	25,194	31,826	34,147	23,044	24,577

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



General Fund - Income Statement												
<i>(in \$ '000)</i>												
	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	12,222	13,225	13,829	14,358	14,908	15,479	16,071	16,686	17,325	17,988	18,677	19,392
User Charges and Fees	4,292	4,001	4,311	4,459	4,612	4,770	4,934	5,103	5,279	5,461	5,649	5,844
Interest & Investment Revenue	1,467	1,123	1,139	-	-	-	-	-	-	-	-	-
Other Revenues	1,651	1,550	1,079	1,109	1,140	1,172	1,205	1,239	1,273	1,309	1,346	1,383
Grants & Contributions for Operating Purposes	20,016	22,410	19,610	22,077	24,998	27,978	30,678	31,686	32,727	33,802	34,914	36,062
Grants & Contributions for Capital Purposes - Cash	20,704	11,550	7,239	4,700	5,940	6,717	6,482	7,132	7,285	6,896	7,101	7,313
Contributions for Capital Purposes - Non Cash (S94 ,S80A)	27,921	235	149	-	-	-	-	-	-	-	-	-
Net Gains from the Disposal of Assets	-	201	-	4,103	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	88,272	54,295	47,356	50,807	51,598	56,116	59,370	61,846	63,890	65,457	67,687	69,993
Expenses from Continuing Operations												
Employee Costs	16,655	18,230	19,515	20,061	20,623	21,201	22,884	23,525	24,183	24,860	25,557	26,272
Borrowing Costs	42	34	28	22	16	10	3	0	0	0	0	0
Materials and Contracts	14,420	21,337	17,043	17,520	18,011	18,515	19,033	19,566	20,114	20,677	21,256	21,852
Depreciation	16,804	16,533	17,099	18,939	19,702	20,358	20,373	19,544	19,614	20,513	20,781	21,274
Net Losses from the Disposal of Assets	9,222	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,114	(2,717)	(3,045)	(2,712)	(2,754)	(2,802)	(2,869)	(2,943)	(3,020)	(3,102)	(3,181)	(3,268)
Total Expenses from Continuing Operations	58,255	53,417	50,641	53,830	55,597	57,282	59,424	59,693	60,891	62,949	64,413	66,130
Operating Result from Continuing Operations Surplus/(Deficit)	30,016	878	(3,285)	(3,023)	(3,999)	(1,166)	(54)	2,153	2,998	2,508	3,274	3,863
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(18,608)	(10,907)	(10,673)	(7,723)	(9,940)	(7,883)	(6,536)	(4,978)	(4,287)	(4,388)	(3,828)	(3,450)

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



General Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	11,582	8,774	1,102	(979)	(5,388)	(5,946)	(4,117)	(299)	4,540	6,205	11,384	15,582
Investments	19,045	17,422	5,749	-	-	-	-	-	-	-	-	-
Receivables	10,465	6,637	4,093	4,112	4,513	4,897	5,159	5,363	5,519	5,696	5,863	6,073
Inventories	497	497	513	527	542	557	573	589	605	622	640	658
Other (Includes Assets Held for Sale)	5,070	3,184	3,244	2,801	2,857	2,914	2,972	3,033	3,095	3,159	3,224	3,292
Total Current Assets	46,659	36,514	14,701	6,462	2,523	2,422	4,587	8,685	13,759	15,683	21,112	25,604
Non-Current Assets												
Investments	2	2	2	2	2	2	2	2	2	2	2	2
Receivables	26	26	26	26	26	26	26	26	26	26	26	26
Infrastructure, Property, Plant & Equipment	934,511	955,492	982,187	1,006,909	1,027,616	1,048,075	1,068,078	1,089,117	1,110,657	1,135,506	1,158,356	1,183,241
Right-of-Use Assets	9	9	5	0	-	-	-	-	-	-	-	-
Other	5,161	5,169	4,919	5,477	5,370	5,153	4,922	4,763	4,586	4,388	4,120	3,968
Total Non-Current Assets	939,709	960,698	987,139	1,012,414	1,033,014	1,053,256	1,073,028	1,093,908	1,115,271	1,139,921	1,162,504	1,187,237
Total Assets	986,368	997,212	1,001,840	1,018,875	1,035,537	1,055,678	1,077,615	1,102,594	1,129,030	1,155,604	1,183,616	1,212,841
Current Liabilities												
Payables	9,902	13,149	2,013	2,108	2,164	2,233	2,338	2,405	2,466	2,542	2,614	2,687
Borrowings	267	267	278	284	290	296	-	-	-	-	-	-
Lease Liabilities	3	3	3	-	-	-	-	-	-	-	-	-
Provisions	-	-	825	105	-	-	87	75	57	-	131	210
Other	7,946	5,799	5,840	5,877	5,915	5,955	5,995	6,036	6,079	6,123	6,168	6,214
Total Current Liabilities	18,118	19,218	8,959	8,374	8,369	8,484	8,420	8,516	8,602	8,665	8,913	9,111
Non Current Liabilities												
Borrowings	1,422	1,154	871	587	296	-	-	-	-	-	-	-
Lease Liabilities	6	3	0	-	-	-	-	-	-	-	-	-
Provisions	1,230	1,285	405	1,068	1,150	1,131	1,024	1,015	1,015	1,059	915	822
Other	372	373	374	375	376	377	378	379	381	382	383	384
Total Non Current Liabilities	3,030	2,815	1,650	2,030	1,823	1,508	1,402	1,394	1,396	1,441	1,298	1,206
Total Liabilities	21,148	22,033	10,609	10,404	10,192	9,992	9,823	9,910	9,997	10,106	10,211	10,318
Net Assets	965,220	975,179	991,231	1,008,472	1,025,345	1,045,686	1,067,792	1,092,683	1,119,032	1,145,498	1,173,405	1,202,523
Equity												
Retained Earnings	641,145	642,025	640,385	641,797	638,845	639,265	638,487	641,598	650,715	653,420	655,886	658,918
Revaluation Reserves	297,865	306,944	326,280	346,214	366,749	387,912	409,721	432,100	455,085	478,670	502,924	527,791
Council Equity Interest	-	-	-	330	668	1,012	1,363	1,722	2,087	2,460	2,839	3,227
Other Reserves	26,210	26,210	24,565	20,130	19,083	17,497	18,221	17,264	11,145	10,948	11,756	12,587
Total Equity	965,220	975,179	991,231	1,008,471	1,025,345	1,045,686	1,067,792	1,092,683	1,119,032	1,145,498	1,173,405	1,202,523

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



General Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	84,848	57,784	50,048	47,025	51,598	56,138	59,522	62,076	64,185	65,778	67,984	70,302
Payments - Operating Activities	(33,464)	(37,439)	(42,613)	(34,118)	(34,421)	(35,360)	(37,569)	(38,851)	(39,997)	(40,810)	(42,162)	(43,380)
Net Cash Provided by (or used in) Operating Activities	51,384	20,345	7,436	12,908	17,177	20,779	21,953	23,225	24,188	24,968	25,823	26,922
Cash Flows from Investing Activities												
Receipts - Infrastructure, Property, Plant & Equipment	-	201	901	5,060	-	-	-	-	-	-	-	-
Purchases - Infrastructure, Property, Plant & Equipment	(46,817)	(25,134)	(27,282)	(25,723)	(21,514)	(21,263)	(20,051)	(19,638)	(19,587)	(23,549)	(20,896)	(22,986)
Receipts/Purchases - Other Assets	8,552	1,622	11,546	5,622	(127)	(127)	(127)	(127)	(127)	(127)	(127)	(127)
Net Cash Provided by (or used in) Investing Activities	(38,265)	(23,311)	(14,835)	(15,041)	(21,641)	(21,390)	(20,178)	(19,765)	(19,714)	(23,676)	(21,023)	(23,113)
Cash Flow from Financing Activities												
Receipts - Loan Borrowings	(960)	(34)	-	-	-	-	-	-	-	-	-	-
Payments - Principal Repayments	(85)	192	(272)	(278)	(284)	(290)	(296)	-	-	-	-	-
Receipts - Council Equity Injection	(6,207)	-	-	330	338	344	351	359	365	373	379	388
Net Cash Provided by (or used in) Financing Activities	(7,252)	158	(272)	52	54	54	55	359	365	373	379	388
Net Increase/(Decrease) in Cash Assets Held	5,867	(2,808)	(7,672)	(2,081)	(4,409)	(558)	1,829	3,818	4,839	1,666	5,179	4,198
Cash and Cash Equivalents at Beginning of Reporting Period	5,715	11,582	8,774	1,102	(979)	(5,388)	(5,946)	(4,117)	(299)	4,540	6,205	11,384
Cash and Cash Equivalents at End of Reporting Period	11,582	8,774	1,102	(979)	(5,388)	(5,946)	(4,117)	(299)	4,540	6,205	11,384	15,582
plus Investments on Hand - End of Reporting Period	19,047	17,424	5,751	2	2	2	2	2	2	2	2	2
Total Cash, Cash Equivalents and Investments at End of Reporting Period	30,629	26,198	6,854	(977)	(5,386)	(5,944)	(4,115)	(297)	4,542	6,207	11,386	15,584

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Water Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,368	4,106	4,367	4,534	4,708	4,888	5,075	5,269	5,471	5,680	5,898	6,124
User Charges and Fees	3,578	2,935	3,970	4,101	4,236	4,376	4,520	4,670	4,824	4,983	5,147	5,317
Interest & Investment Revenue	513	549	497	511	525	540	555	571	587	603	620	637
Other Revenues	233	61	75	77	79	81	84	86	89	91	94	96
Grants & Contributions for Capital Purposes - Cash	996	620	1,707	1,685	1,732	2,857	2,939	1,882	6,052	4,715	2,044	2,101
Contributions for Capital Purposes -Non Cash (S94 ,S80A)	2,492	179	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,179	8,450	10,616	10,908	11,281	12,743	13,174	12,477	17,022	16,072	13,803	14,276
Expenses from Continuing Operations												
Employee Costs	2,165	1,609	1,824	1,875	1,928	1,982	2,139	2,199	2,260	2,324	2,389	2,456
Materials and Contracts	2,076	2,162	2,059	2,117	2,176	2,237	2,299	2,364	2,430	2,498	2,568	2,640
Depreciation	1,772	1,408	1,825	1,881	1,970	2,054	2,126	2,165	2,309	2,406	2,415	2,428
Net Losses from the Disposal of Assets	39	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11	1,288	1,471	1,595	1,717	1,820	1,914	1,989	2,129	2,246	2,311	2,378
Total Expenses from Continuing Operations	6,062	6,467	7,179	7,467	7,790	8,092	8,478	8,717	9,129	9,474	9,683	9,902
Operating Result from Continuing Operations Surplus/(Deficit)	5,117	1,983	3,437	3,441	3,491	4,650	4,695	3,761	7,893	6,598	4,119	4,374
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,629	1,184	1,730	1,756	1,759	1,793	1,756	1,879	1,841	1,883	2,075	2,273

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Water Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	78	404	4,784	6,709	4,243	8,113	10,194	12,713	12,610	14,817	20,147	25,239
Investments	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Receivables	2,029	1,855	886	920	971	1,088	1,117	1,042	1,466	1,366	1,134	1,175
Other (Includes Assets Held for Sale)	166	180	186	191	196	202	207	213	219	225	232	238
Total Current Assets	7,951	8,412	10,634	11,643	9,998	10,320	11,518	13,968	14,295	16,409	21,513	26,651
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	77,376	81,232	82,747	85,275	90,556	95,103	98,905	100,580	108,539	113,600	113,305	113,214
Other	7,760	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770	7,770
Total Non-Current Assets	85,136	89,002	90,517	93,045	98,326	102,873	106,675	108,350	116,309	121,370	121,075	120,984
Total Assets	93,087	97,414	101,151	104,688	108,324	113,194	118,194	122,318	130,604	137,779	142,588	147,635
Current Liabilities												
Payables	237	299	389	407	425	443	463	478	498	518	533	548
Total Current Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Total Liabilities	237	299	389	407	425	443	463	478	498	518	533	548
Net Assets	92,850	97,115	100,762	104,280	107,900	112,751	117,731	121,840	130,107	137,261	142,056	147,087
Equity												
Retained Earnings	56,317	58,300	59,739	63,445	65,149	72,077	78,158	80,749	91,632	94,762	94,939	95,388
Revaluation Reserves	30,777	33,059	33,269	33,517	33,820	34,198	34,663	35,197	35,758	36,507	37,377	38,234
Council Equity Interest	-	-	-	(170)	(344)	(521)	(702)	(887)	(1,075)	(1,267)	(1,462)	(1,662)
Other Reserves	5,756	5,756	7,754	7,488	9,275	6,997	5,612	6,781	3,791	7,259	11,202	15,127
Total Equity	92,850	97,115	100,762	104,280	107,900	112,751	117,731	121,840	130,107	137,261	142,056	147,087

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Water Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	10,097	8,430	11,649	10,895	11,264	12,632	13,151	12,548	16,666	16,161	14,003	14,251
Payments - Operating Activities	(4,336)	(4,997)	(5,021)	(5,178)	(5,149)	(5,410)	(5,798)	(6,207)	(5,903)	(6,371)	(7,103)	(7,333)
Net Cash Provided by (or used in) Operating Activities	5,761	3,433	6,628	5,717	6,115	7,222	7,353	6,341	10,763	9,790	6,901	6,918
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(7,134)	(2,803)	(3,443)	(4,577)	(7,643)	(6,846)	(6,008)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Receipts/Purchases - Other Assets	458	(304)	1,195	956	(765)	3,670	917	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(6,676)	(3,107)	(2,248)	(3,622)	(8,407)	(3,176)	(5,091)	(3,637)	(10,678)	(7,391)	(1,375)	(1,627)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(170)	(174)	(177)	(181)	(185)	(188)	(192)	(195)	(200)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(170)	(174)	(177)	(181)	(185)	(188)	(192)	(195)	(200)
Net Increase/(Decrease) in Cash Assets Held	(915)	326	4,380	1,926	(2,466)	3,870	2,081	2,519	(102)	2,207	5,330	5,091
Cash and Cash Equivalents at Beginning of Reporting Period	993	78	404	4,784	6,709	4,243	8,113	10,194	12,713	12,610	14,817	20,147
Cash and Cash Equivalents at End of Reporting Period	78	404	4,784	6,709	4,243	8,113	10,194	12,713	12,610	14,817	20,147	25,239
plus Investments on Hand - End of Reporting Period	5,678	5,973	4,778	3,823	4,587	917	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,756	6,377	9,562	10,532	8,830	9,030	10,194	12,713	12,610	14,817	20,147	25,239

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Sewerage Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	3,523	4,342	4,664	4,843	5,028	5,220	5,420	5,628	5,843	6,067	6,299	6,540
User Charges and Fees	440	276	641	662	684	707	730	755	780	805	832	860
Interest & Investment Revenue	817	1,117	1,004	1,032	1,061	1,091	1,121	1,153	1,185	1,218	1,252	1,287
Other Revenues	63	32	45	321	330	339	348	358	368	379	389	400
Grants & Contributions for Capital Purposes - Cash	505	302	421	436	448	1,376	1,582	1,743	500	514	529	543
Contributions for Capital Purposes -Non Cash (\$94 ,S80A)	1,497	217	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	6,845	6,286	6,775	7,293	7,551	8,733	9,203	9,636	8,676	8,983	9,301	9,630
Expenses from Continuing Operations												
Employee Costs	937	428	620	637	655	674	692	712	732	752	773	795
Materials and Contracts	909	909	1,017	1,045	1,075	1,105	1,136	1,168	1,200	1,234	1,268	1,304
Depreciation	1,075	1,183	1,110	1,141	1,212	1,290	1,332	1,375	1,390	1,434	1,453	1,454
Other Expenses	6	934	1,148	1,220	1,275	1,335	1,401	1,450	1,502	1,578	1,637	1,683
Total Expenses from Continuing Operations	2,927	3,454	3,895	4,044	4,217	4,404	4,562	4,704	4,824	4,998	5,131	5,236
Operating Result from Continuing Operations Surplus/(Deficit)	3,918	2,832	2,880	3,249	3,333	4,329	4,641	4,932	3,852	3,985	4,170	4,395
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,916	2,313	2,459	2,814	2,885	2,953	3,059	3,189	3,352	3,471	3,641	3,851

Murray River Council
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OPTIMISTIC



Sewerage Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	3,095	2,905	3,664	3,125	20,457	19,076	21,026	23,213	26,679	27,895	31,333	36,409
Investments	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Receivables	429	452	520	558	603	704	717	751	650	694	702	715
Other (Includes Assets Held for Sale)	285	396	409	420	432	444	456	469	482	496	510	524
Total Current Assets	18,843	21,209	22,049	23,305	21,492	20,224	22,199	24,434	27,812	29,085	32,544	37,648
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Non-Current Assets	63,270	65,620	69,490	73,070	79,887	87,323	92,011	96,843	99,568	104,599	107,749	109,554
Total Assets	82,113	86,829	91,538	96,374	101,378	107,546	114,210	121,276	127,380	133,684	140,294	147,202
Current Liabilities												
Payables	20	31	220	229	237	246	256	264	272	283	292	301
Total Current Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Total Liabilities	20	31	220	229	237	246	256	264	272	283	292	301
Net Assets	82,093	86,798	91,319	96,145	101,141	107,300	113,954	121,012	127,108	133,401	140,002	146,901
Equity												
Retained Earnings	31,020	33,852	37,221	39,919	46,080	53,671	58,543	63,659	65,080	68,956	70,659	71,187
Revaluation Reserves	32,944	34,817	36,458	38,195	40,021	42,019	44,202	46,502	48,923	51,412	54,027	56,720
Council Equity Interest	-	-	-	(160)	(324)	(491)	(661)	(835)	(1,012)	(1,193)	(1,377)	(1,565)
Other Reserves	18,129	18,129	17,640	18,191	15,364	12,101	11,871	11,686	14,117	14,226	16,693	20,560
Total Equity	82,093	86,798	91,319	96,145	101,141	107,300	113,954	121,012	127,108	133,401	140,002	146,901

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Sewerage Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,670	5,935	6,757	7,283	7,566	8,670	9,201	9,639	8,796	8,996	9,316	9,646
Payments - Operating Activities	(1,885)	(2,260)	(2,325)	(2,634)	(2,449)	(2,482)	(2,860)	(2,980)	(3,289)	(3,226)	(3,507)	(3,760)
Net Cash Provided by (or used in) Operating Activities	4,785	3,675	4,432	4,649	5,117	6,188	6,341	6,659	5,507	5,770	5,809	5,886
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(2,220)	(1,442)	(3,673)	(3,282)	(6,823)	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Receipts/Purchases - Other Assets	(28)	(2,423)	-	(1,746)	19,202	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(2,248)	(3,865)	(3,673)	(5,028)	12,379	(7,402)	(4,221)	(4,297)	(1,864)	(4,374)	(2,187)	(622)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	-	-	-	(160)	(164)	(167)	(170)	(174)	(177)	(181)	(184)	(188)
Net Cash Provided by (or used in) Financing Activities	-	-	-	(160)	(164)	(167)	(170)	(174)	(177)	(181)	(184)	(188)
Net Increase/(Decrease) in Cash Assets Held	2,537	(190)	759	(539)	17,332	(1,381)	1,950	2,187	3,466	1,215	3,438	5,076
Cash and Cash Equivalents at Beginning of Reporting Period	558	3,095	2,905	3,664	3,125	20,457	19,076	21,026	23,213	26,679	27,895	31,333
Cash and Cash Equivalents at End of Reporting Period	3,095	2,905	3,664	3,125	20,457	19,076	21,026	23,213	26,679	27,895	31,333	36,409
plus Investments on Hand - End of Reporting Period	15,034	17,456	17,456	19,202	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	18,129	20,361	21,120	22,326	20,457	19,076	21,026	23,213	26,679	27,895	31,333	36,409

Murray River Council
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OPTIMISTIC



Waste Fund - Income Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Income from Continuing Operations												
Rates and Annual Charges	2,441	3,492	3,672	3,813	3,959	4,110	4,267	4,431	4,600	4,776	4,959	5,149
User Charges and Fees	4,630	5,369	5,573	5,758	5,948	6,146	6,349	6,560	6,777	7,002	7,234	7,473
Interest & Investment Revenue	229	297	267	274	282	290	298	307	315	324	333	342
Other Revenues	19	20	100	103	106	109	112	115	118	121	125	128
Grants & Contributions for Operating Purposes	139	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions for Capital Purposes - Cash	88	119	360	62	64	66	68	70	72	74	76	78
Net Gains from the Disposal of Assets	57	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,603	9,297	9,972	10,010	10,359	10,720	11,094	11,481	11,882	12,297	12,726	13,171
Expenses from Continuing Operations												
Employee Costs	1,424	1,168	1,344	1,382	1,420	1,460	1,576	1,620	1,666	1,712	1,760	1,809
Borrowing Costs	263	-	17	44	34	25	23	16	44	34	23	13
Materials and Contracts	2,989	3,786	3,326	3,419	3,515	3,613	3,714	3,818	3,925	4,035	4,148	4,264
Depreciation	1,233	1,220	1,362	1,261	1,260	1,349	1,552	1,546	1,568	1,348	1,332	1,333
Other Expenses	13	1,650	1,582	1,753	1,803	1,856	2,009	2,068	2,145	2,207	2,282	2,359
Total Expenses from Continuing Operations	5,922	7,824	7,631	7,859	8,033	8,303	8,875	9,069	9,348	9,336	9,545	9,779
Operating Result from Continuing Operations Surplus/(Deficit)	1,681	1,473	2,341	2,151	2,326	2,417	2,220	2,413	2,534	2,961	3,181	3,391
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	1,593	1,354	1,981	2,089	2,262	2,351	2,152	2,343	2,462	2,887	3,105	3,314

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Waste Fund - Balance Sheet												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Current Assets												
Cash & Cash Equivalents	107	132	2,963	3,280	7,215	7,291	5,115	6,972	1,266	2,253	5,658	8,475
Investments	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Receivables	1,128	1,379	866	856	878	921	981	968	1,020	1,053	1,078	1,123
Other (Includes Assets Held for Sale)	68	90	93	95	98	101	104	107	110	113	116	119
Total Current Assets	4,752	5,336	5,416	5,874	8,191	8,313	6,200	8,047	2,396	3,418	6,852	9,717
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	7,145	5,312	8,299	9,453	10,106	11,922	16,942	16,620	18,695	20,181	20,446	21,491
Right-of-Use Assets	350	350	311	983	725	467	541	255	1,009	725	441	208
Other	6,393	9,608	8,798	9,166	8,390	8,733	7,989	8,993	9,650	9,610	9,610	9,610
Total Non-Current Assets	13,888	15,270	17,408	19,601	19,221	21,122	25,472	25,868	29,353	30,516	30,497	31,309
Total Assets	18,640	20,606	22,824	25,475	27,413	29,435	31,672	33,915	31,749	33,934	37,348	41,026
Current Liabilities												
Payables	8	481	495	521	534	550	578	594	611	630	649	668
Lease Liabilities	177	177	68	250	260	270	299	75	278	289	243	223
Provisions	-	-	1,210	-	1,151	-	1,701	6,884	983	-	-	-
Total Current Liabilities	185	658	1,773	771	1,945	820	2,578	7,553	1,872	919	892	891
Non Current Liabilities												
Lease Liabilities	182	5	250	756	497	226	263	187	755	466	223	-
Provisions	8,798	9,184	7,569	8,358	6,819	7,566	5,493	-	-	-	-	-
Total Non Current Liabilities	8,980	9,189	7,819	9,114	7,316	7,792	5,756	187	755	466	223	-
Total Liabilities	9,165	9,847	9,592	9,885	9,260	8,613	8,334	7,741	2,627	1,385	1,115	891
Net Assets	9,475	10,759	13,233	15,590	18,152	20,822	23,338	26,174	29,122	32,548	36,233	40,135
Equity												
Retained Earnings	4,593	6,067	8,343	7,763	7,853	8,051	12,880	13,410	14,962	15,126	14,939	15,666
Revaluation Reserves	1,587	1,397	1,529	1,737	1,973	2,224	2,522	2,944	3,359	3,825	4,328	4,838
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	3,295	3,295	3,360	6,091	8,327	10,547	7,937	9,820	10,802	13,598	16,966	19,630
Total Equity	9,475	10,759	13,232	15,590	18,153	20,822	23,338	26,174	29,122	32,549	36,233	40,134

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



Waste Fund - Cash Flow Statement												
<i>(in \$ '000)</i>	<i>Actual</i>	<i>Budget</i>										
Year Ending	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash Flows from Operating Activities												
Receipts - Operating Activities	6,448	9,025	10,564	10,018	10,345	10,701	11,076	11,463	11,865	12,274	12,705	13,149
Payments - Operating Activities	(4,675)	(6,309)	(6,245)	(7,870)	(6,917)	(8,149)	(7,098)	(9,464)	(14,692)	(9,039)	(8,410)	(8,532)
Net Cash Provided by (or used in) Operating Activities	1,773	2,716	4,319	2,148	3,427	2,552	3,978	1,998	(2,826)	3,235	4,295	4,617
Cash Flows from Investing Activities												
Purchases - Infrastructure, Property, Plant & Equipment	(4,425)	(2,405)	(3,729)	(1,682)	(1,136)	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Receipts/Purchases - Other Assets	(3,449)	(286)	2,241	(149)	1,643	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(7,874)	(2,691)	(1,488)	(1,832)	508	(2,476)	(6,154)	(141)	(2,880)	(2,248)	(890)	(1,800)
Cash Flow from Financing Activities												
Receipts - Council Equity Injection	6,554	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	6,554	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash Assets Held	453	25	2,831	317	3,935	76	(2,175)	1,857	(5,706)	987	3,405	2,818
Cash and Cash Equivalents at Beginning of Reporting Period	(346)	107	132	2,963	3,280	7,215	7,291	5,115	6,972	1,266	2,253	5,658
Cash and Cash Equivalents at End of Reporting Period	107	132	2,963	3,280	7,215	7,291	5,115	6,972	1,266	2,253	5,658	8,475
plus Investments on Hand - End of Reporting Period	3,449	3,735	1,494	1,643	-	-	-	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	3,556	3,867	4,457	4,923	7,215	7,291	5,115	6,972	1,266	2,253	5,658	8,475

Murray River Council
Long Term Financial Plan Scenarios: 2025/26 - 2034/35

OPTIMISTIC



RATIOS												
Year Ending	Actual	Budget										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1. Operating Performance												
Total continuing operating revenue excluding capital grants and contributions less operating expenses	-7.15%	-9.61%	-6.94%	-7.16%	-4.18%	-1.02%	0.53%	2.87%	3.85%	4.25%	5.33%	6.17%
2. Unrestricted Current Ratio												
Current assets less all external restrictions	2.6	1.9	1.6	0.8	0.3	0.3	0.5	1.0	1.6	1.8	2.4	2.8
Current liabilities less specific purpose liabilities												
3. Own Source Revenue												
Total continuing operating revenue excluding all grants and contributions	48%	55%	61%	63%	59%	56%	55%	55%	54%	55%	57%	57%
Total continuing operating revenue inclusive of capital grants and contributions												
4. Debt Servicing Cover Ratio												
Operating results before capital excluding interest and depreciation, impairment and amortisation	0.65%	0.52%	0.46%	0.42%	0.41%	0.39%	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%
Principal repayments plus borrowing interest costs												
5. Rates and Annual Charges Outstanding												
Rates and annual charges outstanding	12.26%	11.95%	11.83%	11.71%	11.60%	11.48%	11.37%	11.26%	11.15%	11.03%	10.93%	10.82%
Rates and annual charges collectable												
6. Cash Expense Cover Ratio												
Current period's cash and cash equivalents plus term deposits	15.7	13.4	8.9	8.8	7.6	6.8	7.2	8.9	8.5	10.3	13.4	16.3
Payments from cash flow of operating and financial activities												
7. Building and Infrastructure Renewal Ratio												
Asset Renewals	131.61%	85.86%	112.83%	98.26%	101.65%	104.83%	94.33%	93.18%	99.10%	110.71%	82.18%	92.01%
Depreciation of Infrastructure assets												
8. Per Capita Operating Expenditure												
Total Operating Expenditure	5.4	5.1	4.9	5.0	5.1	5.2	5.4	5.4	5.4	5.6	5.6	5.7
Total LGA Population												

CHARTING THE 2025/26 BUDGET

LTFP - Taking a Longer View



Long Term Financial Plan

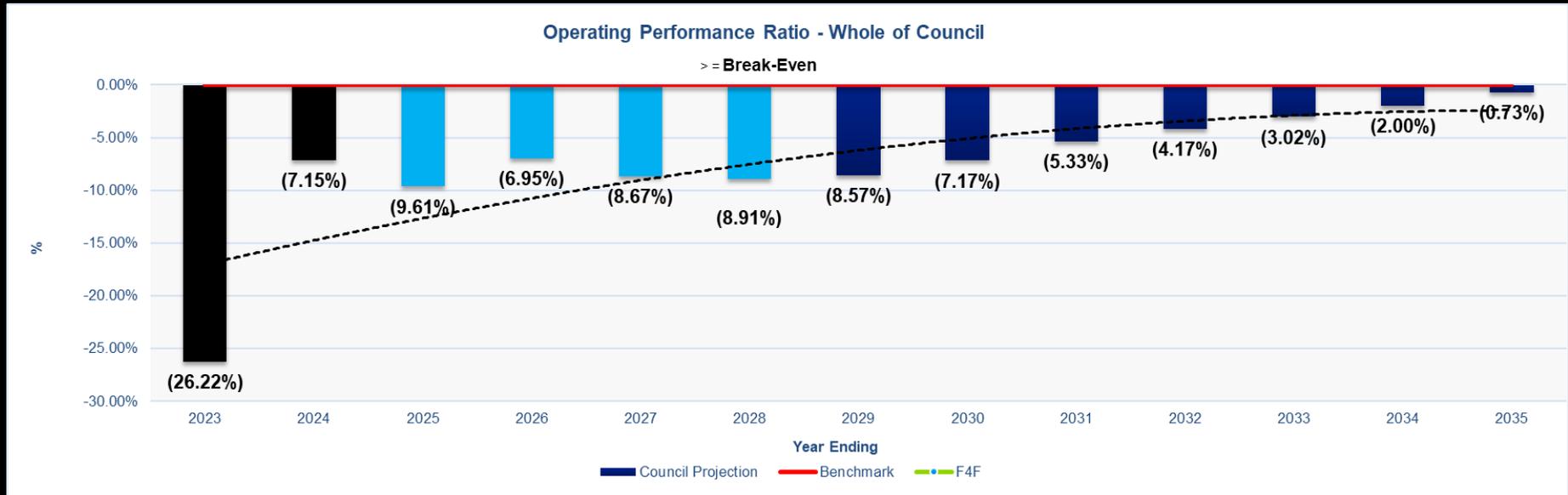
- Required to Compile a 10 Year Financial Plan
 - Due to Long Life Assets
- Required to Compile LTFP for 3 Scenarios
 - Base or Planned
 - Conservative
 - Optimistic

2

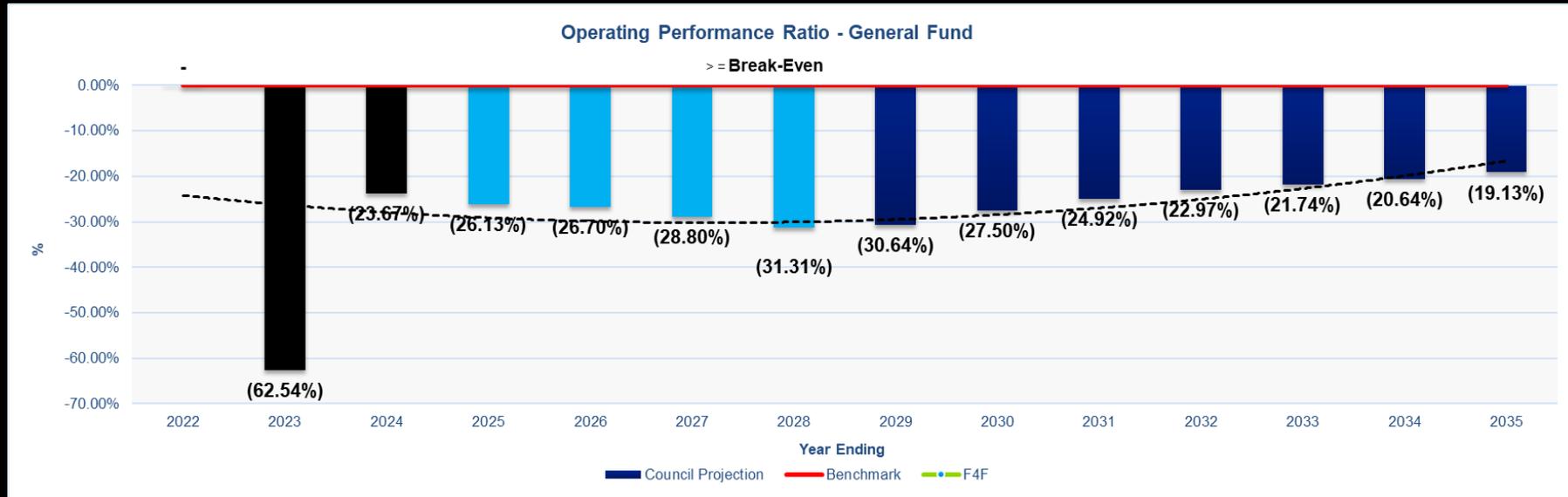
Scenarios

Assumption	Scenario		
	Planned	Conservative	Optimistic
Financial Assistance Grant (FAG)	As per Current Method ≈ 0.5% of Fed Taxation Revenue	As per Current Method ≈ 0.5% of Fed Taxation Revenue	Increased FAGs ≈ 1% of Fed Taxation Revenue
Capital Renewals	Based on Affordability ≈ 12% Below Required Levels	In Line with Required Levels	In Line with Required Levels
Indexation	2.8% - General, 3.5% FAGs	2.8% - General, 3.5% FAGs	2.8% - General, 3.5% FAGs
Growth Rates - FTE	Nil	5% in Yr 5 (representing 10 FTE's)	5% in Yr 5 (representing 10 FTE's)
Inter Fund Transactions	\$16m+ in Dividends & Loans to General Fund	\$16m+ in Dividends & Loans to General Fund	\$3m+ in Dividends to General Fund
Asset Revaluation	2.5%	2.5%	2.5%
Property Growth Rates	1.0%	1.0%	1.0%

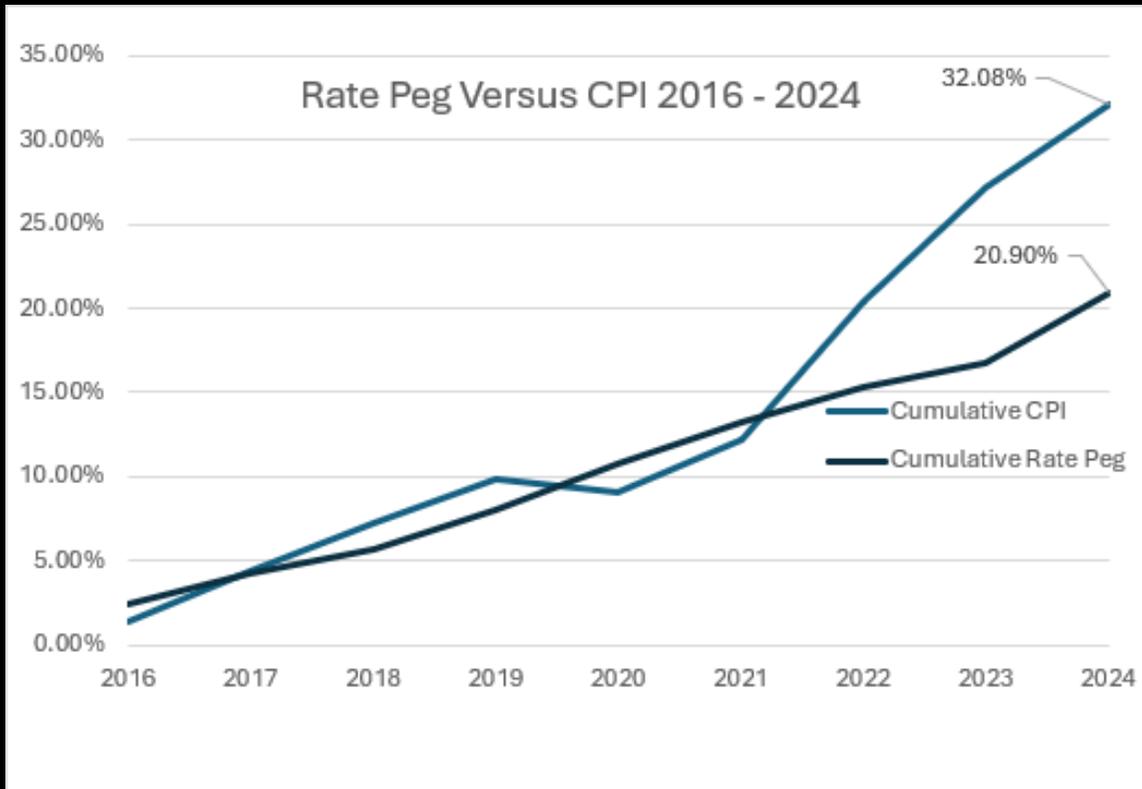
Planned Scenario



Planned Scenario



Why?



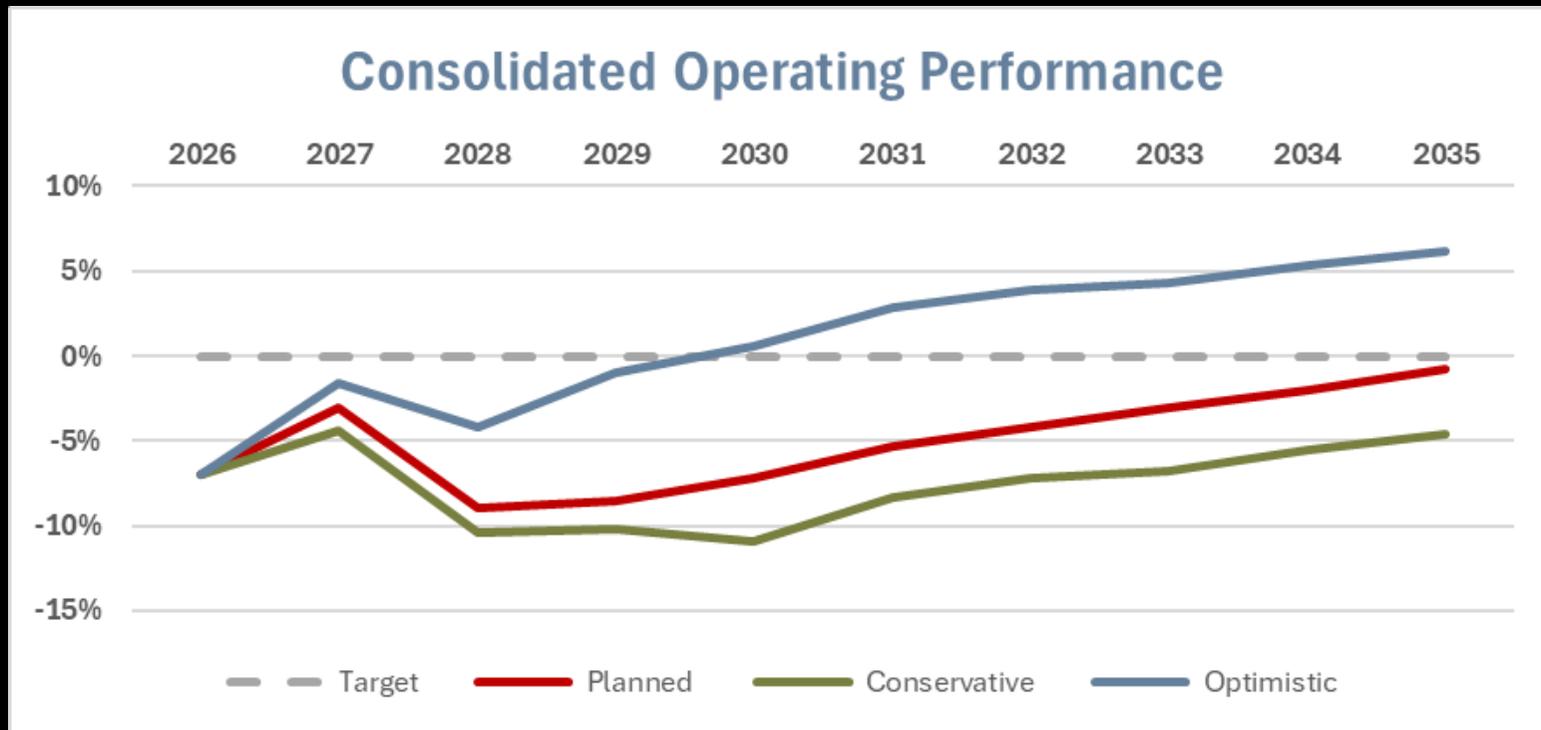
Risk !
Assumption of Revenue and Cost Alignment

Planned Scenario

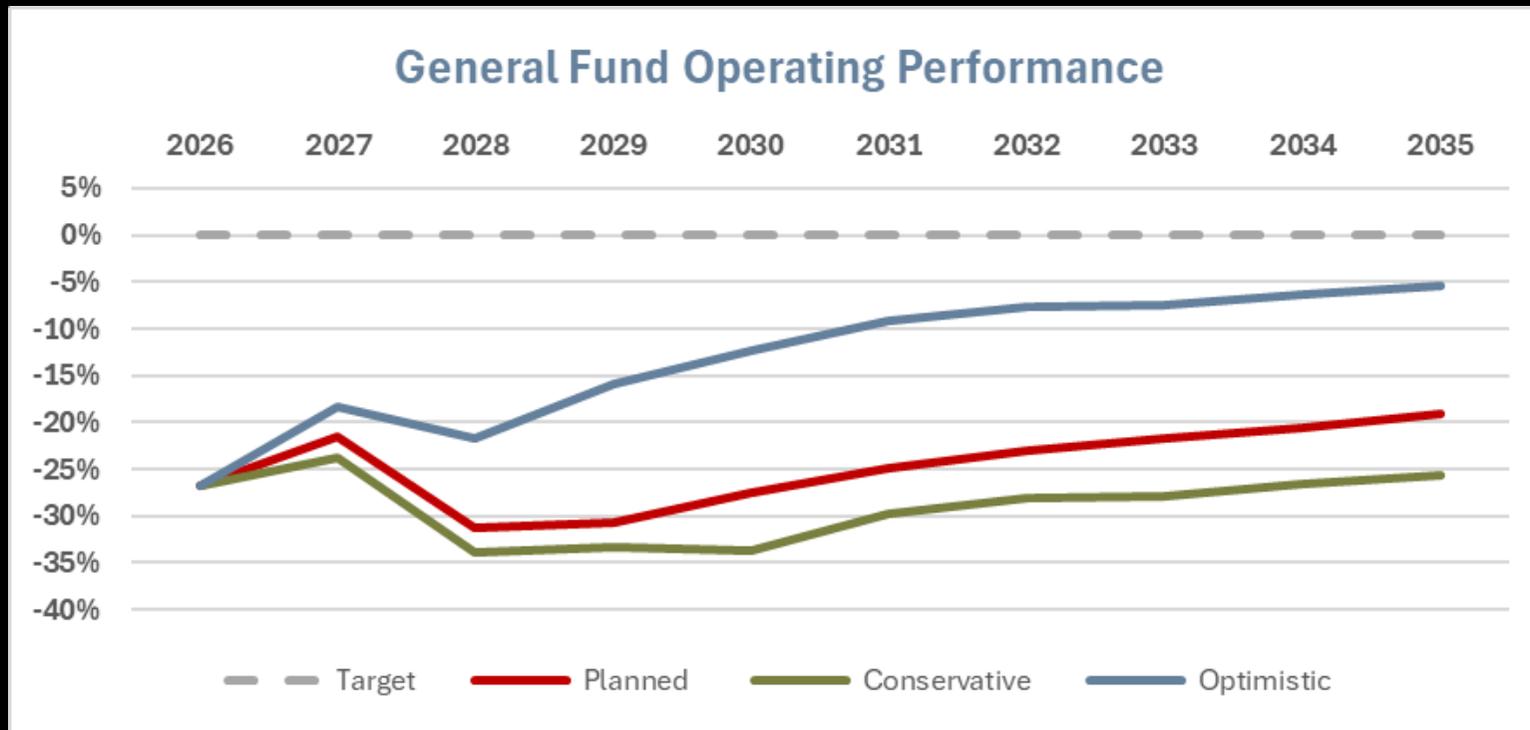
○ Compromises

- Asset Quality - Renewals \approx 12% Below Requirements
 - Major Impact - Roads Asset Quality
- Resort to Dividends from Utilities (Minimal)
- Loan from Utilities (Sizeable - Water & Sewer only)
 - No Ability for Repayment

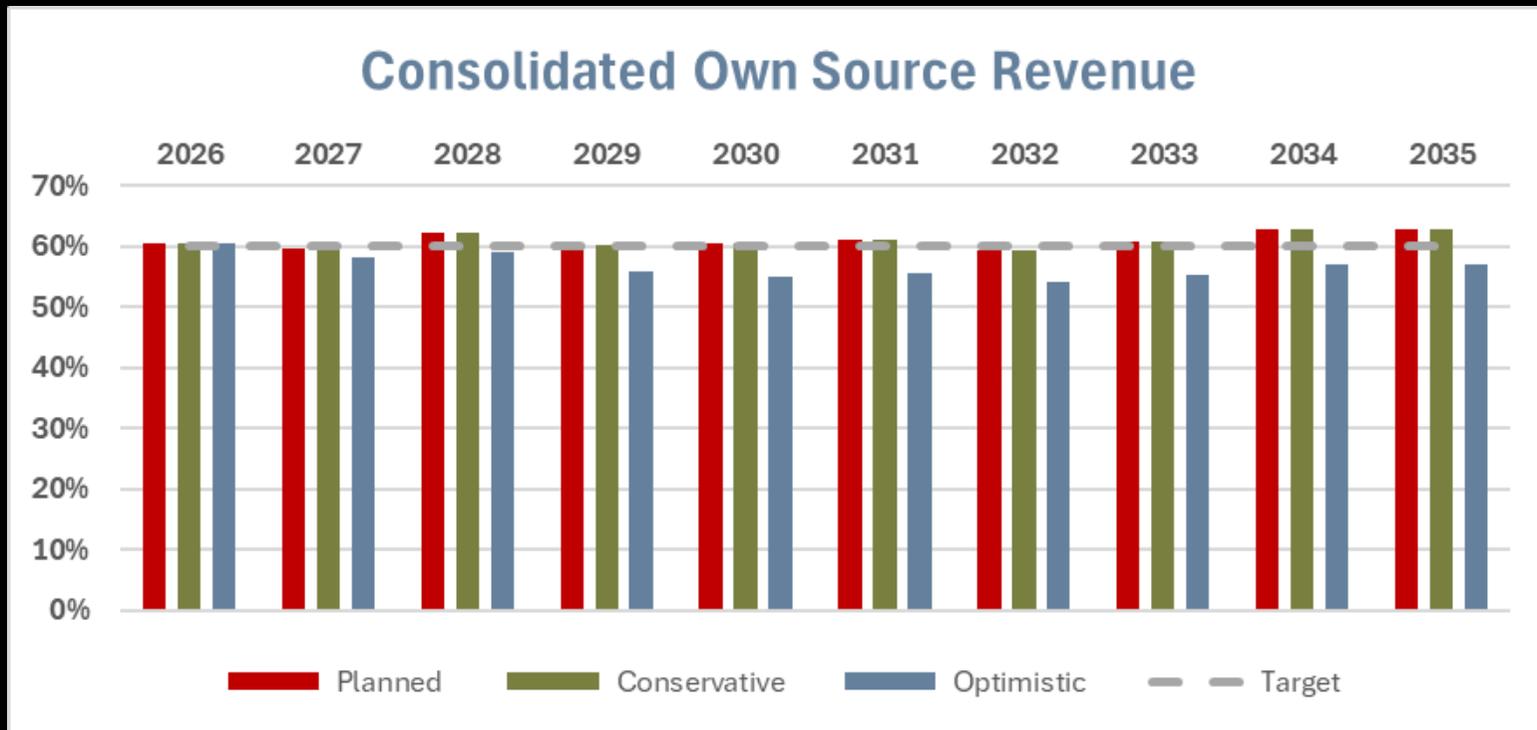
Scenario Comparisons



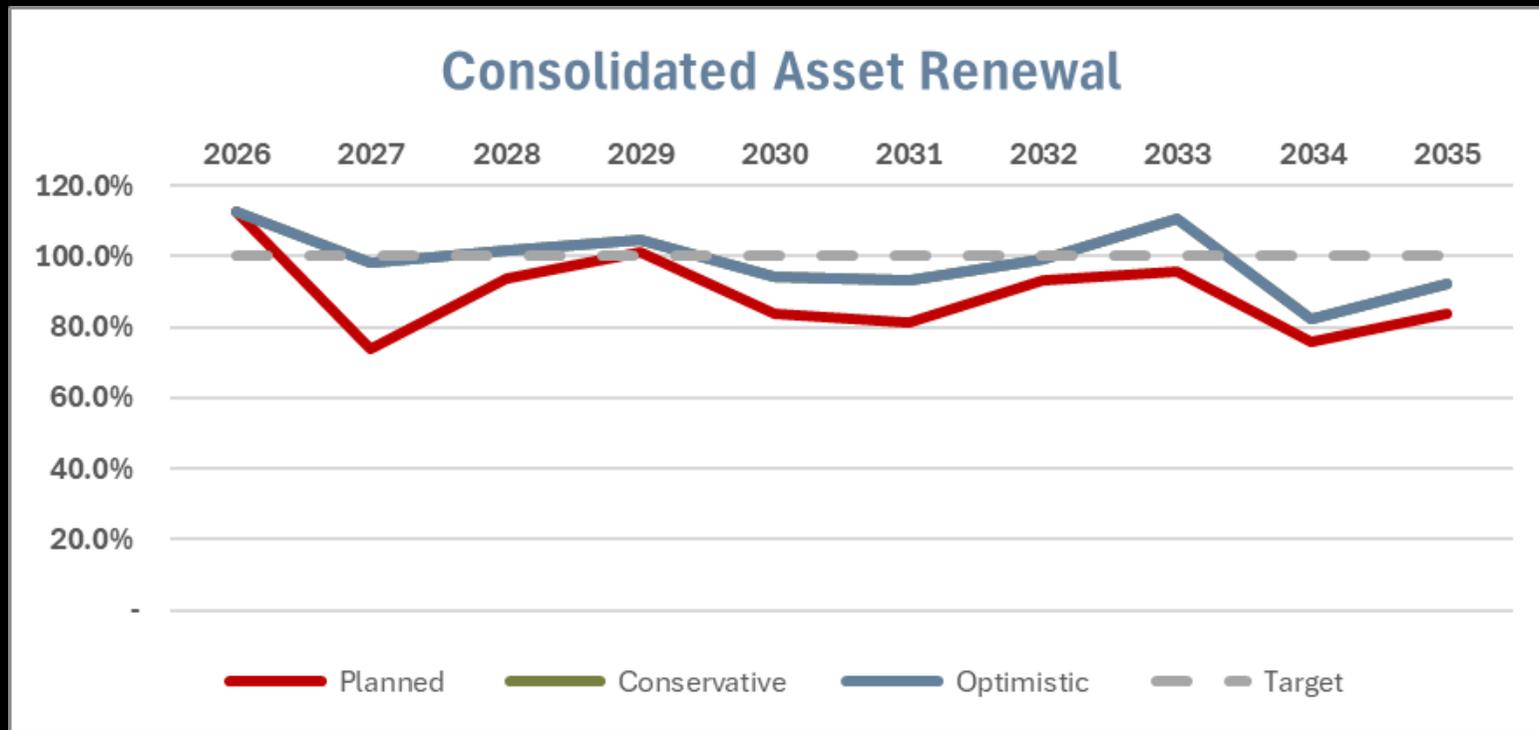
Scenario Comparisons



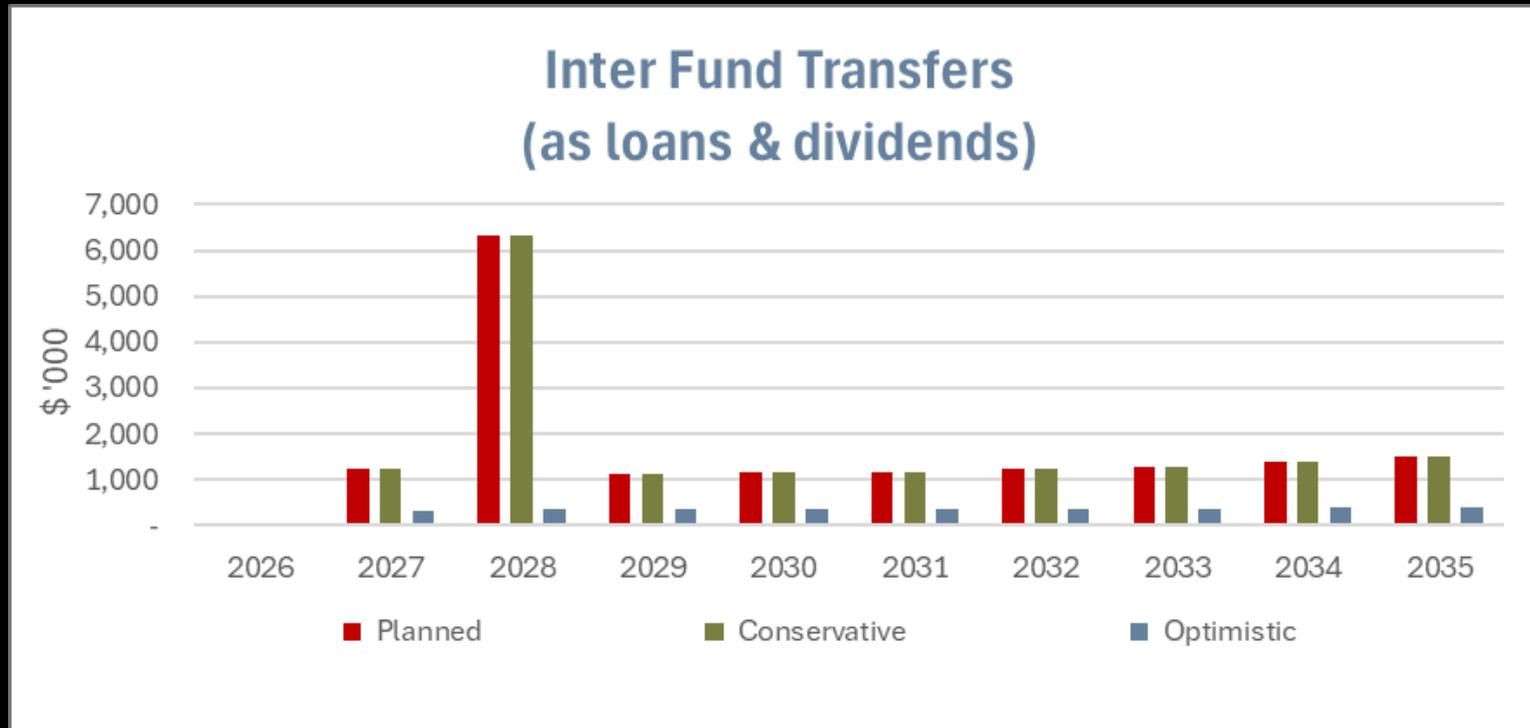
Scenario Comparisons



Scenario Comparisons



Scenario Comparisons



CHARTING THE 2025/26 BUDGET

LTFP - Taking a Longer View



6.1.2 MANAGEMENT LETTER - AUDIT FOR YE 30 JUNE 2025 - INTERIM AUDIT

File Number: -

Author: Sandra Gordon, Manager Governance & Risk

Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the Interim Audit Report / Management Letter be noted.

To be sent by separate email – pending receipt

ATTACHMENTS

Nil

6.2 GOVERNANCE MATTERS

6.2.1 BORROWING POLICY - REVIEW

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the DRAFT Borrowing Policy be endorsed

OR

That the DRAFT Borrowing Policy be endorsed with the following recommended changes.

DISCUSSION

The Borrowing Policy was first adopted at the ordinary Council Meeting held on the 24th October 2023.

Minimal changes to Version #1 have been recommended.

Deletions – **RED**

Additions – **GREEN**

ATTACHMENTS

1. **DRAFT Borrowing Policy V#2** [↓](#) 

MURRAY RIVER COUNCIL
COUNCIL POLICY

BORROWING POLICY

POL-217.V#2

1. INTRODUCTION

Murray River Council (Council) recognises that borrowings for capital works are an important funding source for Local Government. When used prudently, it provides the opportunity to undertake projects early and maintain inter-generational equity on long life assets.

Borrowings may be an appropriate source of funding for the following reasons.

- ▶ Land acquisitions;
- ▶ Asset acquisitions for strategic property holding or commercial opportunities (e.g: projects that generate an income that can be used to service the borrowing);
- ▶ New assets constructed (e.g: roads, sports/aquatic centre, sporting field, arts centre etc);
- ▶ An asset upgrade (e.g: a footpath widening); and/or
- ▶ A specific and significant one-time asset renewal or replacement, (e.g: replacement or refurbishment of significant asset components).

Borrowings should not be used to fund general operations and maintenance projects as subsequent repayments will reduce funds otherwise available.

Wherever possible, Council will look to fund repayments from the revenue generated from the asset or the service provided using the asset. For example, servicing of borrowings to build a landfill will be, to the extent possible, be funded from waste related revenue streams.

2. OBJECTIVES

The objective of this Policy is to ensure that the use and management of borrowings:

- ▶ Complies with the applicable Ministerial Revised Borrowing Order(s);
- ▶ Is undertaken with due regard for Council's role as a custodian of public funds;
- ▶ Is undertaken with the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons; and
- ▶ Complies with Council's overall risk management framework.

Council's power to borrow funds arises from Section 621 of the Local Government Act 1993 (The Act). As a custodian of public funds, Council must exercise the reasonable care and diligence that a prudent person would exercise when borrowing funds.

This Policy provides a framework for Council to borrow funds while ensuring the ongoing viability of the Council by not permitting overall borrowings to extend beyond its ability to meet future repayments and budgetary obligations.

Council, in implementing this Policy, is required to also adhere to the Office of Local Government (OLG) Borrowing Order pursuant to Section 624 of The Act, notify the Office of Local Government (OLG) of borrowing undertaken pursuant to Section 230(1) of the Local Government (General) Regulation 2021 (The Regulation) and the reporting requirements around debt service ratio as part of the quarterly budget review process and year-end financial statements.

3. SCOPE

The policy applies to all Councillors and Council Officers who are delegated responsibility, or involved in, the decision making and management of Council's loan portfolio.

4. LEGISLATION

- ▶ Local Government Act 1993 (NSW)
- ▶ Local Government (General) Regulation 2021 (NSW)

5. ~~LOCAL GOVERNMENT (GENERAL) REGULATION 2021 (NSW)~~ POLICY STATEMENT

5.1 RESPONSIBLE OFFICER

- ▶ Authority for the implementation of this Policy is delegated by Council to the Chief Executive Officer (CEO).
- ▶ Under Section 378 of The Act, the CEO delegates the Council Officer responsible for Council's overall loan portfolio as the Responsible Accounting Officer (RAO).

5.2 BORROWING GUIDELINES

The following guidelines have been set to provide a clear framework for management and staff to follow when considering a loan borrowing (whether external or internal):

- ▶ Establishing and monitoring of borrowings is the responsibility of the ~~Manager Finance~~ Chief Finance Officer in conjunction with input from those Council Officers delegated with management of department budgets;
- ▶ Evaluating the financial impact of the proposed borrowing on Council's Long-Term Financial Plan, Delivery Program and Operational Plan must be considered. This includes reviewing the impact of the loan over the life of Council's plans/ programs and the impact of the of the capital projects funded by the proposed borrowings (for example, public benefit of undertaking the project);
- ▶ Compiling a Business Case for the project to be funded by borrowings, in keeping with Project Management Framework;
- ▶ Ensuring the total amount of borrowings (including proposed new borrowing) is sustainable in terms of Council's ability to meet future repayments and budgetary obligations;
- ▶ Assessing the Debt Service Ratio (DSR) impact. This ratio measures the availability of operating cash to service total debt including interest payments & principal, repayments;
- ▶ Identifying the proposed structure of the borrowings and the how Council will procure the borrowings to achieve competitive and favourable terms; and
- ▶ Aligning to the extent possible the term of borrowings to the life of the underlying asset where possible.

5.3 BORROWING REGULATIONS

- ▶ Council can borrow funds under Section 621 of the Act. Security for borrowings is provided under Section 229 of the Regulation where the repayment of principal and the payment of any interest, is a charge on the income of Council;
- ▶ All borrowings must be approved by Council resolution and included in Council's annual ~~draft~~ Operational Plan;
- ▶ Council must complete and lodge with the NSW Treasury Corporation (TCorp) a "Proposed Loan Borrowing Return" in July each year. If there is an increase in the proposed amount to be borrowed, Council must re-submit an amended Loan Borrowing Return, including the updated amounts, to TCorp;
- ▶ If, during the year, Council is required to increase its proposed borrowings or change the purpose of the initial request, a Council resolution must be passed prior to drawing down of any funds;
- ▶ Council must include details of proposed additional borrowings and renewal of existing borrowings within the annual Operational Plan;
- ▶ The CEO, under Section 230(1) of the Regulation, must notify the Secretary (OLG) within seven (7) days after entering into a contract to undertake borrowings;
- ▶ Council is restricted, by the Ministerial Revised Borrowing Order, to source borrowings from Australia, denominated in Australian dollars;

- ▶ Borrowings must be undertaken in accordance with the Statement of Business Ethics Policy, Procurement Policy and the Fraud and Corruption Policy of Council; and
- ▶ Any contractual arrangements with external contractors/consultants shall obligate such contractors/consultants to abide by the requirements of this Policy.

5.4 EXPRESSION OF INTEREST (EoI) PROCESS

- ▶ Quotations from Authorised Deposit-Taking Institutions (ADI) and NSW Treasury Corporation (TCorp) may be obtained for borrowings outlined within the adopted annual Operational Plan;
- ▶ A minimum of three (3) ADIs (including T-Corp) are to be invited to submit written quotations to meet Council's borrowing requirements;
- ▶ Appropriate and acceptable documentation must be provided to Council by any prospective lender during the EoI process. Written quotations must include the:
 - Interest rate and whether the rate is fixed or variable;
 - Term of the loan;
 - Repayment intervals (monthly, quarterly etc);
 - Repayment instalment amount; and
 - Any applicable fees.
- ▶ To ensure that Council is informed of the most current interest rate pricing, ADIs will be requested to provide updated pricing as near as possible to the date and time of the Council **Ordinary** meeting, in which the report will go to Council seeking approval to undertake the borrowing.
- ▶ The outcome of the EoI process (including updated interest rate pricing) will be reported to Council with a recommendation to accept the most advantageous quotation. Where the borrowing structure differs between the quotations (e.g., a fixed rate quotation and a variable rate quotation), the report shall examine the risks and benefits of each structure, with reasons for the recommended structure.
- ▶ The Council resolution approving the borrowing is to include the specific details required to ensure the proper execution of loan documentation, for example, affixing the Common Seal of Council if required.

5.5 INTERNAL BORROWINGS (BETWEEN COUNCIL FUNDS)

The Act restrains the way Council raises and uses money.

Section 409(3) of the Act states:

- a) money that has been received as a result of the levying of a special rate or charge may not be used otherwise than for the purpose for which the rate or charge was levied, and
- b) money that is subject to the provisions of this or any other Act may be used only for that purpose, and
- c) money that has been received from the Government or from a public authority by way of a specific purpose advance or grant may not, except with the consent of the Government or public authority, be used otherwise than for that specific purpose.

However, Council may use externally restricted funds by way of internal borrowing, subject to receiving Ministerial approval to do so in accordance with Sub Section 410(3) and (4) of the Act.

410 Alternative use of money raised by special rates or charges:

3. Money that is not yet required for the purpose for which it was received may be lent (by way of internal loan) for use by the Council for any other purpose if, and only if, its use for that other purpose is approved by the Minister.
4. In granting such an approval, the Minister must impose conditions as to the time within which the internal loan must be repaid and as to any additional amount, in the nature of interest, that is to be paid in connection with that loan.

- ▶ Council may also use money that has been received from the Government or from a public authority by way of a specific purpose advance or grant, with approval from the Government or public authority providing the funding.
- ▶ Council may also undertake internal borrowing, between the Funds (General, Water, Sewer, and Waste) of Council, subject to a Council resolution to do so.
- ▶ The full impact of the borrowings must be disclosed in the Council resolution and the internal agreement must set out:
 - The reason for the borrowing;
 - The basis of calculating the amount of the borrowing;
 - The permitted use/s of the borrowed funds;
 - The internal restriction that will be borrowed from;
 - Interest rate applicable for borrowing, set at the weighted interest rate return on investments unless another rate is determined and approved by Council; and
 - Repayment period to repay internal borrowings drafted to ensure repayments, taking into consideration internal restrictions, can be funded.

5.6 ETHICS AND CONFLICTS OF INTEREST

Council Officers:

- ▶ Shall refrain from personal activities that would conflict with the proper execution and management of Council's borrowing process. This includes activities that would impair the Council Officer's ability to make impartial decisions.
- ▶ Must immediately upon becoming aware, disclose to the CEO any (perceived or real) conflicts of interest in accordance with Council's Code of Conduct (Employees) Policy.

5.7 FINANCIAL RECORD KEEPING & REPORTING

The Manager Finance is required to maintain a Loan Repayment Schedule.

6. ROLES AND RESPONSIBILITIES

POSITION	RESPONSIBILITY
Mayor	Lead Councillors in establishing this Policy after considering its implications on the financial position of, and risks borne by, Council. Receive, and where required query, reports related to the borrowing process.
Chief Executive Officer (CEO)	Provide the required delegations for Council Officers to fulfill their responsibilities and obligations under this Policy.
Director Corporate Services (DCS)	To lead Council Officers, where so appropriate, in their understanding of, and compliance with, this Policy.
Manager Finance Chief Finance Officer	To communicate and implement this Policy. To put in place appropriate controls to ensure that this Policy is complied with by all staff and in a manner that any breaches will be identified speedily.
Council Officers	To be aware of their responsibilities and obligations under this Policy

7. EVALUATION AND REVIEW

It is the responsibility of the Director Corporate Services in conjunction with the ~~Manager Finance~~ Chief Finance Officer to monitor the adequacy of this Policy and recommend appropriate changes.

This Policy shall be reviewed, at a minimum of every four (4) years or sooner if needed.

8. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYMS

External

- ▶ Office of Local Government - Ministerial Revised Borrowing Orders
- ▶ Code of Accounting Practice and Financial Reporting
- ▶ Australian Accounting Standards

Internal

- ▶ MRC Policy – Asset Accounting Policy (POL-309)
- ▶ MRC Policy – Budget Policy (POL-216)
- ▶ MRC Policy – Code of Conduct (Councillors) Policy (POL-100.1)
- ▶ MRC Policy – Code of Conduct (Employees) Policy (POL 100.2)
- ▶ MRC Policy – Delegations of Authority (Mayor and CEO) Policy (POL-102)
- ▶ MRC Policy – Delegations of Authority (CEO to Employees) Policy (POL-107)
- ▶ MRC Policy – Fraud & Corruption Policy (POL-212)
- ▶ MRC Policy – Risk Management Policy (POL-200)
- ▶ MRC Policy – Statement of Business Ethics Policy (POL-201)
- ▶ MRC Policy – Procurement Policy (POL-205)
- ▶ MRC Plan - MRC Risk Management Framework
- ▶ MRC Plan - Operational Plan, Delivery Program and Long-Term Financial Plan

Definitions:

Term	Definition
Act	Local Government Act 1993 (NSW)
CEO	Chief Executive Officer.
Community Strategic Plan (CSP)	A plan that outlines the community's vision and aspirations for a period of ten or more years.
Council Officer	Employees, including the CEO, and any contactors duly engaged by Council.
DCS	Director of Corporate Services
Delivery Plan	The Delivery program is a four (4) year plan that turns the strategic goals found in the Community Strategic Plan into actions. It is the point where council makes a commitment to the Community Strategic Plan, and act upon those issues that are within its area of responsibility.
DSR	Debt Service Ratio, calculated by dividing the "Operating Result before Capital excluding Interest, Depreciation, Impairment & Amortisation, by the

	Principal Repayments plus Borrowing Costs.
EOI	Expression of Interest
Interest rate	The interest rate is the amount a lender charges a borrower and is a percentage of the principal—the amount loaned.
Minister	Minister for Local Government of New South Wales
OLG	Office of Local Government.
Ministerial Revised Borrowing Order(s)	The applicable Order as of adopting this Policy is the Ministerial Revised Borrowing Order(s), dated 13 May 2009
RAO	Responsible Accounting Officer, as identified in the register of delegations.
Regulation	Local Government (General) Regulation 2021 (NSW)
Secretary	Office of Local Government Secretary
TCorp	NSW Treasury Corporation, the central borrowing authority for the NSW public sector.

9. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial policy creation and issue	24 October 2023 to DRAFT	VF/23/1056	091023
2	Policy reviewed and updated	DRAFT	VF/23/1056	

Council reserves the right to review, vary or revoke this policy at any time.
This Policy is scheduled for review in or before 2029.

NOTE:

This is a controlled document. If you are reading a printed copy, please check that you have the latest version by checking it on Councils Electronic Document system. Printed or downloaded versions of this document are uncontrolled.

DISCLAIMER:

This document was formulated to be consistent with Murray River Council's legislative obligations and within the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines, and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a Business Unit, position title or a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. When such changes are made the version number will be amended and an extension



BORROWING POLICY

POL-217

added (eg V#1.1)

DRAFT

6.2.2 PROCUREMENT POLICY - REVIEW

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the DRAFT Procurement Policy V#3 be endorsed.

OR

That the DRAFT Procurement Policy V#3 be endorsed with the following recommendations for change.

DISCUSSION

The Procurement Policy was first adopted on the 17th April 2018 and then again on the 24th May 2021 to reflect the changes to the tendering threshold in the Local Government Act 1993.

This Version – Version #3 DRAFT – of the Procurement Policy was presented to Council on 25th March 2025 and placed on public display for 28 days.

The Policy will come back to Council in May or June 2025 after consideration of any external or internal recommendations.

ATTACHMENTS

1. Procurement Policy V#3 - Review [↓](#) 
2. Infocouncil Report - Procurement Policy Review - Council Meeting 25 March 2025 [↓](#) 

MURRAY RIVER COUNCIL
COUNCIL POLICY

DRAFT
PROCUREMENT
POLICY

POL-205.V#3



1. INTRODUCTION

This Procurement Policy ('the Policy') is made in accordance with s55 *Local Government Act 1993* (NSW) ('the Act') and other relevant legislation applicable to procurement and tendering of goods, services or works. The purpose of this Policy is to define the overarching principles relevant to local government procurement and to ensure that any Council Officer or Councillor ('Responsible Officer') conducting procurement activities on behalf of Murray River Council ('Council'), is aware of their responsibility to comply with legislative requirements and apply best practice principles to ensure probity at all stages of the procurement process.

2. OBJECTIVES

The objectives of this Policy are to ensure that all procurement activities undertaken on behalf of Council are carried out effectively and ethically, regardless of value. All procurement, contracting, purchasing and contract management activities conducted by Council will endeavour to meet best practice procurement principles by:

- ▶ positioning Council to acquire the correct goods, services or works, in the correct quantities, to the required specification and in line with the approved Council budget;
- ▶ delivering high standards of probity, integrity and equity in its procurement of goods, services and works;
- ▶ ensuring value for money, optimisation of Council resources and effective risk management in the procurement of goods, services and works;
- ▶ supporting a culture of honesty, fairness, transparency, accountability and confidentiality in all procurement activities undertaken by or on behalf of Council;
- ▶ adopting a strategic approach to procurement planning and process implementation;
- ▶ ensuring environmentally, socially and economically sustainable outcomes are considered to the fullest extent in all purchasing decisions;
- ▶ where practicable, supporting Local Suppliers where to do so would not be detrimental to a value for money outcome;
- ▶ properly planning and scoping projects to ensure they are delivered on time, within cost constraints and meet the needs of end users;
- ▶ providing a robust and transparent audit trail of all correspondence and documentation relating to the process, including sufficient justification for any resulting decision;
- ▶ ensuring compliance with legislative obligations, Council long-term strategic planning objectives, policy and industry standards;
- ▶ encouraging collaboration with other Councils or agencies where economies of scale can be leveraged to produce an optimal outcome; and
- ▶ ensuring Councillors and Council Officers act within the level of their authority and are accountable for decisions they make.

3. SCOPE

This Policy applies to all Councillors and Council Officers involved in the procurement of goods, services and works and their interactions with suppliers and contractors on behalf of Council.

The Policy is intended to cover initiation of the procurement activity, from identification of the need for goods, services or works, through to completion of the engagement of a selected supplier and management of supplier performance for the duration of the work.

For the sake of clarity, this Policy does not extend to the following transaction types:

- ▶ agreements involving land to which Council's Leasing and Licensing Policy applies;
- ▶ land transactions to which Council's Land Acquisition and Disposal Policy applies; or
- ▶ issue and use of corporate credit cards by Council Officers and Councillors.

4. POLICY STATEMENT

Council Officers must conduct all procurement, tendering and business relationships in a manner which is at all times consistent with the following principles:

▶ **Value for Money**

Council's procurement activities will be specific to the estimated value, level of complexity and risk rating for the particular project, service or works required, in order to generate a value for money result and encourage market competition. The level of complexity of the process carried out should be appropriate to the work being procured, having regard to the efficient use of Council resources and the need for efficiency.

Council acknowledges that value for money must be determined by reference to a variety of factors in addition to price. An assessment of value for money will involve a balanced measure of benefit, appropriate to the level of risk and with consideration of current market influences on the particular goods, service or works required.

In assessing value for money, Council Officers will consider price in conjunction with other criteria, such as:

- the degree of conformity of the supplier's proposal with Council's specified requirements, which will be determined with regard to relevant legislative, industry code or industry standard requirements, Council policy, previous decisions and Council's long term strategic plans and delivery programs;
- 'whole of life' or 'total cost of ownership' factors including costs associated with acquiring, transitioning, using, holding, maintaining and disposing of the assets;
- qualitative factors, including known and past performance history, capacity and availability of resources, capabilities and expertise in consideration of fitness for purpose, methodology and program delivery;
- return on investment (both tangible in the form of cost savings and intangible in form of other benefits).

▶ **Probity and Transparency**

Council will conduct all procurement activities and manage business relationships in an open, honest, ethical, fair, and transparent manner. To that end, all Councillors and Council Officers involved in any procurement activity must act with honesty, integrity, diligence, and a high degree of care. Specifically, they must:

- Act within the limit of their delegated authority.
- Properly document the process from planning and commencement of the procurement activity to awarding a contract (including a Purchase Order), to ensure the decision is transparent and defensible.
- Provide all suppliers who are invited to quote or entitled to tender for Council business with equal information and an equal timeframe in which to submit a proposal.
- Avoid any actions which have the potential to allow a particular supplier an unfair advantage. This includes not disclosing or allowing to be disclosed a competitor's pricing (other than as disclosed on Council's GIPA contracts register), trade secrets or other commercial in-confidence information to any current or prospective supplier.

- Complete a risk assessment and implement any necessary mitigation measures to appropriately manage identified risks for all procurement activities.
- Not accept gifts, gratuities, or hospitality for personal gain, except as permitted by Council's Code of Conduct Policies (POL-100.1 and POL-100.2) and Gifts, Benefits and Hospitality Procedure (POL-100) and the relevant Act. Councillors and Council Officers must be particularly careful to avoid situations where gifts or hospitality could be perceived by the public as an inducement by a supplier to secure favourable treatment.
- Comply with the requirements of this Policy, the Procurement Procedure, and relevant government guidelines. Non-compliance may result in disciplinary action. Serious matters involving suspected corrupt, fraudulent or dishonest conduct should be reported to the Independent Commission Against Corruption ('ICAC') and/or any other authority as may be appropriate.
- Raise and provide to the supplier a valid purchase order prior to the commencement of work.
- Avoid splitting purchase orders to circumvent financial delegation limits or correct procurement process for the total estimated spend.
- Avoid or appropriately manage any situation where private interests may conflict with their Council duties. All conflicts of interest must be handled according to Council's Code of Conduct Policies. All persons involved in a particular Approach to Market must declare and appropriately manage any perceived, potential, or actual conflicts of interest.
- Appropriately handle, store and dispose of and preserve confidentiality of:
 - information disclosed during requests for tender or requests for quotation;
 - any other commercial-in-confidence information; and
 - pre-contract information provided in tenders or during negotiations.
- Avoid discussing current or proposed contracts with any third-party.
- Not enter into discussions or written exchanges with potential suppliers while a request for tender remains open to the market.
- Ensure the contract name, value and successful contractor name is made publicly available on Council's website as soon as practicable following the award of a contract for which a public tender process has been completed.

› **Open and Fair Competition**

Council will afford all businesses with whom it deals an equal opportunity, through impartial decision making and adequate processes to reduce the risk of improper gain or loss of advantage to suppliers. For the sake of clarity, fairness is not intended to imply universal satisfaction or forgoing the reasonable pursuit of Council's legitimate interests. Whether provided in writing or verbally, information issued to prospective respondents as part of a request process must be identical and all conforming responses evaluated by reference identical, predetermined evaluation criteria.

Councillors and Council Officers must not engage in or support practices that are anti-competitive or collusive in nature. Council's procurement processes will seek to minimise the risk of anti-competitive conduct. In this regard, Council will cease the engagement of any Supplier who is considered to contravene the Supplier Code of Conduct or any statutory requirement, including those aimed at preventing collusive or anti-competitive practices.

Council Officers will consider the merit of particular contract terms by reference to the level of market competition for the works, goods or service, including any potential barrier to doing business with Council for new Suppliers entering the market.

› **Accountability**

Council Officers and Councillors must consider Council's statutory obligation to manage financial

risks. Accordingly, a procurement activity must not proceed unless the availability of funds within an approved Council budget or another source of funds is first confirmed. It is the responsibility of the Responsible Officer to confirm availability of a sufficient, approved budgeted sum prior to undertaking any procurement activity and to ensure sufficient funds remain available to cover any contractual commitments which may result from the Approach to Market activity.

Council Officers must not authorise expenditure beyond their financial delegation and should not disclose budgeted sums to prospective or current Suppliers, except in very limited circumstances, where the project and supplier market are such that disclosing a 'ceiling' budget sum is considered likely to encourage innovation or maximise pricing inclusions to produce a better value for money outcome.

▸ **Risk Management**

- For the purposes of this Policy, the term 'risk' has the same meaning given to it as defined in Council's Risk Management Framework as updated from time to time.
- Council will undertake procurement activities within its Risk Appetite Statement, with the aim of avoiding unnecessary and unacceptable risks.
- It is the responsibility of the Responsible Officer to carry out a risk assessment prior to commencing any procurement process, to identify the project or service risk rating and any risk mitigation and management measures which may be required (including but not limited to considering whether a formal contract is required). The risk management measures should be applied throughout all stages of the procurement process and for the duration of the work, to ensure that activities are well-planned and executed in a way that protects and enhances the Council's ability to prevent, withstand, and recover from disruptions in the supply of goods, services, and works, as appropriate for the risk rating applying to the work to be carried out.
- Before making a decision to purchase goods or services that may impact the health, safety, and/or welfare of workers, the Responsible Officer must ensure compliance with all relevant WH&S standards and Council WH&S Policies and Procedures.
- Additionally, when initiating an Approach to Market, Purchasing Officers must assess potential risks and either eliminate or manage them to an acceptable level in line with Council's Risk Management Framework. Goods, services or works acquired are expected to comply with relevant Australian Standards and meet required certification, licence, insurance, warranty, and guarantee requirements as outlined in the terms and conditions of purchase (as determined by the Responsible Officer or project sponsor at the time of planning the procurement activity).

▸ **Sustainability**

Sustainability is defined as maintaining and improving the community's quality of life for both current and future generations through a balance of economic sustainability, environmental conservation, conscious and appropriate use of resources and community wellbeing. Procurement proposals will be evaluated based on their commitment to a quadruple bottom line approach over the life of an asset or project, including assessment of economic viability, environmental sustainability, social responsibility, governance and leadership.

▸ **Environmental Sustainability**

Council is committed to conducting procurement in alignment with best practice environmental sustainability principles, aiming to minimise greenhouse gas emissions and other environmental impacts to minimise its carbon footprint. Council acknowledges its role in promoting sustainable development through the procurement of goods, services, and works. In its procurement decisions, Council will prioritise reducing resource consumption, protecting biodiversity, and minimising

environmental impacts wherever possible.

To achieve these objectives, wherever it is practicable and financially viable to do so, Council will:

- Consider the entire lifecycle of goods and services.
- Evaluate the environmental performance and systems of suppliers and contractors, encouraging environmentally responsible practices.
- Select products and services that minimise the depletion of natural resources and biodiversity.
- Prefer ethically sourced goods and services, including Fairtrade or equivalent products.
- Ensure compliance with Australian standards, regulations and codes of practice and seek to ensure the same from suppliers.

› **Social Procurement**

- Social procurement generates positive outcomes by leveraging the procurement process to effectively contribute towards building stronger communities and advancing the needs of disadvantaged groups within the communities it serves.
- Council will demonstrate commitment to its social responsibility and generate socially sustainable outcomes through procurement processes (set out in Appendix B) and the development of specifications which seek to:
 - ensure local businesses are encouraged and supported wherever possible to tender for Council contracts;
 - ensure materials are sourced from the local area wherever possible, to support the local economy;
 - enhance partnerships with other Councils, suppliers and community stakeholders;
 - build and maintain a strong local economy by exploring ways to generate local employment and employment of individuals from disadvantaged groups;
 - identify and engage Social Enterprises wherever practicable; and
 - ensure human rights obligations are upheld.
- To support socially and ethically responsible procurement, Council will also assess whether contractors and suppliers promote socially and ethically responsible practices as part of their standard operations.

› **Governance and Leadership**

Council will seek to continuously improve its procurement processes to ensure good governance, and efficient use of resources to produce optimal outcomes. Council will endeavour to uphold the highest standard and act as a leader in the communities within which it operates. Suppliers will be provided with guidance as to the standard of performance expected of them and adherence to legislative requirements.

› **Confidentiality**

Council is committed to ensure information which would ordinarily be considered commercial in-confidence is not shared or made public without the written consent of the owner of that information, without a right to do so under a legal agreement governing the disclosure of that information, or where, on balance, to do so would harm the public interest. Council must further treat tenders and any commercial in-confidence detail and supplier trade secrets or other business information fairly, impartially, and securely.

› **Efficiency**

Each procurement process should be appropriate to the scale and complexity of the goods, service or works required. A procurement plan must be prepared for all tenders and should be holistic, fit for purpose, and approved prior to releasing the Approach to Market. It must be timely, with due

consideration for deadlines for meeting Council's objectives and obligations, and must observe any deadlines applicable under statute, regulation and policy. Council will use well-designed delegations of authority to empower Council Officers to make procurement decisions and maximise efficiency in workflows.

› **Good Faith**

Council will act in good faith in all supplier dealings and will maintain positive business relationships with its Suppliers through open and effective communication, respect and trust, and amicable dispute resolution. Procurement activities must not be initiated without a firm intention and capacity to proceed with a contract. Where a supplier is not shortlisted as the preferred Supplier, Council will offer feedback on the merits of the particular supplier's submission upon request.

› **Competitive Neutrality**

Council will observe the principles of competitive neutrality in all procurement activities. Before proceeding with any procurement activity, Council will assess its community and other service needs and will meet particular service needs using internal operational resources only where it is considered appropriate to do so. In assessing whether Council should be considered as an option for the provision of a certain service, the following considerations will be relevant:

- the nature of the activity;
- whether it is, or is likely to be, subject to competition from other providers; and
- its importance to Council's customers.

Activities which would ordinarily not require a contracted third-party include small-scale activity included within a larger function of Council, or where it forms part of a community service function of Council.

Where Council determines that a transition from providing the service as part of usual operations to contracted service provision with a third-party private supplier is appropriate, it will maintain competitive neutrality at all stages of a tender process for a business activity of a council in which the Council also intends to submit an in-house bid. This will involve, among other things:

- establishing an appropriate accounting and reporting framework for the business which is separate to the other activities of Council;
- ensuring probity by restricting all access (other than via the usual tender process) to tender material and documents by members of the business unit proposing to submit a bid;
- adopting for the purpose of tender evaluation, a full cost attribution to Council's provision of the service; e.g. adjusting the price of the good or service in question to make allowance for taxes, the cost of capital, and any other material costs not borne by a government business purely as a result of its public ownership status;
- complying with the same regulatory requirements affecting businesses in the private sector, unless the requirements differ according to business size, profit or workforce thresholds; and
- identifying in Request for Tender documentation for the benefit of all prospective bidders, the possibility that an in-house business unit will tender for the services and will be taken to be a complying tender, despite the requirement that formal contract conditions will not be applied in the event Council's tender is successful.

› **Legislative Compliance**

The Act and the Regulation provide the main legislative framework for Council to procure goods, services and works. Where the Act requires Council to invite tenders for a contract with expenditure

equal to or in excess of the tender threshold, the accompanying Regulation sets out the procedural requirements relating to the tender, including the choice of tendering methods.

Purchases conducted through a "Prescribed Agency" (State Government Departments, Administrative Services of the Commonwealth, Local Government Procurement and Procurement Australia) are exempt from general tendering requirements under Section 55(3) of the Act. Council will seek to purchase via a Prescribed Agency wherever practicable, where value for money can be achieved.

▶ **Industrial Relations and Respect for Human Rights**

Council is committed to working with suppliers who uphold sound employment and industrial relations policies and encourages contractors to demonstrate these practices during the supplier assessment process.

5. PREQUALIFIED SUPPLIER LISTS

Council will establish its own prequalified supplier lists to identify suppliers who have met a set of predetermined requirements for the purposes of requesting quotes or tenders.

Council Officers are encouraged to select prequalified suppliers to invite to quote for work wherever practicable. For the sake of clarity, the use of prequalified supplier lists does not circumvent the need to seek the requisite number of quotes or issue a public request for tender as required under the threshold limits at Appendix A.

Council may at any time remove from prequalified supplier lists any supplier who does not meet Council's specified criteria requirements for the relevant list, who fails to remedy performance issues when put on notice to do so, or in the event of a breach of the Murray River Council Supplier Code of Conduct.

6. PROCUREMENT THRESHOLDS

All Approach to Market processes must be conducted in accordance with the Act, the Regulation, this Policy, associated government and other industry guidelines and procedures, and other legislation as relevant.

The threshold requirements set out at Appendix A for the relevant estimated spend for the goods, services or works being procured must be met, unless the circumstances are such that the procurement is exempt from the requirements of this Policy (refer to Appendix C).

Under the Act, where the anticipated purchase price exceeds \$250,000 including GST, or \$150,000 including GST for the provision of services where those services are, at the time of entering the contract, being provided by Council Officers of the Council a publicly advertised tender (or public Expression of Interest process followed by Invitation to Tender) must be carried out.

7. SPEND ANALYSIS AND REPORTING

Council's expenditure, where related to a procurement process, will be monitored, analysed and reported on regularly to identify trends, areas of risk, non-compliance and strategic opportunities. A range of metrics will be used in order to ascertain the effectiveness of the procurement processes set out in this Policy, to ensure procurement resourcing and input corresponds with risk and expected return; procurement methodologies are tailored to relevant market conditions and supplier

arrangements are geared towards encouraging continuous improvement and value for money throughout the course of the engagement.

8. CUMULATIVE SPEND

Purchase sums with the one supplier or for the same work or item must not at any time be split into smaller value purchases as a means of avoiding procurement thresholds.

Assessment of purchases to establish whether the public tender threshold has been reached will be considered on a rolling spend basis for the same goods, services or works over the course of a two-year period. Where the public tender threshold is likely to be reached within the two-year timeframe, a public Request for Tender process should be considered.

Any service contract which extends beyond two years must be procured by public Request for Tender.

9. PUBLIC REQUESTS FOR TENDER

In accordance with the Regulation, all public Requests for Tender must be invited by public advertisement, notice of the public tender required to be given a minimum of 21 calendar days prior to the submission deadline.

Requests for Tender must be managed using the electronic purchasing platform utilised by Council ('e-Procurement Platform'). Wherever possible, Responsible Officers will use the e-Procurement Platform for all Approach to Market and supplier selection processes (with the exception of the requisition and accounts payable process).

Tenders submitted after the specified deadline on the public advertisement will not be accepted under any circumstances.

› Request for Expressions of Interest ('EOI')

An Expression of Interest process should be considered where the supplier market or product or service offering are not clearly defined.

A request for Expressions of Interest is the first stage of a two stage Approach to Market process, whereby the mandatory aspects of the project or service as well as the general capability and experience of each respondent is assessed by reference to predetermined weighted evaluation criteria, with the aim of shortlisting respondents to be invited to submit a full tender proposal (incorporating all pricing and methodology detail) during a second stage RFT process.

› Disposal of Assets by Tender

For asset disposal, legislative procurement requirements also apply. The Act mandates that tenders be called for the disposal of goods exceeding \$250,000 including GST, subject to specific exemptions. Section 55(3)(f) allows exemptions for goods sold at public auction, while Section 55(3)(d) exempts the sale of land. Unless exempt under the Act, all disposals over the threshold value under the Act will be conducted via public tender or auction, unless an alternative disposal method is authorised by the Chief Executive Officer.

Scrap Items: Council Officers with sufficient delegated authority may dispose of obsolete or redundant assets ('Scrap Items'). These items, which may not yield significant returns at auction or have any safe useful life remaining can be disposed of in the following ways:

- Sold through Council-controlled recycling outlets at waste facilities.
- Sold or offered to entities specialising in scrap items.

- Disposed of as waste.

Donation to Local Not-for-Profit Organisations: Expressions of Interest will be sought from local not-for-profit organisations where assets (e.g., computers) are proposed to be donated. Donation should be considered wherever the items are still able to be safely used and where they are unlikely to generate a substantial financial return. Available items for donation will be advertised on the Council's website. The probity principles of fairness, equality of information and transparency of the assessment and decision-making process will apply in the case of EOI's under this section.

Library Stock: Library materials no longer in use will be disposed of through sustainable disposal methods as determined by the Library Manager.

10. SHORTLISTING AND NEGOTIATIONS

Any Approach to Market process may involve a shortlisting process to determine preferred suppliers from whom further clarification or due diligence information is required.

Where a shortlisting process is undertaken, the initial scoring stage will determine the overall weighted score applicable to each respondent. This scoring must be documented at the conclusion of the initial stage and should provide the basis for the decision to shortlist the respondents who will move to the second stage.

Following shortlisting, Council may engage in negotiations with the selected suppliers to ensure that the terms and conditions of the contract are mutually beneficial, cost-effective, and aligned with Council's objectives. Council may wish to invite two or more shortlisted suppliers to provide a Best and Final Offer ('BAFO') for its consideration. Where a BAFO is invited, a second stage scoring matrix should document the second stage evaluation process and overall scoring.

All negotiations will be conducted ethically, with clear communication, and will be free from any form of bias or undue influence. Negotiations should not have the effect of materially altering or extending the scope of the work from that which was issued at the time of the RFT or RFQ. Council is committed to ensuring that shortlisting and negotiations are conducted in a manner that is fair, transparent, and upholds the integrity of the procurement process.

11. COLLABORATIVE PURCHASING ACTIVITIES

Procurement planning will involve an assessment as to whether opportunities exist for collaborating with bordering councils or other government agencies, including leveraging existing supplier contracts and analysing alternative contract models to capitalise on economies of scale, reduce costs, share risk and maximise community benefits for all participants. Council will seek to collaborate with member councils of the Riverina and Murray Joint Organisation ('RAMJO') wherever suitable opportunities exist. The exemptions set out in Appendix C of this Policy cover collaborative purchasing arrangements.

12. EVALUATION AND SELECTION

Evaluation criteria and weightings will vary accordingly to the procurement under consideration and be tailored with the objective of driving a value for money outcome. These will be assessed on a case-by-case basis. Evaluation criteria will consider but will not be limited to:

- ▶ price (considering whole of life factors wherever possible);
- ▶ schedule of rates, lump sum and other variable costs;
- ▶ risk management;
- ▶ Work Health & Safety;

- ▶ quality management;
- ▶ technical ability, capability and capacity;
- ▶ financial and legal viability;
- ▶ past performance in projects of a similar nature, size and scale;
- ▶ knowledge and experience working with local government;
- ▶ methodology and project planning expertise; and
- ▶ local and community factors.

Mandatory Evaluation Criteria

To ensure the best value for money outcome is achieved and risk is appropriately managed, the following mandatory evaluation criteria should be included in all tender evaluations and clearly identified in the Request for Tender documents:

- ▶ price (weighted to a minimum of 30% of the overall criteria weightings);
- ▶ sufficient evidence of routine application of WH&S Management Systems and Policies (on a pass or fail basis);
- ▶ evidence of certificates of currency of insurances relevant to the work (on a pass or fail basis); and
- ▶ evidence of any relevant licences or registrations (on a pass or fail basis).

Suppliers who do not meet the stated mandatory criteria will not be further considered.

13. EFFECTIVE CONTRACT MANAGEMENT

The purpose of contract management is to ensure that the Council, receives the goods, services or works to the required standards of quality and quantity as intended by the contract. To effectively manage these contracts and work collaboratively with its Suppliers, Council Officers must follow key principles of effective contract management as set out in its Contract Management Framework:

- establishing a system for monitoring and achieving the responsibilities and obligations of both parties;
- maintaining robust internal contract processes, including the utilisation of a Contracts Register to support Contract management, compliance, milestones and financial commitment;
- early recognition of key issues such as variations, performance and identification of solutions;
- standardising contracts to include current and relevant clauses;
- requiring bank guarantees or security deposits where appropriate;
- referring specifications to relevant experts;
- requiring contractual agreement before allowing the commencement of work;
- use of or reference to relevant Australian Standards (or equivalent);
- effectively managing the contract including monitoring and enforcing performance;
- administering contracts in accordance with Council's policies and procedures, local government regulations and relevant State and Commonwealth legislation;
- developing a Contract Management Plan prior to the commencement of the contract which is appropriate to scale, risk, reporting requirements and value;
- scheduling and fully documenting initial, pre-start and ongoing review meetings addressing the key objectives and deliverables of the contract;
- regularly monitoring contract with regard to risk and performance assessed against key performance indicators; and
- assessing and managing contract variations in accordance with the conditions of the contract.

14. EXEMPTIONS

There may be circumstances applying to a particular procurement which require the specialisation of a certain supplier or where it is not feasible to seek other quotes. This can be due to a range of factors, such as business continuity requirements, geographical remoteness, emergency, or prior in-depth knowledge or ownership of other intellectual property in the project or service. In these situations, a multi-supplier market approach is either unachievable or unlikely to produce a viable outcome.

The table at Appendix C sets out the classes of purchase that are considered to fall outside the scope of this Policy and which are therefore exempt from the purchasing threshold requirements set out in the Policy.

While normal procurement procedures will not apply to exempt purchase categories, Responsible Officers must nevertheless conduct themselves in a proper, transparent and accountable manner and apply best practice probity principles and standards.

15. WAIVER OF REQUIREMENT BY CHIEF EXECUTIVE OFFICER

This waiver provision is intended to provide sufficient flexibility in the procurement process to adapt to the demands of Local Government operations and the particular geographical challenges faced by Murray River Council where it is appropriate to do so, without compromising probity and legislative compliance.

Where an exemption does not apply to a procurement activity but the circumstances are such that a process of seeking multiple quotes would be unlikely to produce a value for money or generally viable outcome, Responsible Officers may apply for a waiver of a requirement under this Policy for purchases not exceeding \$250,000 including GST for approval by the Chief Executive Officer in their absolute discretion. In ascertaining whether sufficient grounds exist to waive a requirement, regard must be had to the purchasing categories in Appendix D.

Council Officers seeking a waiver from this procurement policy must, prior to engaging the supplier, submit a request to the procurement team in the required form, detailing the following:

- ▶ An explanation of the reasons for the request, including any circumstances that make policy compliance impractical or not infeasible (e.g. exclusive supplier, specialised good/service).
- ▶ Evidence of the estimated cost and sufficient budget to undertake the work.
- ▶ The potential impact of granting the waiver, including any risks, financial implications, and how the waiver aligns with the overall objectives of Council.
- ▶ Any alternative approaches or solutions that were considered and why these were determined to be insufficient.

Council grants the Chief Executive Officer express delegated authority via this Policy to waive process requirements in their absolute discretion under this Section. Procurement will report to the Audit, Risk and Improvement Committee as to the number and classification of approved waiver requests on an annual basis.

16. CHILD SAFE STANDARDS

As part of its commitment to ensuring the safety and wellbeing of children, Council will incorporate Child Safe Standards into its Supplier Code of Conduct. All suppliers, contractors, and service providers engaged by the Council must commit to creating child safe environments and complying with relevant legislation and best practices related to child protection.

This includes ensuring that Council Officers and volunteers working with children are appropriately screened, including undergoing background checks and adhering to relevant safeguarding policies, including Council's Child Safe Policy (POL-117). Additionally, Council will prioritise working with organisations that have established mechanisms for reporting and addressing concerns related to child safety wherever possible.

17. MODERN SLAVERY PREVENTION

Modern Slavery, as defined in the *Modern Slavery Act 2018* (NSW), refers to any conduct that constitutes a Modern Slavery offence under the Act, including the use of slavery, servitude, or forced labour to exploit children or other individuals within an organisation's supply chains. Council acknowledges that Modern Slavery is a severe violation of human rights and personal dignity. Practices such as human trafficking, slavery, servitude, forced labour, debt bondage, and forced marriage are recognised as modern slavery and are classified as serious crimes under Australian law.

Council is committed to ensuring it does not knowingly engage with suppliers involved in any form of Modern Slavery. Suppliers engaging in business with Council will be required to acknowledge and adhere to the Supplier Code of Conduct and the modern slavery prevention requirements therein, including a warranty that they are paying workers fairly, reporting as required ensuring legal and acceptable working conditions and being transparent about the sourcing of their products, and detail the actions they are taking to prevent modern slavery within their supply chains.

Tender response schedules will incorporate a statement by all Tenderers as to their compliance with modern slavery legislation. Where the category of work under the contract is considered a high risk industry, tender documentation and contract terms will incorporate a detailed breakdown of pricing margins and relevant employee award rates, staff resources, the origin of goods or materials sourced and organisational policies and systems to manage modern slavery risks.

18. PROBITY PLAN

Where the value of the procurement exceeds \$10 million including GST, or where the work is of a highly sensitive or involves a high degree of risk, an independent (external) Probity Advisor must be appointed prior to commencing the procurement process. A probity plan will be prepared at the commencement of the process and reviewed to the satisfaction of the Probity Advisor, who will maintain involvement throughout the entire procurement process to ensure probity principles are observed. The probity plan should include detail such as:

- accountability and transparency;
- conflict of interest management;
- fair and equal treatment;
- confidentiality of commercially sensitive information;
- compliance with policies and legislation;
- independent oversight;
- reporting and feedback;
- training and awareness; and
- record keeping.

At the conclusion of the process, a probity report will be obtained from the Probity Advisor which details the process carried out by reference to the procurement plan, this Policy and the relevant legislative requirements.

19. EVALUATION AND REVIEW OF POLICY

It is the responsibility of the Chief Legal Counsel to monitor the adequacy of this Policy and recommend appropriate changes.

This Policy will be formally reviewed every four (4) years or earlier as required.

20. LEGISLATION, ASSOCIATED DOCUMENTS AND DEFINITIONS

Legislation

- › *Competition and Consumer Act 2010* (Cth)
- › *Government Information (Public Access) Act 2009* (NSW)
- › *Independent Commission Against Corruption Act 1988*
- › *Fair Trading Act 1987* (NSW)
- › *Local Government Act 1993* (NSW)
- › *Local Government (General) Regulation 2005* (NSW)
- › *Modern Slavery Act 2018* (Cth)
- › *Privacy and Personal Information Protection Act 1998* (NSW)
- › *State Records Act 1998* (NSW)
- › *Trade Practices Act 1974* (Cth)
- › *Work Health & Safety Act 2011* (NSW)
- › *Work Health & Safety Regulations 2017* (NSW)
- › *Public Works and Procurement Act 1912* (Cth)

Associated Documents

- › MRC Policy - Code of Conduct Policy (POL-100)
- › MRC Policy - Delegations of Authority (from the Council to Mayor and Chief Executive Officer) Policy (POL-102)
- › MRC Policy - Delegations of Authority (from Chief Executive Officer to Council Officers) Policy (POL-107)
- › MRC Policy - Corporate Credit Card Policy (POL-204)
- › MRC Policy – Internal Reporting (PID) Policy (POL-113)
- › MRC Manual – Procedure Manual
- › Office of Local Government (OLG) - Tendering Guidelines for NSW Local Government
- › Ombudsman NSW - Good Conduct and Administrative Practice - Guidelines for state and local government.

Definitions:

Term	Definition
Act	means the Local Government Act 1993 (NSW).
Approach to Market	means the strategy and methodology used to procure goods or services including planning and the selection of procurement methods to engage suppliers effectively and ensure a transparent and competitive process.
Prescribed Agency	means an agency prescribed by the Act to provide procurement services on behalf of Council in accordance with Section 55(3) of the Act.
Conflict of Interest	means any situation in which a reasonable person would perceive that they could be influenced by a private interest when carrying out their public duty.

Closed Request for Tender (Closed RFT)	means a request for quotations for the supply of goods, services or works. This form of request is commonly utilised for low value, low risk procurement where the contract is in the form of purchase order terms and conditions or minor contract conditions.
Delegate	means a person with financial delegation under Council's Delegations of Authority (CEO to Employees) Policy or Delegations of Authority (Council to CEO) Policy as updated from time to time.
Expression of Interest (EOI)	means the first in a two-stage public Approach to Market process by which suppliers are shortlisted on the basis of initial capability and suitability requirements, before being invited to submit a tender with full pricing and methodology detail for the relevant project or service contract.
First Nations Supplier	means a business that is at least 50% owned by an Aboriginal and/or Torres Strait Islander person or people.
Local Supplier	means a supplier business of any size: <ul style="list-style-type: none"> • with a registered business address within the Murray River Council Local Government Area (LGA) or Specified Border Township; or • capable of demonstrating a significant operations presence including a local workforce within the Murray River Council Local Government Area (LGA) or Immediate Border Township. For the purposes of this definition, 'Specified Border Township' is taken to include Echuca, Koondrook, Caldwell, Swan Hill and Deniliquin.
Probity	means a defensible process which is able to withstand scrutiny, achieving both accountability and transparency for its duration and providing tenderers with fair, consistent and equal treatment.
Procurement	means all the processes concerned with developing and implementing strategies to manage the Council's spend in such a way as to contribute to the Council's overall goals and to maximise value and/or minimise the total cost of ownership including the purchasing of goods and services.
Public Request for Tender (RFT)	means a publicly advertised request for tender proposal for the supply of goods, services or works as detailed in a specification document. This form of request is commonly utilised for high value or complex procurement and is required in the case of spend estimated to exceed \$250,000 including GST. A formal contract will be utilised in these situations.
Regulation	means the <i>Local Government (General) Regulation 2021</i> .
Request for Quotations	means a request for quotations for the supply of goods, services or works. This form of request is commonly utilised for low value, low risk procurement where the contract is in the form of purchase order terms and conditions.
Social Enterprise	Means a business that trades with a primary intention of driving social, cultural or environmental change. A Social Enterprise will derive most income from business trade, rather than donations and grants, and will reinvest at least 50% of its profits to further its social mission. The primary purpose of a social enterprise may include: <ul style="list-style-type: none"> • addressing social problems • improving communities • providing people with access to employment and training • helping the environment.

21. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference	Resolution No.
1	Initial Issue	17 April 2018 to DRAFT	VF/18/2194	030418
2	Changes made to address tendering threshold changes in the LG Act	DRAFT	VF/18/2194	

Council reserves the right to review, vary or revoke this policy at any time.
This Policy is scheduled for review before 2029.

Disclaimer:

This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.

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APPENDIX A

Procurement Process Threshold Requirements

Expenditure (GST Inclusive)	Purchase Types	Agreement & Documentation
Less than \$2,000	No quote required.	Purchase Order
\$2,001 - \$15,000	One (1) quote must be sought via VendorPanel.	Purchase Order
\$15,001 - \$30,000	Two (2) quotes must be sought via VendorPanel; OR A Prescribed Agency Arrangement utilised.	Purchase Order
\$30,001 - \$250,000	Three (3) or more quotes must be sought via VendorPanel OR Prescribed Agency Arrangement utilised OR Request for Tender by Select Invitation (Closed RFT)	Specification or Project Brief AND - Purchase Order or - Full contract (depending on level of risk) AND - Evaluation documentation or - Evaluation recommendation report (depending on level of risk).
Over \$250,000	Public Request for Tender (Public RFT) OR Prescribed Agency Arrangement utilised.	Highly detailed Specification or Project Brief AND - Minor contract; or - Major contract; AND Evaluation panel recommendation report.

APPENDIX B

Benefit to Local Region and Social Sustainability

Council commits to the following in the sourcing of goods, services and works:

Estimated value (including GST)	Requirement
Up to \$5,000	Local Suppliers, First Nations Suppliers and any other business recognised as Social Enterprises will be preferred over non-local suppliers where possible and where value for money can be demonstrated.
\$5,001 to 25,000	Local Suppliers, First Nations Suppliers and any other businesses recognised as Social Enterprises will be given a 5% price concession for the purposes of the pricing evaluation.
\$25,000 - \$150,000	<p>Up to 5% evaluation criteria weighting applied to Local Suppliers, First Nations Suppliers and other business recognised as Social Enterprises. This weighting will also apply to suppliers who commit to sourcing a significant percentage of materials from or engaging as a subcontractor, a Local Supplier, First Nations Supplier or other Social Enterprise.</p> <p>Where this criteria weighting is applied, the evaluation process must include a method for determining the extent to which the particular supplier meets the criteria on the merits of the information submitted through the procurement process.</p>
\$150,000 and over	<p>Up to a maximum 10% evaluation criteria weighting applied to Local Suppliers, First Nations Suppliers and other business recognised as Social Enterprises as determined appropriate for the particular market and where to do so is not likely to compromise value for money.</p> <p>Where this criteria weighting is applied, the evaluation process must include a method for determining the extent to which the particular supplier meets the criteria on the merits of the information submitted through the procurement process.</p>

APPENDIX C

Exemptions from Policy Scope

The following transaction types are exempt under Section 55 of the Act from the requirement to invite tenders, regardless of threshold spend. Any exempt purchase must still be approved by the Council Officers member with the correct financial delegated authority.

	Exemption Name, Explanation, Limitations, Responsibilities and Approvals
1	Contracts with a person/entity prescribed by the Regulation.
2	Contracts with the Crown.
3	Contracts with another Council.
4	Contracts to purchase or sell land.
5	Contracts for leasing or licencing of land, other than the leasing or licensing of community land for a term exceeding 5 years to a body that is not a non-profit organisation (with restrictions).
6	Contracts for purchase or sale at public auction.
7	Contracts for the purchase of goods or services specified by the NSW Procurement Board or the Department of Administrative Services of the Commonwealth.
8	Employment Contracts.
9	Contracts where, because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenders, Council decides by resolution that a satisfactory result would not be achieved by inviting tenders.
10	Contracts that are exempt another Act.
11	Contracts made in case of emergency. Where the Council or CEO has resolved that the contract must be entered into because of an emergency (e.g. to provide immediate response to a natural disaster) or where the NSW Government has declared a State of Emergency. An emergency situation includes the following:

- A state of disaster declared under the Emergency Management Act 1986 or any other emergency declaration made by the Premier;
- An incident declared by an accountable officer where the safety or security of any person or property associated with the Council is threatened; or
- An external incident to which an accountable officer has authorised the provision of urgent support.
- A state of emergency declared under the State Emergency and Rescue Management Act 1989 (NSW).
- A declaration under s 44 of the Rural Fires Act 1997, where Council is asked to support bushfire operations.
- Incidents requiring activation of Council's Crisis Management or Business Continuity Plans.
- Any situation where the CEO (or their nominee) deems the safety or security of Council personnel or property is at risk.
- An external incident to which the CEO (or their nominee) has authorised the provision of urgent support.
- An incident where the CEO (or their nominee) deems that a purchase is required in the best interest of public safety.

In this regard, purchasing is defined in three stages:

- ▶ Stage 1 Immediate Response: Reactive procurement action taken immediately before, during and in the first period following an emergency situation to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property, on the environment, and to meet basic human needs.
- ▶ Stage 2 Disaster Relief: Emergency procurement for the provision of assistance to meet the essential needs of individuals, families and the wider community during and in the immediate aftermath of an emergency.
- ▶ Stage 3 Post-disaster Recovery: Accelerated procurement to assist Council and the community to resume a proper and effective level of functioning.

This exemption applies to all Stage 1 and 2 purchases and to Stage 3 purchases where the transaction is essential to the continuation of business as usual under Council's Business Continuity Plans (BAP) for the relevant business unit. For the sake of clarity, this exemption cannot be used to remedy poor planning.

The CEO shall in their absolute discretion determine any required financial approvals where this exemption applies.

Requests from external agencies must be in writing and authorised by the Incident Controller or their delegate.

- Authorisation must come from the elected Council or CEO.

	<ul style="list-style-type: none"> Any emergency procurement exceeding \$150,000 (including GST) must be reported at the first available Council meeting thereafter. <p>All other probity principles continue to apply to purchases made in times of emergency, including but not limited to ensuring transparency and maintaining appropriate documentation of all processes and decisions.</p>
12	Contracts to enter into public-private partnerships.
13	Contracts for the purposes of carrying out a project under a public-private partnership (with restrictions).
14	Contracts for environment upgrade agreements.
15	Contracts with Electoral Commission to administer elections, council polls and constitutional referendums.
16	Contracts with disability employment organisations approved under the <i>Public Work and Procurement Act 1912</i> .

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APPENDIX D

Requests for Waiver of Threshold Process Requirements

Waiver Category	Explanation, Limitations, Responsibilities and Approvals
Traditional Owners	Engagement of Traditional Owners where the primary purpose of the procurement activity is to gather information relating to Aboriginal culturally sensitive issues, including land management considerations pursuant to the <i>Aboriginal Heritage Act</i> .
Extension of contracts while Council is at market	Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or have taken longer than expected. This exemption may be used when the establishment of an interim short-term arrangement is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality. Contract extensions applied during a procurement period should not exceed 6 months.
Professional services unsuitable for tendering	Insurance, urgent legal services.
Information technology resellers and software developers and licensing	Allows Council to renew software licenses, maintenance and support, or upgrade existing systems, (where a public tender was completed for the original contract) and there is only one supplier of the software, who holds the intellectual property rights to the software.
Utility companies and third-party asset owners	When utility authorities are required to undertake work on their assets.
Operating & finance leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to Council and assumes the residual value risk of the vehicle.
Other	<p>Sole or specialist supply under \$250,000 (GST inclusive) based on a detailed business case and analysis of the most advantageous procurement strategy approved by the General Manager or financial delegate, where the item or work being procured involves:</p> <ul style="list-style-type: none"> ▸ Items of a unique character such as artworks or artistic performances, or where the item is bespoke, such as a specialist software system; or ▸ The intellectual property of one supplier in particular, or where specialised support is required from an original supplier to meet compatibility needs.

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9.1.2 REVISED PROCUREMENT POLICY - (POL-205)

File Number: -
Author: Samantha Rodriguez, Chief Legal Counsel
Authoriser: Sarah Ryan, Acting Chief Executive Officer

RECOMMENDATION

That Council consider the detail in this report and:

- a. adopt the DRAFT Procurement Policy V3 attached to this report ('the draft Policy'); and
- b. authorise the placing of the draft Policy on public display.

BACKGROUND

A recent review of the existing Procurement Policy (adopted in 2021).

The Policy requires review every four (4) years, the next review due in 2025. A number of gaps and opportunities have been identified and are recommended in order to deliver optimal outcomes in all procurement activities and further Council's longer-term strategic objectives.

DISCUSSION

In preparing the revisions to the draft Policy, the Procurement Team considered a number of other Council Procurement Policies for the purpose of benchmarking and ascertaining appropriate spend thresholds to increase efficiency and allow for market competition, as well as relevant legislative requirements, widely accepted probity principles and government guidelines as to proper governance in public sector procurement and best industry practice.

In doing so, a need to balance competing needs was identified. It is evident that Council has a duty to reduce unnecessary expenditure wherever possible, without eroding the overall value to Council of the finished product or asset (on a whole-of-life basis).

It is acknowledged that value for money will be considered by reference to the particular goods, services or works to be procured. In that regard, the price must be considered against the offering to determine the potential for future variation claims, maintenance and other ownership costs and disposal costs.

There is a tension between Council's desire to support its local economy and the need to leverage economies of scale and competitive pricing. With that in mind, a framework for supporting our local suppliers has been incorporated into Appendix B of the draft Policy and will help to strike a healthy balance between Council's social and fiscal responsibilities.

A quadruple bottom line approach is in line with best practice and incorporates environmental, social, civic (governance and leadership) and economic factors in the evaluation of quotations and tenders. The draft Policy encourages purchasing staff to take a strategic approach to procurement activities to generate the outcome that best meets Council's objectives as they relate to the work or services. As such, staff will be guided to consider each situation individually and supply market factors, rather than applying a blanket approach by reference to spend threshold requirements only.

The processes recommended for adoption in the draft Policy align with Council's e-procurement system (due for roll out by end June 2025) and will streamline and encourage staff to seek the correct number of quotes without unnecessary administrative burden. Suppliers will be encouraged to join prequalified Murray River Council supplier lists across a range of categories for goods, services and works to ensure all necessary credentials are kept current and in one place.

With the implementation of the updated Procurement Policy, the Procurement Team (in conjunction with the Projects and Economic Development teams) will schedule supplier 'drop-in' sessions at a

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number of Council locations to allow suppliers the opportunity to learn about registering to do business with Council, to understand Council's expectations with regard to tendering, to ask questions and provide feedback on working with Council.

STRATEGIC IMPLICATIONS

2. Strategic Theme 2: A Place of Progressive Leadership

2.7 - Provide clear, concise and consistent information that is easily accessible to our customers - Improve internal services to better support community needs.

BUDGETARY IMPLICATIONS

There are no budgetary implications as a direct result of the adoption of this Policy. All procurement activities undertaken on Council's behalf must have a pre-approved budget for the estimated expenditure.

POLICY IMPLICATIONS

Nil.

LEGISLATIVE IMPLICATIONS

Local Government Act 1993.

Local Government (General) Regulations 2021.

There are a number of requirements set out in the Act and the Regulations and these have been incorporated into the Policy. The categories of exempt purchases at Appendix C reflect the categories set out in the Act as not requiring a tender process.

RISK ANALYSIS

- **What can happen?**

Council does not adopt the proposed Policy, meaning that current legislative requirements are not addressed and there is little detail in the application of probity principles and quadruple bottom line factors.

- **How can it happen?**

By Council not passing the resolution to adopt the policy in the proposed form as drafted, or by requiring material changes to the draft prior to adoption.

- **What are the consequences of the event happening?**

Moderate

- **What is the likelihood of the event happening?**

Possible

- **Adequacy of existing controls?**

Council's Procurement Team have reviewed the legislative requirements, best practice in local government procurement, general probity governmental and other guidelines and current market and operational factors influencing procurement outcomes and have considered same in the preparation of the draft Policy.

The draft has also been forwarded to the Consultative Committee for review and comment.

- **Treatment options to mitigate the risk?**

Thorough discussion of the potential implications for Council of any proposed change to the draft prior to adoption.

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CONCLUSION

It is recommended that Council endorse the draft Policy and that it be placed on public display to enable the Procurement Team to embed more efficient, effective procurement processes in line with the Policy at the earliest opportunity.

ATTACHMENTS

- 1. DRAFT MRC Policy - Procurement Policy (under separate cover)**
- 2. Supplier Code of Conduct**

6.2.3 DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY - REVIEW

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the DRAFT Delegations of Authority (CEO to Council Officers) Policy V#8.1 is endorsed
OR

That the DRAFT Delegations of Authority (CEO to Council Officers) Policy V#8.1 is endorsed with the recommended changes.

DISCUSSION

This Policy is updated on a regular basis as the need arises.

In recent times, due to organisational restructures and positional name changes there have been numerous changes – these were mostly incorporated into Version #8 that was adopted by ELT on the 17th February this year.

The changes in this Version V#8.1 are to tidy up the final changes required by this process.

ELT endorsed this document at their meeting today – 28th April 2025.

As this is deemed an internal Policy once the ARIC have reviewed and any recommendations made this Version of the Policy will be published and circulated throughout Council.

We are currently finalising a Tender for the purchase of software to house a number of Council documents and activities, which will hopefully streamline the production of this Policy. Individual delegation documents will be able to be produced as required, which should produce considerable productive gains.

ATTACHMENTS

1. **DRAFT Delegations of Authority (CEO to Council Officers) Policy V#8.1** [↓](#) 

MURRAY RIVER COUNCIL
OPERATIONAL POLICY

DRAFT
**DELEGATIONS
OF
AUTHORITY
(CEO
TO
COUNCIL
OFFICERS)
POLICY**

POL-107.V#8.1





**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
POL-107**

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1. INTRODUCTION

Delegations and authorisations are the mechanism by which Council enables its Council Officers (Officers) to act on its behalf by devolving responsibility for decision making downwards through Council. Delegations are a fundamental part of good governance and play an important role in ensuring that Council is acting in accordance with the legal and policy framework that applies to it.

Delegations and authorisations enable Council to carry out its functions and to be accountable for the decisions and actions taken on its behalf under specific legislative provisions. Those tasked with the responsibility to carry out a function should have the corresponding authority to carry it out.

It is important that delegations and authorisations are managed effectively to ensure decisions are validly made by a lawfully appointed delegate or authorised officer.

Officers with a financial delegation must ensure a separation of duties between:

- ▶ Those who approve expenditure; and
- ▶ Those who raise requisitions/purchase orders and process payments.

2. POLICY OBJECTIVES

The purpose of this Policy is to establish a framework for delegating authority within Council in a manner that facilitates efficiency and increases the accountability of Officers.

Delegations of Authority are intended to ensure that:

- ▶ Provide clear, guiding principles and a framework for the use of delegated authority within Murray River Council;
- ▶ Transparency in decision making by ensuring that delegations to Officers are clearly defined and recorded;
- ▶ Facilitate the efficient and effective operation of the Council by providing the Mayor, CEO, Council Committees and Council Officers with sufficient power and authority to generally manage, control and administer the affairs of the Council on a day-to-day basis.
- ▶ Ensure that Murray River Council complies with the requirements of the Local Government Act 1993, which defines how and what powers vested with the Council can be delegated to Council Officers;
- ▶ Appropriate Officers have been provided with the level of authority necessary to discharge their responsibilities; and
- ▶ That delegated authority is exercised to a level by the most appropriate and competent individuals within the Council.

3. SCOPE

This Policy:

- ▶ Applies to Officers who in the performance of their roles require delegated authority to perform their duties; and
- ▶ Is to be read in conjunction with all applicable legislation and Council's documents relating to delegations.

4. LEGISLATION

- ▶ Local Government Act 1993 (NSW);
- ▶ Local Government (General) Regulations 2021 (NSW);
- ▶ Aged Care Act 1997 (CTH);
- ▶ Biosecurity Act 2015 (NSW);
- ▶ Biodiversity Conservation Act 2016 (NSW);
- ▶ Boarding Houses Act 2012 (NSW);
- ▶ Building and Development Certifiers Act 2018 (NSW);
- ▶ Building Professionals Act 2005 (NSW);
- ▶ Carers (Recognition) Act 2010 (NSW);
- ▶ Cemeteries & Crematoria Act 2013 (NSW);
- ▶ Cemeteries & Crematoria Regulation 2014 (NSW);
- ▶ Children and Young Persons (Care and Protection) Act 1998 (NSW);
- ▶ Children's Guardian Act 2019 (NSW);
- ▶ Children (Protection and Parental Responsibility) Act 1997 (NSW);
- ▶ Civil Aviation Regulations (NSW);
- ▶ Commons Management Act 1989
- ▶ Companion Animals Act 1998
- ▶ Community Land Development Act 2021
- ▶ Conveyancing Act 1919
- ▶ Contaminated Land Management Act 1997
- ▶ Crown Land Management Act 2016 (NSW)
- ▶ Crown Lands Regulation 2018
- ▶ Crown Lands (General Reserve) By Laws 2006
- ▶ Dangerous Goods (Road and Rail Transport) Act 2008
- ▶ Disability Inclusion Act 2014 (NSW)
- ▶ Dividing Fences Act 1991
- ▶ Environmental Planning & Assessment Act 1979 (NSW)
- ▶ Environmental Planning & Assessment Regulation 2021
- ▶ Explosives Act 2003 and Explosives Regulation 2013
- ▶ Fair Work Act 2009 (Cth)
- ▶ Fines Act 1996
- ▶ Fire and Emergency Services Levy Act 2017 (NSW)
- ▶ Fire and Rescue NSW Act 1989 (NSW)
- ▶ Fluoridation of Public Water Supplies Act 1957 (NSW)
- ▶ Fisheries Management Act 1994 (
- ▶ Food Act 2003

- ▶ Foreign Relation (State and Territory Arrangements) Act 2020
- ▶ Game and Feral Animal Control Act 2002
- ▶ Government Information (Public Access) Act 2009
- ▶ Graffiti Control Act 2008
- ▶ Health Records and Information Privacy Act 2002
- ▶ Heavy Vehicle (Adoption of National Law) Act 2013 (NSW)
- ▶ Heavy Vehicle (Adoption of National Law) Regulation 2013/4 (NSW)
- ▶ Heavy Vehicle National Law (NSW)
- ▶ Heritage Act 1977 (S 25, S 28 & S 29)
- ▶ Heritage Regulation 2012
- ▶ Heritage Commission Act 1975
- ▶ Industrial Relations Act 1966 (NSW)
- ▶ Land Acquisition (Just Terms Compensation) Act 1991
- ▶ Land and Environment Court Act 1979
- ▶ Library Regulation 2018
- ▶ Liquor Act 2007 (NSW)
- ▶ Liquor Regulations 2008 (NSW)
- ▶ Local Environmental Plan 2013
- ▶ Local Government Amendment (Public-Private Partnerships) Act 2004
- ▶ Local Government (Manufactured Homes Estate, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005
- ▶ Ombudsman Act 1974 (NSW)
- ▶ Pesticides Act 1999
- ▶ Plumbing and Drainage Act 2011
- ▶ Poisons and Therapeutic Goods Regulation 2008
- ▶ Privacy & Personal Information Protection Act 1998
- ▶ Protection of the Environment Operations Act 1997
- ▶ Protection of the Environment Operations (General) Regulation 2021 (NSW)
- ▶ Protection of the Environment Operations (Waste) Regulation 2014
- ▶ Public Health Act 2010
- ▶ Public Health Regulation 2012 (NSW)
- ▶ Public Interests Disclosures Act 1994
- ▶ Public Spaces Act 2021
- ▶ Public Spaces (Unattended Property) Act 2021
- ▶ Public Spaces (Unattended Property) Regulation 2022
- ▶ Public Works and Procurement Act 1912
- ▶ Radio Communications Act 1992 (Cth).
- ▶ Recreation Vehicles Act 1983 (NSW)

- ▶ Retail Leases Act 1994
- ▶ Residential Tenancies Act 2010
- ▶ Restricted Premises Act 1943
- ▶ Roads Act 1993
- ▶ Roads Regulation 2018
- ▶ Road Transport Act 2013
- ▶ Road Transport (General) Regulation 2021
- ▶ Rural Fires Act 1997
- ▶ Rural Fires Regulation 2022
- ▶ Security Industry Act 1997
- ▶ Service NSW (One-stop Access to Government Services) Act 2013 (NSW)
- ▶ State Emergency and Rescue Management Act 1989
- ▶ State Emergency Service Act 1989
- ▶ State Environmental Planning Policy (Planning Systems) 2021
- ▶ State Environmental Planning Policy (State and Regional Development) 2011.
- ▶ State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017
- ▶ State Records Act 1998.
- ▶ State Records Regulation 2015
- ▶ Strata Schemes Development Act 2015.
- ▶ Strata Schemes Development Regulation 2016
- ▶ Strata Schemes Management Act 2015
- ▶ Summary Offences Act 1988 (NSW)
- ▶ Surveillance Devices Act 2007
- ▶ Surveying and Spatial Information Act 2002
- ▶ Swimming Pools Act 1992
- ▶ Swimming Pools Regulation 2018
- ▶ Swimming Pool Amendment Act 2012
- ▶ Tattoo Parlours Act 2012
- ▶ Transport Administration Act 1988
- ▶ Transport Administration (General) Regulation 2018
- ▶ Trees (Disputes Between Neighbours) Act 2006
- ▶ Unclaimed Money Act 1995 (NSW)
- ▶ Valuation of Land Act 1916
- ▶ Waste Avoidance and Resource Recovery Act 2001
- ▶ Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2017
- ▶ Water Act 2014
- ▶ Water Management Act 2000
- ▶ Work Health & Safety Act 2011 (NSW)

5. POLICY STATEMENT

In accordance with Section 377 of the Local Government Act 1993 (the 'Act'), Council, by resolution at a Council meeting, delegated its powers, authorities, duties and functions under Delegations of Authority to the Mayor and CEO.

The CEO may in turn sub-delegate such powers, authorities, duties and functions at his/her discretion and allowable under the Local Government Act 1993. However, they cannot delegate the power of delegation.

Section 377(1) of the Act expressly exempts a range of functions that can be delegated to the CEO or any other person or body.

The delegations of the Council are subject to the following limitations. The delegated power, authority, duty or function being performed in accordance with:

- ▶ The applicable legislation; and
- ▶ Council Policy.

The delegations of Council will remain in force until they are revoked or amended by a resolution of the Council.

5.1 GENERAL PRINCIPLES

- ▶ Only the CEO can sub-delegate a function to an Officer; Councillors cannot directly delegate functions to Officers;
- ▶ To be effective and of legal standing a delegation must be in writing and signed by the CEO;
- ▶ The CEO may at any time wholly or partly revoke a delegation;
- ▶ No delegate is authorised to sub-delegate any of their delegated functions to another person or body;
- ▶ A function that has been delegated may, notwithstanding the delegation, be exercised by the CEO;
- ▶ A person appropriately appointed permanently or temporarily or otherwise acting in that position has the authority delegated to that position unless the appointment to act specifies otherwise;
- ▶ Appointment to a position, whether permanent, temporary or acting must be evidenced in writing or have an audit trail;
- ▶ In exercising a delegation, a delegate must act in the interests of the Council and not for any improper purpose;
- ▶ A delegation only applies to a delegate's area of responsibility, (for example, an officer cannot correspond on matters for which they are not responsible for);
- ▶ A delegation that contains the words "in consultation with" must not be exercised until the required consultation is undertaken; and
- ▶ A person may exercise a delegation from its date of approval by the CEO. A delegation cannot operate retrospectively.

5.2 DELEGATION BY POSITION

- ▶ Delegations are conferred on a specified position. Individuals occupying that position are responsible and accountable for their decisions made under the approved delegation attached to that position; and
- ▶ Delegation to a position allows for the continuity of the exercise of the delegated power, as the person occupying the position may change over time.
- ▶ A person formally appointed to act in a position can exercise any delegation attached to that position unless the appointment to act specifies otherwise or there is a particular accreditation associated with the decision making.
- ▶

5.3 CONFLICTS OF INTEREST

- ▶ A person must not exercise a delegation that would provide them with any direct or indirect personal benefit or conflict of interest. In these circumstances, the delegate must immediately advise their Manager/Supervisor and refrain from the activity;
- ▶ Delegates must not approve matters including their own appointment, remuneration, payment or reimbursement, promotion, transfer or secondment, travel, absence or termination;
- ▶ Delegates must not approve matters relating to family members and/or others with whom they have a close personal relationship; and
- ▶ A person is not obliged to exercise a delegation, where in their reasonable opinion, circumstances exist that would make it more transparent or ethical for the matter to be dealt with by another delegate. The matter must be transferred to a person more senior in their line of accountability after consultation with their Manager/Supervisor.
- ▶ All persons that have been granted a delegation under this Policy, even in a temporary capacity, must complete and lodge a Disclosure of Interest Form as outlined in the Code of Conduct (Employees) Policy.

5.4 FINANCIAL TRANSACTIONS

- ▶ Any delegation to incur expenditure must be exercised in accordance with an approved budget or an approved source of funds;
- ▶ Where delegation limits apply to transactions, a transaction may not be separated into parts in order to meet a limit on a delegate's authority; and
- ▶ The total cost of a transaction may not be offset by deductions or trade-ins.

5.5 DELEGATIONS RELATING TO EMPLOYMENT

Delegations relating to employment matters can only be exercised in relation to Officers under the supervision of the delegate.

5.6 AUTHORITY CARDS (including Power of Entry Cards)

- ▶ Authority Cards will be provided to authorised/appointed persons:
 - Before commencement of duties;
 - Are to be returned on either change or cessation of their role; and/or
 - The delegations they were operating under have changes or been withdrawn.
- ▶ It is imperative that authorised/appointed persons carry their Authority Card(s) with them at all times when exercising or intending to exercise a function of power under any Act;
- ▶ That the authorised/appointed person show their Authority Card(s) if requested; and
- ▶ A copy of all Authority Cards is to be filed within Council's Records Management System.

6. DELEGATION FROM THE CEO TO COUNCIL OFFICERS

In accordance with Section 378 of the Act, I, **Stacy Williams**, delegate the powers, authorities, duties and functions of Council, as set out in this Policy, to the persons who have been employed by Council and hold the named positions, or the persons who, from time to time, hold (or are acting in) the positions named therein.

In addition to the delegated powers, authorities, duties and functions of Council expressly delegated by me in this Policy to Officers of Council, Officers are delegated the powers, functions and duties of Council in accordance with the job description of the relevant position the Officer holds from time to time.

All delegations made by me, as CEO, in this Policy are subject to the following limitations:

- ▶ The delegated power, authority, duty or function being performed in accordance with the applicable legislation;
- ▶ The delegated power, authority, duty or function being performed in accordance with Council's Policies and Procedures;
- ▶ Any limitations on the scope of the power, authority, duty or function delegated to the CEO by the Council;
- ▶ The delegated power, authority, duty or function being performed so as to not exceed monetary limits in accordance with Council's Procurement Policy. Should performance of the delegated function exceed the applicable monetary threshold, the delegate must obtain the approval of their Supervisor/Manager, Director or CEO.
- ▶ Each Officer's Position Description and/or letter of appointment and any written variation to the Officer's Position Description or terms of employment.

The delegations made as CEO will remain in force until they are revoked or amended by the CEO.

Stacy Williams

CHIEF EXECUTIVE OFFICER

28th April 2025



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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7. IMPLEMENTATION AND DELEGATION

Below is the key for the positions listed in Column 3 of this Policy to third-tier management, except for specific activities where individual positions are also listed:

GENERIC POSITIONS	
DIRECTORS	Either substantive or acting within their own Directorate
CHIEF OFFICERS	Delegation applies to any/all Chief Officers when acting within their own portfolio
MANAGERS	Delegation applies to any/all Managers when acting within their own portfolio
SUPERINTENDENTS	Delegation applies to any/all Superintendents when acting within their own area of responsibility
COORDINATORS	Delegation applies to any/all Coordinators when acting within their own area of responsibility

SPECIFIC POSITIONS:	
EXECUTIVE LEADERSHIP TEAM	
DCED	Director Community & Economic Development
DCS	Director Corporate Services
DI	Director Infrastructure
DPE	Director Planning & Environment
CEO's OFFICE	
CO-CLC ...	Chief Legal Counsel
CO-CPO ...	Chief People Officer
MCE	Manager Community Engagement
MCPP	Manager Commercial, Plant & Property
CC	Coordinator Communications
CES	Coordinator Executive Services
CPC	Coordinator People & Culture
CWHS	Coordinator Work Health & Safety
EAC.....	Executive Assistant – CEO
PCO	People & Culture Officer
PL	Procurement Lead
WHSO	Work Health & Safety Officer
CORPORATE SERVICES	
CO-CFO ...	Chief Financial Officer
CO-CIO	Chief Information Officer
MGR	Manager Governance & Risk
MSA	Manager Strategic Assets
S-FC	Financial Controller
APO	Accounts Payable Officer (inc Water Billing)
AOF	Administration Officer - Finance
ASO	Assets Officer
BAST	Business Analyst/Software Trainer
BIO	Business Improvement Officer
CAS	Coordinator Asset Systems



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<p>CFO Coordinator Finance Operations CGR Coordinator Governance & Risk CP Coordinator Payroll CRA Coordinator Rates ESOCP Executive Services Officer (shared resource Corporate and Planning & Development) EAO Executive Administration Officer (shared resource Infrastructure and Corporate) FO Finance Officer MA Management Accountant REVO Revenue Officer RO Records Officer TLR Team Leader Records SSA Software Systems Administrator</p>
INFRASTRUCTURE
<p>MBF Manager Buildings & Facilities MPO Manager Project Office MWS Manager Water Services MW Manager Works S-SWW Superintendent Water & Wastewater S-SW Superintendent Works AOI Administration Officer – Infrastructure BUSWS Business Unit Support Officer (Water Services) CBF Coordinator Buildings & Facilities CPJ Coordinator Projects ESOI Executive Services Officer (Infrastructure) EAO Executive Administration Officer (shared resource Infrastructure and Corporate) PM Project Manager PSO Procurement / Stores Officer EP Engineer - Project RSO Road Safety Officer TAI Transport Asset Inspector TAT Transport Asset Technician WFM Workshop & Fleet Manager WWS Water & Wastewater Supervisor WWT Water & Wastewater Technician</p>
PLANNING & ENVIRONMENT
<p>MDS Manager Development Services MPB Manager Parks & Biosecurity MWC Manager Waste & Compliance S-SC Superintendent Compliance S-SPB Superintendent Parks & Biosecurity AODS Administration Officer (Development Services) ADA Automated Depot Attendant BC Building Cadet BS Building Surveyor BSA Building Surveyor - Assistant</p>



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BSS	Building Surveyor - Senior
BUSW	Business Unit Support Officer (Waste)
CEH	Coordinator Environmental Health
CWM	Coordinator Waste Management
ED	Engineer - Development
LS	Landfill Supervisor
LGAO	Local Government Approvals Officer
PP	Para Planner
POW	Plant Operator - Waste
PMMS.....	Project Manager – Meninya Street
RC	Ranger/Compliance
RPPO	Regional Placemaking Project Officer
TLDA	Team Leader Development Services Administration
TP	Town Planner
TPC	Town Planner - Cadet
TPS	Town Planner – Senior
TLPB	Team Leader Parks & Biosecurity
TLWRR	Team Leader Waste & Resource Recovery
WO	Weeds Officer
WA	Weighbridge Attendant

COMMUNITY & ECONOMIC DEVELOPMENT

MCS	Manager Community Services
MCUSS	Manager Customer Service
MEDT	Manager Economic Development & Tourism
MLC	Manager Local Connections
BUSED	Business Unit Support Officer (Economic Development)
CRO	Community Recovery Officer
CSSO	Community Services Support Officer
CCT	Coordinator Community Transport
CCUSS	Coordinator Customer Service
CUSSO	Customer Services Officer
CUSSC	Customer Services Officer (Cemeteries)
EDTO	Economic Development & Tourism Officer
EDO	Economic Development Officer
GO	Grants Officer
LA	Library Assistant
QAO	Quality / Administration Officer
TLCS	Team Leader Community Services
TMEO	Tourism Marketing and Events Officer
TDO	Tourism Development Officer
YEO	Youth Engagement Officer

PREFIX CONVENTIONS

Starting With	Explanation:	Starting With	Explanation:
D	Director	M	Manager
CO-	Chief Officer	S-	Superintendent



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PLEASE NOTE: **BOLD** prefixes in the above table indicate that the position either has an administrative or financial delegation or both.

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COUNCIL AS A WHOLE

ADMINISTRATION – General		Appointed Delegate	Legislation
A1	<p>Implementation of Adopted Operational Plan To implement any work, service or action provided for in the adopted Operational Plan without further reference to Council except for the acceptance of tenders that are required under the Act to be invited by the Council.</p>	DIRECTORS CHIEF OFFICERS MANAGERS	
A2	<p>Act in the Capacity of CEO` To act in the role of CEO when called upon to do so during periods of absence of the CEO.</p>	DIRECTORS	
A3	<p>Public and Media Statements</p> <ul style="list-style-type: none"> ▶ To make recommendations to the CEO for any public statements, issue media releases or speak to the media on matters involving the Council. ▶ To issue authorised media releases to media agencies on behalf of Council following final consultation/approval from the Mayor or CEO. ▶ To upload content onto Council's website/s and social media platforms following approval of content by the relevant Director or CEO. ▶ To monitor and if necessary delete/hide social media posts that disparage Council, are false or defamatory. 	DIRECTORS MCE CC	
A4	<p>Business Papers To recommend to the CEO matters to be included in Council business papers and Committee papers.</p>	DIRECTORS	
A5	<p>Correspondence To reply to all routine/day-to-day correspondence (including emails) that does not require the prior consideration of Council and is within the scope of the delegate's position description.</p>	DIRECTORS CHIEF OFFICERS MANAGERS S-FC S-SC S-SPB S-SW S-SWW BS BSS CEH CPB CRA CWM GAO LGAO MA PL RC TLR TPS	
A6	<p>Correspondence Of a sensitive or strategic nature including but not limited to:</p> <ul style="list-style-type: none"> ▶ correspondence to any Federal or State Minister, Member of Parliament 	DIRECTORS with notification to the CEO	



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	<p>or Heads of State;</p> <ul style="list-style-type: none"> ▶ correspondence to Mayors, CEOs or GMs of other Councils; ▶ correspondence to Independent Commission Against Corruption (ICAC) or the Ombudsman; ▶ correspondence to Councillors; ▶ letters of appointment for new Officers; ▶ letters to Officers regarding disciplinary matters and grievances; ▶ letters of complaint about Officers or service. 		
A7	<p>Invitation to Address Council To recommend to the CEO to invite a group or individuals to address any Council or Council Committee.</p>	DIRECTORS	
A8	<p>Council Committees Consider and determine matters arising from Council Committees (including the Audit, Risk and Improvement Committee (ARIC))</p>	DIRECTORS CHIEF OFFICERS MANAGERS	
A9	<p>Affixing the Common Seal To affix the common seal of Council as authority and execute any documents requiring the signature of the CEO in the company of the Mayor, Deputy Mayor or other Councillor where Council has approved the documents' intent, and resolved to affix Council's seal</p>	DIRECTORS when Acting CEO	
A10	<p>Respond to Minister and Department To respond and liaise with the Minister's representatives and the Department in relation to correspondence, inquiries or requests for information. (Managers to make recommendations to the Director on operational matters only)</p>	DIRECTORS	
A11	<p>Business Centres To manage Council's Business Centres in accordance with all applicable legislative requirements.</p>	DCED MCUSS	
A12	<p>Use Intellectual Property Created in the Course of Employment Recommend to the CEO, via the Director, the refusal, approval or conditionally approval of any request by an existing or previous Officer of Council for the non-exclusive use of intellectual property of the Council created by the Officer during the course of the employment with Council.</p>	DIRECTORS CHIEF OFFICERS MANAGERS	
A13	<p>Airstrip Aviation Services (including drones) To operate drones or other airborne devices in accordance with all applicable legislative and licencing requirements.</p>	MBF MPB MWC S-SC CBF CWM LS RC	Civil Aviation Safety Authority (CASA)
A14	<p>Authorise Expenditure for Urgent Works To authorise expenditure outside the budget approved by Council in order to undertake urgent works to reduce or eliminate a significant health or safety hazard up to the value of \$10,000.</p>	DIRECTORS CHIEF OFFICERS MANAGERS	



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A15	Child Protection Disclosure Officer/s Act as Council's Child Protection Disclosure Officer as appointed by the CEO, with responsibilities in accordance with the requirements of applicable legislation and Council's policies and procedures.	DIRECTORS CHIEF OFFICERS MANAGERS	Children and Young Persons (Care and Protection) Act 1998
A16	Contract Management: Carry out the independent superintendent function in construction contracts to the fullest extent provided for under the conditions of the relevant contract, including but not limited to reviewing and directing contract variations.	MPO	
A17	Contract Variations: Approve financial variations under a contract	DIRECTORS	
A18	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under these Acts and any Regulations.	DIRECTORS CHIEF OFFICERS MANAGERS	Disability Inclusion Act 2014 (NSW)
		DIRECTORS CHIEF OFFICERS MANAGERS	Fines Act 1996
		DCED MCS	Aged Care Act 1997 (Clth)
		DIRECTORS CHIEF OFFICERS MANAGERS	Carers (Recognition) Act 2010 (NSW)
		DIRECTORS CHIEF OFFICERS MANAGERS	Children's Guardian Act 2019 (NSW) (Part 4 & S 65)
		DIRECTORS CHIEF OFFICERS MANAGERS	Children (Protection and Parental Responsibility) Act 1997 (NSW)
		DCED MCUSS	Service NSW (One-stop Access to Government Services) Act 2013 (NSW)



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OFFICE OF CEO

EMPLOYMENT		Appointed Delegate	Legislation
B1	Recruitment Recommend to the CEO the appointment of permanent Officers.	DIRECTORS CHIEF OFFICERS MANAGERS	
B2	Payment of Benefits and Allowances Approve or refuse payment of allowances and employment entitlements and benefits in accordance with the <u>Local Government (State) Award</u> (current version) and applicable employment contracts.	DIRECTORS	Local Government (State) Award (current version)
B3	Salary Step Progressions for Officers Recommend to the CEO the approval or refusal of salary step progression for Officers under the <u>Local Government (State) Award</u> (current version).	DIRECTORS CHIEF OFFICERS MANAGERS	
B4	Overtime Approval to work overtime, in advance of work being done, except in an emergency situations.	DIRECTORS CHIEF OFFICERS MANAGERS	Local Government (State) Award (current version)
B5	Higher Duties Approve or refuse higher duties for Officers under the <u>Local Government (State) Award</u> (current version).	DIRECTORS	Local Government (State) Award (current version)
B6	Disciplinary Action for Officers Recommend to the CEO, via the Director, appropriate disciplinary action, including suspension or dismissal of Officers or consultants/contractors on such terms that the CEO deems appropriate.	DIRECTORS CHIEF OFFICERS MANAGERS	
B7	Attendance at Training and Seminars Approve Officer's attendance at training seminars and conferences, in accordance with Council's Training Program and within the approved budget.	DIRECTORS CHIEF OFFICERS MANAGERS	
B8	Education Assistance Recommend to the CEO, via the Director, the approval or refusal of education assistance for Council Officers.	DIRECTORS CHIEF OFFICERS MANAGERS	
B9	Flexible Work Arrangements Approve or refuse flexible work arrangements with the work requirements under the <u>Local Government (State) Award</u> (current version). (to be reviewed annually) (Managers to make recommendations to the Directors)	DIRECTORS	
B10	Report of Injury Recommend to the CEO, via the Director, the approval or refusal for the employer's report of injury to Council's workers compensation insurer.	DIRECTORS CHIEF OFFICERS MANAGERS	



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B11	Approve Leave Approve or refuse timesheets and leave for Council Officers having due regard to the proper functioning of the Council and maintenance of appropriate levels of service to the public in accordance with Council's policies. Delegations only apply to Council Officers listed who have Officers that are a direct report or are acting in such a position. Payroll will redirect to a higher Officer in your Directorate if it is not approved.	DIRECTORS CHIEF OFFICERS MANAGERS SUPERINTENDENTS COORDINATORS	
B12	Approve Leave Approval of Officer's Leave Without Pay	DIRECTORS	
B13	Resignations Accept resignations from Officers within the position holder's area of responsibility.	DIRECTORS CHIEF OFFICERS MANAGERS	
B14	Drug Testing Undertake random drug testing of Council Officers as per the <u>Fit for Work Policy</u>	MGR CWHS	
B15	Travelling and Subsistence Expenses To approve or refuse the payment of travelling and related expenses in accordance with Council's <u>Travel & Accommodation Procedure</u> associated with the <u>Working at Council Policy</u> , utilising the <u>Travel Authorisation Form</u> .	DIRECTORS	
B16	Replacement of Personal Property To approve or refuse claims for the loss of personal property provided that such property was required for the normal performance of the Officer's duties and for amounts under the excess as per Council's insurance.	DIRECTORS CHIEF OFFICERS MANAGERS	
B17	Employment Outside of Council Recommend to the CEO, via the Director, the approval or refusal for Officers to engage in private employment or contract work outside of their Council employment.	DIRECTORS CHIEF OFFICERS MANAGERS	
B18	Deeds Recommend to the CEO the content of deeds of release to settle industrial disputes or claims on Council	DIRECTORS CO-CLC CO-CPO	
B19	References Provide a verbal reference to potential employer/s in regard to a previous Officer. (Written references will not be given)	DIRECTORS CHIEF OFFICERS MANAGERS	
B20	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DIRECTORS CO-CLC CO-CPO	Industrial Relations Act 1966 (NSW)
		DIRECTORS CO-CLC CO-CPO	Fair Work Act 2009 (Clth)
		DIRECTORS CO-CLC	Superannuation Guarantee



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	CO-CPO	
	DIRECTORS CO-CPO CWS	Work Health & Safety Act 2011 (NSW)

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CORPORATE

FINANCIAL MATTERS		Appointed Delegate	Legislation
C1	<p>Responsible Accounting Officer (RAO) The appointed delegate is the Responsible Accounting Officer, as defined in Section 196 of <u>the Regulation</u> and is to carry out all the duties and functions of that role.</p>	CO-CFO	Local Government Act 1993 (NSW) Local Government (General) Regulation 2021 (NSW) (S196)
C2	<p>Subject at all times to the overriding authority and direction of the RAO, authority to exercise the following day to day functions on behalf of the RAO:</p> <ul style="list-style-type: none"> ▶ assist in the establishment and maintenance of a system of budgetary control for the Council in accordance with S 202 of <u>the Regulation</u>; ▶ assist in the preparation of a budget review statement in accordance with S 203 of <u>the Regulation</u>; ▶ assist in the keeping of Council's accounting records and manage the Council's money, assets and liabilities in accordance with S 207 of <u>the Regulation</u>; ▶ assist in the preparation of a report to Council on its investments in accordance with S 212 of <u>the Regulation</u>; ▶ assist in the preparation of the Council's annual financial reports and the exercise of any other functions of the Council concerning accounting records, financial reports and auditing under Chapter 13 Part 3 of <u>the Act</u>; ▶ assist in the balancing of Council's ledgers and preparation of a list of ledger balances in accordance with S 228 of <u>the Regulation</u>.; and ▶ assist in the management of the loan portfolio, including the securing of new loans. 	CO-CFO S-FC MA	Local Government (General) Regulation 2021
C3	<p>Authorise Payment of Salaries and Wages To authorise the payment of salaries and wages – 2 signatories required</p>	DIRECTORS CO-CFO# S-FC	
C4	<p>Payment of Contractors and Direct Creditors To approve or refuse payment to contractors and direct creditors.</p>	DIRECTORS CHIEF OFFICERS MANAGERS	
C5	<p>Act as signatory to Council's bank accounts</p>	CEO DIRECTORS CO-CFO CO-CIO MGR S-FC CFO CRA	*** Dependent on the documentation with the individual financial institution
C6	<p>Sign Cheques on Council's bank accounts To sign or countersign cheques drawn on Council's bank accounts.</p>		
C7	<p>Electronic Funds Transfer To authorise Electronic Funds Transfer (EFT) transactions on Council's bank accounts.</p>		
C8	<p>Check and Certify the Annual Statutory Accounts To check and certify statutory accounts against the Council records.</p>	DCS CO-CFO	



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C9	Tax Matters Sign declarations and/or lodgement in the appropriate portal for Fringe Benefits Tax, GST Business Activities Statements and Payroll Tax on behalf of Council.	DCS CO-CFO S-FC CFO MA CP	
C10	Security Deposits, Cash Bond or Bank Guarantee The authority to require the lodgement of a cash bond or bank guarantee and determine the terms and conditions of a security deposit or bond.	DCS CO-CFO CO-CLC PM	
C11	Security deposits/bonds – drawing of monies Authorise the release of any monies held as security for all other guarantees except those related to a condition imposed by development consent. Including refund of fees, bonds and deposits paid for the use of Council facilities. (2 Officers to sign the Authority to Release Form)	DCS CO-CFO CO-CLC PM	
C12	Overdraft Limit To negotiate Council's overdraft limit. (not make a decision on borrowing money)	DCS CO-CFO	
C13	Borrowings To authorise application for borrowings from financial institutions at the direction of Council and subject to a resolution of Council to approve this application.	DCS CO-CFO	
C14	Discharge a Mortgage Authority to discharge any mortgages held by Council on condition that all conditions of the mortgage have been met. The authority exercised under this delegation is to be reported to Council.	DCS CO-CFO	
C15	Debt Write Off To authorise the writing-off of uncollectible debts (for charges and sundry debtors) up to a maximum amount of \$500 per account. (Rates & Charges are to be written off in line with the provisions of Section 131 of the <u>Local Government (General) Regulations 2021</u>) including making a determination whether to proceed with legal action.	DCS CO-CFO	Local Government (General) Regulations 2021 (NSW) (S131)
C16	Issue Accounts To authorise the issue of accounts for services provided by Council.	DCS MA CO-CFO CRA S-FC	
C17	Investment of Money Arrange the investment of money that is not presently required by the Council in a form of investments notified by order of the Minister and published in the Government Gazette and in accordance with Council's Investment Policy.	CEO DIRECTORS CO-CFO S-FC CFO	Local Government Act 1993 (NSW) (S625)
C18	Accounts Receivable – Payment by Instalment To make arrangements with any ratepayer or debtor for payment to be made by reasonable and satisfactory instalments. *Revenue Officer can make arrangements for outstanding amounts of up to \$500.	DCS CO-CFO CRA REVO*	



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C19	Refund of Over-payments To authorise the refund of all over-payments subject to appropriate certification.	DCS CO-CFO CRA	
C20	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> .	DCS	Unclaimed Money Act 1995 (NSW)

ASSETS – LAND AND BUILDINGS		Appointed Delegate	Legislation
D1	Sale or Disposal of Materials or Equipment To sell old materials, spoilt or obsolete equipment. Can be bulk materials, such as sand.	DIRECTORS CO-CIO MBF MCPP MW MWC MWS	
D2	Enter into Leases, Licences and Other Legal Transactions Authority to negotiate any form of Lease or Licence or other transaction for use of land or assets, subject to compliance with <u>the Act</u> , and subject to the CEO making reasonable enquiries into the appropriate payments to be made to Council and consulting with Council's solicitor to determine the appropriate format of the legal agreement. Pursuant to Section 724 of the <u>Local Government Act 1993</u>	DIRECTORS CO-CLC MCPP	Local Government Act 1993 (NSW) (S724)
D3	Native Title Management: Consideration of Native Title implications under the <u>Crown Land Management Act 2016</u> (NSW) Part 8	DPE MDS MPB TPS	Crown Land Management Act 2016 (NSW) (Part 8)
D4	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time, pursuant to the <u>Crown Land Management Act 2016</u> , <u>Crown Lands Regulation 2006</u> , <u>Crown Lands (General Reserve) By Laws 2006</u> .	DPE MBF MDS MPB TPS	Crown Land Management Act 2016 Crown Lands Regulation 2018 Crown Lands (General Reserve) By Laws 2006
D5	Functions of Crown Land Managers: Authority to carry out all the functions of the Council acting as a Crown Land Manager of specified dedicated or reserved Crown Land, which includes the functions of the Council under the <u>Local Government Act 1993</u> in respect of public land, being either operational or community land, including to prepare a draft Plan of Management, to grant an approval and to grant leases and licences. Pursuant to s2.21(4), Divisions 3.3 and 3.4, 3.6 (s3.33(2)) and 3.7 The functions of a responsible manager include to set aside any part of the land (including any building or enclosure in or on the land) for any purpose for which the land may be used (clause 6), to determine conditions of entry and designate entrance and exit points (clause 8) and give a direction or written consent to do things (clause 10). Pursuant to Part 2, Division 1 of the <u>Crown Land Management Regulation 2018</u> .	DPE MBF MCPP MDS MPB TPS	Crown Land Management Act 2016 Crown Lands Regulation 2018 Crown Lands (General Reserve) By Laws 2006



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D6	<p>Optical surveillance devices: Authority on behalf of Council as the owner or occupier of premises or vehicles or any other object to consent to the installation, use and maintenance of an optical surveillance device on the premises or vehicle or object.</p>	DIRECTORS	Surveillance Devices Act 2007 (S 8)
D7	<p>Land Acquisition: Authority to carry out the functions of Council as an authority of the State under the <u>Land Acquisition (Just Terms Compensation) Act 1991</u>, subject to Council resolution to compulsorily acquire land including an interest in land. Including but not limited to negotiating with landowners, acting as Acquisition Manager or Personal Manager (as long as the relevant person does not act concurrently in these two roles in the same acquisition process), determining appropriate compensatory sums and conducting the compulsory acquisition process on behalf of Council where required.</p>	DIRECTORS CO-CLC MCPP	Land Acquisition (Just Terms Compensation) Act 1991
D8	<p>Use of Council Parks, Reserves or Council Property To approve or refuse applications for the casual use of Council lands (including public reserves, beaches, sports fields and public roads) on a short term, casual basis (such as a public performance, filming, commercial photographic session, picnics and private celebrations) in accordance with Council Policy (if any) and subject to approved fees (if any) and not subject to the requirement of the DA.</p>	DIRECTORS MEDT MPB MW	Local Government Act 1993 Local Government (General) Regulation 2021.
D9	<p>Use of Council Parks, Reserves or Council Property To approve or refuse applications for the use of parks, reserves or property in accordance with Council Policy (if any) which require special consideration (barriers, waste services etc)</p>	DI DPE MPB MW MWC	
D10	<p>Use of Council Parks, Reserves or Council Property To approve or refuse DA applications for the use of parks, reserves or property.</p>	DPE MDS	
D11	<p>Council Property – Housing Management of Council-owned housing including leasing of properties.</p>	DCS CO-CFO CO-CLC S-FC	
D12	<p>Council Property – Notices to Quit Recommend to the CEO to authorise and sign notices to quit to tenants whose rent arrears exceed four weeks, or to take such alternative action necessary to manage tenants and recover outstanding rent or payments.</p>	DIRECTORS	
D13	<p>Covenants and Easements – Application of Execute instruments creating covenants, easements or restrictions affecting land (including any release, variation or modification of same)</p>	DIRECTORS CO-CLC MCPP MDS TPS	
D14	<p>Covenants and Easements – Release, Vary or Modify Exercise the authority to release, vary or modify covenants, easements or restrictions affecting land where such changes have been considered, on balance, to not impact on the proper functioning of the subdivision or the intent of that covenant, easement or restriction.</p>	DIRECTORS CO-CLC MCPP MDS TPS	



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D15	Payment for Fencing on a Common Boundary Authority to contribute on behalf of Council half the cost of fencing a boundary common to land owned by Council or under the Council's care, control and management subject to compliance with the <u>Dividing Fences Act 1991</u> , where applicable.	DIRECTORS	Dividing Fences Act 1991
D16	Maintenance and Repair of Council Properties To authorise repairs/maintenance of Council's buildings, equipment and plant within the limits approved in the annual budget.	DI MCP MBF MPB MW MWS S-SWW SPB CBF	
D17	Use of Council Owned Properties To approve or refuse to grant Council's consent to a third party development application that may traverse or impact upon Council land.	DPE MDS	
D18	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under this Act and the Regulations.	DCS CO-CLC MCP	Retail Leases Act 1994 Residential Tenancies Act 2010 (S 23 & S40)
		DI MCP MW	Commons Management Act 1989

GOVERNANCE		Appointed Delegate	Legislation
E1	Receive and Investigate Complaints and Requests To receive complaints and authorise to investigate, action and respond to a complaint or request received by Council. (This does not include Code of Conduct, PID Act and/or other serious complaints)	DIRECTORS CHIEF OFFICERS MANAGERS S-SC S-SPB S-SW S-SWW BS BSS CEH CWH CWM LGAO TPS	
E2	Code of Conduct Complaints Coordinator and Disclosures Coordinator The appointed delegates are to act as Council's Code of Conduct Complaints Coordinator and Disclosures Coordinator under Council's adopted Code of Conduct and the <u>Public Interests Disclosure Act 1994</u> , respectively.	DCS MGR	Public Interests Disclosure Act 1994



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
POL-107**

E3	<p>Public Officer The Public Officer is subject to the direction of the CEO.</p> <ul style="list-style-type: none"> ▶ May deal with requests from the public concerning Council's affairs. ▶ Has responsibility for assisting people gain access to public documents of the Council. ▶ May receive submissions made to Council. ▶ May accept service of documents on behalf of the Council. ▶ May represent the Council in any legal or other proceeding. ▶ Has such other functions as may be conferred or imposed on the Public Officer by the CEO or by or under <u>the Act</u>. 	DCS MGR	Local Government Act 1993. (S342 & S343)
E4	<p>Access to Council Information:</p> <ul style="list-style-type: none"> ▶ To act as Council's "principal officer" to determine applications and provide information to access information in compliance with the <u>Act</u>. ▶ Determine and review applications for access to Council's documents pursuant to the <u>Government Information (Public Access) Act 2009</u>. 	DCS MGR	Government Information (Public Access) Act 2009
E5	Be responsible for the coordination of the business, meetings and outcomes of meetings of Council's Audit, Risk and Improvement Committee.	DCS MGR	..
E6	Act as Council's Privacy Officer in all matters related to the <u>Privacy and Personal Information Protection Act 1998</u> and <u>Health Records and Information Privacy Act 2002</u> .	DCS MGR	Privacy & Personal Information Protection Act 1998 Health Records and Information Privacy Act 2002
E7	Act as Disclosure Co-ordinator/Nominated Disclosure Officer for <u>Public Interest Disclosures Act 1994</u> disclosures made by Officers under Council's <u>Internal Reporting Policy</u>	DCS MGR	Public Interest Disclosures Act 1994
E8	Authority to act on behalf of the Council as a State/Territory entity for the purposes of the Australia's <u>Foreign Relations (State and Territory Arrangements) Act 2020</u> (Cth) and associated legislation.	DIRECTORS MGR	Foreign Relation (State and Territory Arrangements) Act 2020
E9	<p>All Functions Exercise any delegable functions of the Council under the <u>Privacy and Personal Information Protection Act 1998</u>, including determine an application for internal review.</p>	DCS MGR	Public Interest Disclosures Act 1994
		DCS MGR	Ombudsman Act 1974 (NSW)
		DCS MGR	Privacy & Personal Information Protection Act 1998 (Section 53)



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INSURANCES		Appointed Delegate	Legislation
F1	Insurance Claims – Policy Excess To resolve claims on Council’s behalf up to the level of the excess applicable to each insurance policy.	DCS MGR CGR	
F2	Review Council's exposure to risk on a continuing basis and effect any changes by way of insurance to protect Council's interest, including types and levels of cover and excess limits	DCS MGR	
LEGAL		Appointed Delegate	Legislation
G1	Give instructions to the Council's solicitors to provide legal advice to the Council on any matter concerning the Council, subject to approval from the CEO.	DIRECTORS CO-CLC MGR	
G2	Institute, conduct and defend legal proceedings with respect to Council's activities in all Courts and instruct and engage Council's solicitors and Counsel. *Manager Development Services for matters to be held in the Land Court only.	DIRECTORS CO-CLC MDS* MGR	
G3	Exercise authority to negotiate, finalise and agree to terms of settlement in any proceedings commenced by or against Council in accordance with legal advice provided to Council. *Manager Development Services for matters to be held in the Land Court only. **Chief Legal Council may facilitate and advise but is not authorised as a decision maker in any proceedings or in relation to settlement of any matter.	DIRECTORS CO-CLC** MDS* MGR	
G4	Accept Documents: Accept service of documents on behalf of Council	DIRECTORS CO-CLC MGR	
G5	Issue Proceedings in Consultation with the CEO To initiate or carry on proceedings, to act on behalf of Council and to negotiate on matters in issue between parties, and to settle any proceedings in any Court or Tribunal, including but not limited to the Local, District or Supreme Courts of any State or Territory, any Industrial Relations Tribunal or Commission, and the Land and Environment Court with approval from the CEO.	DIRECTORS	
G6	Amending Proceedings in Consultation with the CEO To authorise the issue or withdrawal of any penalty infringement notices or complaint or the institution of any proceedings for the recovery of any penalty or the making of any order for or in respect of any offence, nuisance, or any other matter or thing whatsoever which the Council might be entitled to recover or seek under any Act or Regulation with approval from the CEO.	DIRECTORS	
G7	Legal Proceedings Act as Council’s representative in hearings before the Courts in accordance with the <u>Environmental Planning & Assessment Act 1979</u>	DPE CO-CLC MDS BSS TPS	Environmental Planning & Assessment Act 1979 (NSW) (s9.38-9.57)



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G8	Provision of Witnesses and Information To determine the fee to be charged for the provision of Council's Officers as witnesses and/or the supplying of information for Court cases.	DCS	
G9	Exercise authority to lay information in respect of any proceedings for an offence pursuant to section 684 of the <u>Local Government Act 1993</u> .	DIRECTORS CO-CLC MGR	Local Government Act 1993 (S 684)
G10	Pursuant to section 687 of the <u>Local Government Act 1993</u> : (a) Exercise authority to represent Council as though it is the party concerned in Local Court proceedings; and (b) institute and carry on any Local Court proceedings which Council is authorised to institute and carry on.	DIRECTORS CO-CLC MGR	Local Government Act 1993 (S 687)
G11	Represent Council and act on its behalf in any bankruptcy or winding up proceedings, pursuant to section 688 of the <u>Local Government Act 1993</u> .	DIRECTORS CO-CLC	Local Government Act 1993 (S 688)

PROCUREMENT, CONTRACTS, LEASES and TENDERS		Appointed Delegate	Legislation
H1	<p>Procurement of Works, Goods and Services</p> <p>Obtain quotations, create a requisition or authorise Purchase Orders for the expenditure on the provision of goods, works and services to the level of expenditure up to the amount (including GST) indicated with the position subject to the following limitations:</p> <ul style="list-style-type: none"> ▶ the expenditure must relate to the position holder's area of responsibility and in accordance with the <u>Act</u>; ▶ expenditure must be in accordance with expenditure limits/budget approved by the Council; ▶ the expenditure must not involve the acceptance of a tender which is required under the <u>Act & Regulations</u> to be invited and which must be accepted only by the Council; ▶ expenditure must be in accordance with Council's <u>Procurement Policy and Procedure</u> – including the requirement to seek quotations; and ▶ the expenditure/ entry into the contract must not otherwise require a resolution of the Council under the Act & associated Regulation (for example, a resolution of the Council is required for entry into a public-private partnership). 	Refer Clause 8 – Part B Expenditure Level Delegation and Limits.	Local Government Act 1993 Local Government (General) Regulation 2021
H2	<p>Engage Consultants</p> <p>To engage consultants to assist with Council projects, subject to compliance with the Act and the Law.</p>	DIRECTORS CHIEF OFFICERS MANAGERS	
H3	<p>Authorise Waiver from Procurement Policy requirements</p> <p>Within financial delegation</p>	DIRECTORS	
H4	<p>Engage Contractors</p> <p>Within authorised budget amounts to engage contractors to assist with Council projects, subject to compliance with the Act, relevant legislation and their financial delegations.</p>	DIRECTORS CHIEF OFFICERS MANAGERS EP	



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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H5	Act as an appropriate person, within the meaning of the Regulations to receive and register tenders submitted to Council.	CO-CLC PL	Local Government (General) Regulation 2021 (Section 164)
H6	Authorising the calling of formal Call Tenders or Requests for Quotation on behalf of the Council, for works up to a value not exceeding the public tender threshold expenditure specified in <u>the Act & Regulations</u>	DIRECTORS CHIEF OFFICERS MANAGERS SUPERINTE NDENTS PL	Local Government Act 1993 (Section 55) Local Government (General) Regulation 2021 (Part 7)
H7	Authorise the calling of formal Tenders on behalf of the Council, for works, goods and equal to or exceeding the public tender threshold expenditure under <u>the Act & Regulation</u> but less than the value for which a Council resolution will be required to award the contract (in which case, the Chief Executive Officer must authorise the calling of tenders).	DIRECTORS	Local Government Act 1993 Local Government (General) Regulation 2021
H8	Funding Applications Authority to sign funding applications and associated documents, once approved by the Council and subject to the application not requiring the Seal of Council.	DIRECTORS CHIEF OFFICERS MANAGERS	
H9	Authority to sign all documentation on behalf of the Council in place of the Chief Executive Officer (including contracts, leases, transfers, deeds of agreement etc) and in accordance with any necessary resolution of the Council having regard to section 377 of the <u>Local Government Act 1993</u> .	DIRECTORS	Local Government Act 1993 (S 377)
H10	Authority to make recommendations to the Chief Executive Officer to terminate any lease or rental agreement on any Council owned property where the terms of the lease have been breached and accounts fall into arrears.	DIRECTORS CHIEF OFFICERS MANAGERS	
H11	Signing of Contracts and Agreements To sign contracts, deeds and agreements that do not require the Council Seal (and are within the financial limitation of their position).	DIRECTORS CHIEF OFFICERS MANAGERS	

RATES & CHARGES		Appointed Delegate	Legislation
I1	Rebate of Rates To grant rebates of rates to qualified rateable persons in accordance with the provisions of the Act.	DCS CO-CFO CRA	
I2	Write off of Accrued Interest Write off accrued interest on rates and charges if the payment of the accrued interest would cause hardship in accordance with Council's <u>Rates & Charges Hardship Policy</u> .	DCS CO-CFO	
I3	Issue a certificate as to rates and charges in accordance with Section 603 of the Act.	CO-CFO CRA	Local Government Act 1993 (S603)



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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14	All functions: Exercise the Council's functions under the <u>Valuation of Land Act 1916</u> , including the making of applications for the valuation of land within the Council's local government area.	DCS CO-CFO	Valuation of Land Act 1916
15	Application for Valuation: Authority to apply to the Valuer-General for a valuation of land held by or on behalf of the Council in accordance with section 14A(2)(a) or within the Council (as the rating authority) local government area in accordance with section 14A(2)(c). Authority to apply for an apportionment factor in accordance with section 14X or 14BBA and for an assessed annual value of land which became rateable on or after 1 July 1977 in accordance with section 19B.	DCS CO-CFO CRA	Valuation of Land Act 1916 (S14 & S19)
16	Consider and determine requests by organisations to include material in the mail with Council rates notices in accordance with the Council's adopted <u>Rates Policy</u> in conjunction with the Chief Executive Officer.	DCS	
17	Rate Books Authority to: <ul style="list-style-type: none"> ▶ amend the rate and valuation books/records where such amendment is necessary by reason of change of ownership, occupancy or address; ▶ raise or reduce the sum rates owing due to error; ▶ include any land which ought to have been rated; ▶ to write off accrued interest to a maximum of \$50; ▶ act in accordance with <u>the Act</u> to manage the rate books/records and recover rates and charges owing to the Council. 	DCS CO-CFO CRA	
18	To Enforce the Payment of Rates <ul style="list-style-type: none"> ▶ To issue notices under the Act for the recovery of rates. ▶ Enter into or review a reasonable arrangement with a ratepayer regarding the payment of outstanding rate debt, in accordance with the Council's adopted <u>Rates & Hardship Policy</u>. ▶ making a determination whether to proceed with legal action where the outstanding amount is less than \$500. ▶ To approve alternative options for the collection of outstanding rates, including collection of rent in lieu of rates, issuing of proceedings, accepting exchange of land and such other alternatives available to Council under <u>the Act</u>. 	DCS CO-CFO CRA	Local Government Act 1993

RECORDS MANAGEMENT		Appointed Delegate	Legislation
J1	Destruction of Corporate Documentation Authority to approve the destruction of corporate documentation or the transfer of corporate documentation to State Records in accordance with Council's Records Disposal Schedule and the <u>State Records Act 1998</u> .	DCS CO-CIO	State Records Act 1998.
J2	Act as the Nominated Senior Officer for the purposes of the <u>State Records Act 1998</u> .	DCS CO-CIO	State Records Act 1998.



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J3	<p>Exercise Functions Exercise the Council's functions under the <u>State Records Act 1998</u>, including the making of open and closed access directions in accordance with that Act and the <u>State Records Regulation 2015</u>.</p>	DCS CO-CIO	State Records Act 1998. State Records Regulation 2015. Local Government Act 1993
TECHNOLOGY		Appointed Delegate	Legislation
K1	Manage the Renewal and Maintenance of Domain Names and IP Addresses	DIRECTORS CO-CIO	
K2	<p>Manage the renewal and maintenance of radio transmission licences Manage the renewal & maintenance of Australian Communications & Media Authority radio transmission licences as they apply to Council & in accordance with the <u>Radiocommunications Act 1992 (Cth)</u>.</p>	DIRECTORS CO-CIO	Radio Communications Act 1992 (Cth).
K3	<p>Installation, operation and retrieval of CCTV cameras and their footage</p> <ul style="list-style-type: none"> ▶ Maintain the register of fixed CCTV camera locations. ▶ Monitor system performance ▶ Monitor CCTV footage ▶ Review recorded CCTV footage ▶ Retrieval and release of recorded CCTV footage following approval from appointed delegated ▶ (Note: sharing of CCTV footage to be in accordance with Council's Guide) <p>(Council Officers who monitor, review and retrieve CCTV footage must hold a Class 1E Security Licence under the <u>Security Industry Act 1997</u>) Note: Class 1E Monitoring Centre Operator – monitor security alarm activations for the purpose of property protection</p>	DIRECTORS CO-CIO MBF MPB CBF	Security Industry Act 1997
K4	<ul style="list-style-type: none"> ▶ Monitor CCTV footage ▶ Review recorded CCTV footage <p>(Council Officers who monitor and review CCTV footage must hold a Class 1E Security Licence under the <u>Security Industry Act 1997</u>) Note: Class 1E Monitoring Centre Operator – monitor security alarm activations for the purpose of property protection</p>	DIRECTORS CO-CIO MBF MPB CBF CWM SC	
K5	Approve installation of new CCTV cameras	DIRECTORS	
K6	Approve the release of recorded CCTV footage in response to an external request for access	DCS MGR	Government Information (Public Access) Act 2009
K7	Act as Master Licence holder under the <u>Security Industry Act 1997</u> .	CO-CIO	Security Industry Act 1997
K8	<p>All Functions: Administer the provisions and functions as they apply to Council and in accordance with the <u>Radiocommunications Act 1992</u></p>	DCS CO-CIO	Radio Communications Act 1992 (Cth).



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ECONOMIC DEVELOPMENT & TOURISM

L1	Make applications to Government Departments for funding.	DCED MEDT	
L2	<p>Approve Applications for Street Activities Recommend to the CEO to approve or refuse:</p> <ul style="list-style-type: none"> ▶ applications for street stalls or similar activity; ▶ applications for the collection of money for charitable appeals or similar activity. 	DCED MEDT	

LIBRARIES		Appointed Delegate	Legislation
M1	<p>Registration, Rules and determining value: Authority to:</p> <ul style="list-style-type: none"> a) determine the procedure for registration of library borrowers in accordance with S 5(2) of <u>the Regulation</u>; b) to refuse an application and cancel a person's registration as a borrower in accordance with S 5(3) of <u>the Regulation</u>; c) to make rules to regulate the use of a council's local libraries in accordance with S 6 of <u>the Regulation</u>; d) to determine the value of library material or series in accordance with S 7 of <u>the Regulation</u> 	DCED MCUSS	Library Regulation 2018 (S 5, S 6 & S 7)
M2	<p>All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u>.</p>	DCED MCUSS	Library Act 1939



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PLANNING & ENVIRONMENT

AUTHORISATIONS		Appointed Delegate	Legislation
N1	Act as an authorised person within the meaning of the Act.	DPE MDS MWC S-SC BS BSS CEH CWM LGAO RC TPS	Local Government Act 1993
		DPE MPB S-SC S-SPB WO	Biosecurity Act 2015 (Part 22 Div 2)
		DPE	Boarding Houses Act 2012
		DPE MDS MWC S-SC RC	Companion Animals Act 1998
		DPE MDS MWC S-SC CEH RC TPS	Environmental Planning & Assessment Act 1979
		DPE MDS S-SC BS BSS CEH LGAO	Food Act 2003 (S 114 & S 115)
		DPE S-SC RC	Game and Feral Animal Control Act 2002
		DPE S-SC RC	Graffiti Control Act 2008 Graffiti Control Regulation 2021
		DPE MDS MWC S-SC BS BSS LGAO RC	Public Spaces (Unattended Property) Act 2021 (S 41)



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		DPE MDS MWC S-SC BS BBS CEH CWM LGAO RC TPS	Public Health Act 2010 Public Health Regulation 2012 (NSW)
		DI MW S-SC RC RSO TAT TPS	Roads Act 1993
		DI	Rural Fires Act 1997 (S 131 (6)) Rural Fires Regulation 2022 (Schedule 2)
		DPE MDS S-SC BS BSS LGAO	Swimming Pools Act 1992 (S 27) Swimming Pool Amendment Act 2012 and Regulations
		DI	Road Transport Act 2013
		DPE MDS MWC S-SC BS BSS CEH CWM LGAO RC TPS	Protection of the Environment Operations Act 1997
		DI	Poisons and Therapeutic Goods Regulation 2008 (S 65)
		DPE MPB	Trees (Disputes Between Neighbours) Act 2006 (S 17)
N2	Act as an impounding officer within the meaning of the Public Spaces (Unattended Property) Act 2021	DPE MDS MWC	Public Spaces (Unattended Property) Act 2021



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		S-SC BS BSS LGAO RC	
N3	<p>Authorised Person: An authorised person appointed as a Council Investigation Officer may serve a penalty notice on anyone who appears to the authorised person to have committed an offence under the <u>Crown Land Management Act 2016</u> and the <u>Crown Land Management Regulation 2018</u>.</p>	DPE MPB	Crown Land Management Act 2016 Crown Land Management Regulation 2018.
N4	<p>Power of Entry Enter any premises to carry out inspections, conduct surveys, take measurements and photographs considered necessary for the purpose of the <u>Environmental Planning & Assessment Act 1979</u> and <u>Regulations</u> and any planning instrument with the consent of the occupier</p> <p>Consent is only required under this Act when entering a part of a premises used for residential purposes unless 9.16 b, c or d apply</p> <p>(or any Council Officers authorised by way of a resolution of the Council)</p>	DPE MDS MWC S-SC CEH CWM ED LGAO PP RC RPPO TPS	Environmental Planning & Assessment Act 1979 (Division 9.2 Subdivision 2)
		DPE MDS MPB MW MWC MWS S-SPB S-SC CEH CWM BS BSA BSS BC ED LGAO PP RC RRPO TPS WO	Local Government Act 1993 (S191, S191A, S193 & S678)
		DPE MDS S-SC CEH BC BS BSA BSS ED LGAO RC	Swimming Pools Act 1992 (S22, Part 3 S27, S27A & S27B)
		DPE MDS MWC S-SC CEH	Food Act 2003 (Div 1 & S37)



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	RC	
	DPE MDS MWC S-SC CEH CWM ED RC RRPO TPS	Protection of the Environment Operations Act 1997 (S196, S197, S198 & S187)
	DPE MDS S-SC CEH	Public Health Act 2010 (S108)
	DPE MDS	Boarding Houses Act 2012 (S 76 & 77) (S 23 & S 25)
	DPE MPB S-SPB WO	Biosecurity Act 2015 (Div 3 & S98)
	DPE MWC S-SC CWM RC	Public Spaces (Unattended Property) Act 2021 (S5, Part 7 – S42)
	DPE MWC S-SC CWM RC	Companion Animals Act 1998 (Div 1 S69A & S69B)
	DPE MPB S-SPB	Pesticides Act 1999
	DI MWS	Plumbing and Drainage Act 2011 (S 26)
	MW MWS S-SWW BUSWS WWS WWT	Water Act 2014 (S32, Div 2, S68)
	DI MWS	Water Management Act 2000 (S 296 & S 297)



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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N5	Give an owner or occupier of premises written notice of Council's intention to enter premises pursuant to the provisions of the <u>Environmental Planning and Assessment Act 1979</u> , <u>Local Government Act 1993</u> , <u>Swimming Pools Act 1992</u> and any other legislation by which an authorised officer or person authorised by Council has the power to enter premises.	DIRECTORS	Environmental Planning and Assessment Act 1979 Local Government Act 1993 Swimming Pools Act 1992
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REGULATIONS AND ENFORCEMENT		Appointed Delegate	Legislation
O1	Issue notices, orders and directions under the Acts	DPE MDS MWC S-SC RC	Environmental Planning and Assessment Act 1979
		DPE MWC S-SC RC	Local Government Act 1993
		DPE MWC S-SC RC	Biosecurity Act 2015 (Sch 7 S 28)
		DPE MWC MPB S-SPB S-SC RC WO	Swimming Pools Act 1992
		DPE MDS MWC S-SC RC	Protection of the Environment Operations Act 1997
		DPE MWC S-SC RC	Public Health Act 2010
		DPE MDS BS BSS CEH LGAO	Food Act 2003 To issue prohibition notices in accordance with the Act



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		DPE MDS MWC S-SC BS BSS LGAO RC	Companion Animals Act 1998
		DI MW	Road Transport Act 2013
O2	Enforcement To exercise all the powers of Council (other than those powers expressly required to be exercised by resolution of the Council) and act as an inspector under the provisions of the <u>Biosecurity Act 2015</u> and regulations made thereunder	MPB S-SPB WO	Biosecurity Act 2015 (NSW)
O3	Enforcement To exercise all the powers of Council (other than those powers expressly required to be exercised by resolution of the Council) and act as an inspector under the provisions of the <u>Biodiversity Conservation Act 2016</u> and regulations made thereunder	DPE MDS MPB MWC S-SC S-SPB BSS RC TPS	Biodiversity Conservation Act 2016 (NSW)
O4	Prohibition Notices To issue prohibition notices in accordance with section 60 of the <u>Food Act 2003</u>	DPE MBS BS BSS LGAO	Food Act 2003 (S 60)
O5	Enforcement To exercise all the powers of Council (other than those powers expressly required to be exercised by resolution of the Council) and act as impounding officer under the provisions of the Public Spaces (Unattended Property) Act 2021 and <u>Regulations</u> .	DPE MDS MWC S-SC BS BSS LGAO RC	Public Spaces (Unattended Property) Act 2021 (S 4) Public Spaces (Unattended Property) Regulation 2022
O6	Enforcement Exercise Council's enforcement and regulatory functions under the <u>Protection of the Environment and Operations Act 1997</u> , including: (a) issuing a clean up direction; (b) issuing a prevention notice; (c) issuing a compliance cost notice; (d) revoking a smoke abatement notice given by an authorised officer; (e) issuing a notice requiring the production of information and records; and (f) issuing, revoking or varying a noise control notice. (other than those powers expressly required to be exercised by resolution of the Council and waiver of fees unless otherwise delegated)	DPE MDS MWC S-SC BS BSS CEH CWM LGAO RC TPS	Protection of the Environment Operations Act 1997 Protection of the Environment Operations (General) Regulation 2021 (NSW)
O7	Enforcement: Act as an enforcement officer within the meaning of the <u>Protection of the Environment Operations Act 1997</u> .	DPE MDS	Protection of the Environment Operations Act 1997
O8	Enforcement: To exercise all the powers of Council (other than those powers expressly	DPE MDS	Public Health Act 2010



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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	required to be exercised by resolution of the Council and waiver of fees unless otherwise delegated)	MWC S-SC BS BSS CEH LGAO RC TPS	Public Health Regulation 2012 (NSW)
O9	Enforcement: Exercise Council's enforcement and regulatory functions under Sections 9.13-9.37 and Schedule 5 of the <u>Environmental Planning and Assessment Act 1979</u> and Part 2 of Chapter 7 of the <u>Local Government Act 1993</u> concerning the issue of Orders, including authorising the carrying out of work by Council to give effect to the terms of an Order.	DPE MDS	Environmental Planning and Assessment Act 1979
O10	Enforcement: Act as an inspector and enforcement officer under the <u>Plumbing and Drainage Act 2011</u> .	DI MWS	Plumbing and Drainage Act 2011.

PLANNING & ENVIRONMENT		Appointed Delegate	Legislation
P1	Professional Certifications To approve or refuse professional certification from an Accredited Certifier in respect of Complying Development or Building Certification where that Certifier is accredited to undertake that particular type of work.	DPE MDS	
P2	Public Notification of Applications To determine whether a development application should be exempt from notification, subject to any applicable Council policy. To determine such persons who own land or who reside in properties that may be affected by a development and to ensure such persons are notified in accordance with any Council policy and legislation.	DPE MDS TPS TP BS BSS LGAO PP	
P3	Contracts for certification work Authority to execute a written contract for certification work to be done in the name of or on behalf of Council.	DPE MDS BS BSS LGAO	Building and Development Certifiers Act 2018 (S 31)
P4	Certificates Compliance Certificates, Construction Certificates, Interim Occupation Certificates and Occupation Certificates must only be issued by an officer with the appropriate registration issued by NSW Fair Trading under the <u>Building and Development Certifiers Act 2018</u> .	DPE MDS BSS	Building and Development Certifiers Act 2018
P5	Complying Development Certificates (CDC) CDC must only be issued by an officer with the appropriate registration issued by NSW Fair Trading under the <u>Building and Development Certifiers Act 2018</u> .	DPE MDS BSS	Environmental Planning and Assessment Act 1979 Building and Development Certifiers Act 2018
P6	Certificates of Accreditation To endorse applications for certificates of accreditation under the <u>Building Professionals Act 2005</u> .	DPE MDS	Building Professionals Act 2005



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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P7	Certification Inspect development in accordance with the Officer's certification class	DPE MDS BS BSS LGAO	Building Professionals Act 2005
P8	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under this Act and the Regulations in force and as amended from time to time. Pursuant to the <u>Building Professionals Act 2005</u> .	DPE MDS BS BSS LGAO	Building Professionals Act 2005
P9	Certificates of Accreditation To endorse applications for certificates of accreditation under the <u>Building Professionals Act 2005</u>	DPE MDS	Building Professionals Act 2005
P10	Certification Inspect development in accordance with the Officer's certification class	DPE MDS BS BSS LGAO	Building Professionals Act 2005
P11	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time. Pursuant to the <u>Building Professionals Act 2005</u> .	DPE MDS BS BSS LGAO	Building Professionals Act 2005
P12	All Functions Exercise any functions of the Council as consent authority under the <u>Community Land Development Act 2021</u> and associated <u>Regulation</u> including Council's functions with respect to Section 26 relating to development contracts.	DPE MPB TPS	Community Land Development Act 2021 (S26)
P13	Compliance Certificate - Community Development and Precinct Land: Authority to grant a certificate in relation to the subdivision of a community development lot by a community plan of subdivision or subdivision of a precinct development lot by a precinct plan of subdivision in accordance with sections 8(4)(a) and 12(4)(a) respectively. Authority to issue a certificate signifying consent to the conversion of a community development lot to community property or neighbourhood lot to neighbourhood property under Schedule 6(1)(c) and Schedule 7(1)(c) respectively, or a certificate signifying consent to severing a community development lot from a community scheme, or a precinct development lot from a precinct scheme under Schedule 8(1)(b).	DPE MPB	Community Land Development Act <u>2021</u> (Section 8(4)(a), 12(4)(a), Schedules 6(1)(c), 7(1)(c) and 8(1)(b))
P14	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time. Pursuant to the <u>Community Land Management Act 2021</u>	DPE MPB MDS S-SC BS BSS LGAO RC TPS	Community Land Management Act <u>2021</u>
P15	Amendment of Development Contract: Authority to approve the amendment of a development contract and grant a development consent compliance certificate	DPE MDS	Community Land Management Act <u>2021</u> (S 16)
P16	Registration Agent: Authority to act on behalf of Council as a registration agent for the purposes of companion animals registration including serving a notice requiring an animal to be registered under clause 24 of the <u>Regulation</u> .	DCED MCUSS	Companion Animals Regulation 2018



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			(S 24)
P17	Prohibition in public places: Authority to make orders prohibiting dogs from recreation areas, public bathing areas, shopping areas and wildlife protection areas and to prohibit cats from wildlife protection areas.	DPE	Companion Animals Act 1998 (S 14 & 30)
P18	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time, pursuant to the <u>Conveyancing Act 1919</u>	DCS DPE MDS TPS	Conveyancing Act 1919
P19	All Functions Exercise the Council's regulatory functions under the <u>Contaminated Land Management Act 1997</u> including issuing a notice under section 35 of <u>that Act</u> .	DPE MDS	Contaminated Land Management Act 1997 (S 35)
P20	Release reports on potential contaminated lands contained in Council's <u>Contaminated Land Site Register</u> that relate to Appendix 3 of the <u>Contaminated Land Policy</u>	DPE MDS TPS	
P21	Development Applications Assessment Assess and recommend approval or refusal of applications under the <u>Environmental Planning & Assessment Act 1979</u> relating to such approvals	DPE MDS BS BSS TP TPS	Environmental Planning & Assessment Act 1979 (NSW) Regulations 2021 (S 4.16)
P22	Development Applications Determination Determine and approval of development applications under the <u>Environmental Planning & Assessment Act 1979</u> relating to such approvals	DPE MDS BS BBS TP TPS	Environmental Planning & Assessment Act 1979 (NSW) Regulations 2021 (S 4.16)
P23	Determine an application which varies from a development standard contained in an Environmental Planning Instrument where the variation is: (a) supported by a written request; (b) compliance with the standard is unreasonable or unnecessary in the circumstances of the case; (c) there are sufficient planning grounds to justify the contravention to the development standard; (d) the contravention does not undermine the intention of the standard (objectives); and (e) the proposed development will be in the public interest and is not contrary to the objectives of the zone.	DPE MDS	Environmental Planning Instrument
P24	Review of Determination Determine a request to review a determination pursuant to Sections 8.2, 8.3, 8.4, 8.5, of the <u>Environmental Planning and Assessment Act 1979</u> where the position holder's delegation would have authorised them to determine the development application that has resulted in the review.	DPE MDS TPS	Environmental Planning & Assessment Act 1979 (NSW) (S 8.2)
P25	Review if Determination of a Modification Determine an application to review a determination of a modification pursuant to section 8.9 of the <u>Environmental Planning and Assessment Act 1979</u> where that modification has been refused or conditions have been imposed and where the position holder's delegation would have authorised them to determine the application for a modification of consent that has resulted in	DPE MDS BS BSS TPS	Environmental Planning & Assessment Act 1979 (NSW) (S 8.9)



DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY POL-107

	the review.		
P26	<p>Modification of a Development Consent/Complying Development Certificate</p> <p>Determine development applications, applications to modify a development consent and applications for a complying development certificate except in the following circumstances:</p> <ul style="list-style-type: none"> (i) where a submission by way of an objection to the application has been submitted to Council during the public notification period, unless in the Chief Executive Officer's opinion, the objection: <ul style="list-style-type: none"> (a) is unreasonable; or (b) can be satisfied by the imposition of a condition of consent, (ii) the development involves designated development as defined in the <u>Environmental Planning & Assessment Act 1979</u>, (iii) the development involves the erection of, or alteration to, residential flat buildings containing more than 20 dwellings, (iv) the development does not comply with any adopted Council policy (including a development control plan) unless, in the Chief Executive Officer's opinion compliance with the policy is unreasonable and unnecessary in the circumstances, (v) the development does not comply with a development standard unless in the case of non-compliance with a development standard in Council's <u>Local Environmental Plan</u> the CEO is satisfied of the matters prescribed by clause 4.6(4)(a) and the concurrence of the Director General has been obtained and is less than 10% as a numerical variation of a development standard; (vi) the development involves the subdivision of land into more than 100 lots, or (vii) the development has an estimated value exceeding \$20 million. (viii) developments defined as Regionally Significant Development as described in Schedule 7 of <u>State Environmental Planning Policy (State and Regional Development) 2011</u>. 	DPE MDS BS BSS TPS	<p>State Environmental Planning Policy (Planning Systems) 2021</p> <p>Local Environmental Plan 2013</p> <p>State Environmental Planning Policy (State and Regional Development) 2011. (Sch 7)</p>
P27	<p>Extension of Consent</p> <p>Determine applications for extensions of time in regards to use or development consent in accordance with the provisions of the <u>Environmental Planning & Assessment Act 1979</u> where the proposal generally complies with current planning controls.</p>	DPE MDS TPS	<p>Environmental Planning & Assessment Act 1979 (NSW) (S 4.54 & S 8.22)</p>
P28	<p>Modification of Consent</p> <p>Modify development approval and approvals previously approved development applications under the <u>Environmental Planning & Assessment Act 1979</u></p>	DPE MDS BSS TPS	<p>Environmental Planning & Assessment Act 1979 (NSW) (S 4.55 to S 4.56)</p>
P29	<p>Refund of DA/Construction Certificate/CDC/LAP Application Fees</p> <ul style="list-style-type: none"> ▶ To determine the refund of all or part of the fees paid for development or where the application is either not proceeded with or is withdrawn subsequent to assessment. ▶ To determine the refund of all or part of a bond lodged with Council in relation to approval conditions. 	DPE MDS	<p>Environmental Planning & Assessment Act 1979 (NSW)</p>
P30	<p>Refusal of Development Applications</p> <p>The following procedures are to be carried out where the Director Planning & Environment is of the view that development applications may be refused which are deficient in the required information or where the development is prohibited or is contrary to the adopted Council policy</p>	DPE MDS BSS TPS	<p>Environmental Planning & Assessment Act 1979 (NSW) (S4.16-4.57 & S8.23)</p>



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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P31	<p>Rejection of Development Applications: Reject a development application pursuant to clause 39 of the <u>Environmental Planning & Assessment Regulation 2021</u>.</p>	<p>DPE MDS BSS TPS</p>	<p>Environmental Planning & Assessment Regulation 2021. (S 39)</p>
P32	<p>Planning Certificates Issue Planning Certificates under Section 10.7 of the <u>Environmental Planning & Assessment Act 1979</u> including determining the content of certificates issued under 10.7(5) of the <u>Environmental Planning and Assessment Act 1979</u>.</p>	<p>DPE MDS TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) & Regulations 2021 (s10.7) Environmental Planning and Assessment Regulation 2021 (S 290)</p>
P33	<p>Building Information Certificates Approve, refuse and sign all building certificates and certificates of classifications and certificates of occupancies required under the <u>Local Government Act 1993</u>, the <u>Environmental Planning & Assessment Act 1979</u> and <u>Regulations</u> and Approvals Regulations and/or the <u>Building Code of Australia</u></p>	<p>DPE MDS BSS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) & Regulations 2021 (S 6.26-6.7) Local Government Act 1993 Building Code of Australia</p>
P34	<p>Subdivision Certificates Approve, refuse and sign subdivision certificates and linen plans pursuant to the provisions of the <u>Environmental Planning & Assessment Act 1979</u> and in accordance with the <u>Conveyancing Act 1919</u></p>	<p>DPE MDS DE TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (S 6.3 & S 6.4) Conveyancing Act 1919</p>
P35	<p>Subdivision Works Certificates Approve, refuse and sign subdivision work certificates pursuant to the provisions of the <u>Environmental Planning & Assessment Act 1979</u>.</p>	<p>DPE DI MDS MW DE TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (S6.3 & S6.4)</p>
P36	<p>Endorsement of 88B Instruments To execute documents, as an "authorised officer" on behalf of the Council, to enable registration at the Land and Property Information Office of actions to create, vary, modify or release easements, restrictions, caveats or covenants including positive covenants on title where Council's rights are fully protected or in substance not materially altered and/or Council has an interest or role as a public authority, or as consent authority <u>Note:</u> This delegation does not apply to matters involving public land or where the Common Seal of Council needs to be affixed.</p>	<p>DPE MDS TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) Conveyancing Act 1919</p>
P37	<p>Enforcement of Covenants: Authority to apply to the Court on behalf of the council as a prescribed authority, to enforce a covenant imposing a restriction on the use of land or a positive covenant by seeking an injunction in accordance with section 88H, or</p>	<p>DPE MDS</p>	<p>Conveyancing Act 1919 (S 88H & I & J)</p>



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	for an order that the land be conveyed or transferred to the authority in accordance with section 88I or for an order requiring the delivery of any deed, certificate of title or other instrument relating to the title to the land in accordance with section 88J.		
P38	Vary, Modify or Remove Restrictions under Section 88B of <u>Conveyancing Act 1919</u> imposed by condition of Development Consent.	DPE MDS	Environmental Planning & Assessment Act 1979 (NSW) & Regulations 2021 Conveyancing Act 1919
P39	Refund of Development Application Fees Refund development application fees in accordance with Council Policy Authorise the giving of a refund in respect of fees paid by an applicant for a Development Application, Construction Certificate or Section 4.55 modification.	DPE MDS	Environmental Planning & Assessment Act 1979 (NSW)
P40	Certificates Determine, sign and issue Compliance Certificates, Construction Certificates, Interim Occupation Certificates and Occupation Certificates pursuant to the provisions of section 6.3 and 6.4 of the <u>Environmental Planning & Assessment Act 1979</u> . Certificates must only be issued by an officer with the appropriate registration issued by NSW Fair Trading under the <u>Building and Development Certifiers Act 2018</u> .	DPE MDS BS BSS LGAO	Environmental Planning & Assessment Act 1979 (NSW) (Part 6)
P41	Maintenance Bonding Deeds Approve and release Maintenance Bonding Deeds required under Section 4.17 of the <u>Environmental Planning & Assessment Act 1979</u>	DPE	Environmental Planning & Assessment Act 1979 (NSW) (S 4.17)
P42	Delegations from Planning and Infrastructure (Concurrence) To be Council's nominated Planning Officer for the purpose of all delegations from Planning and Infrastructure	DPE	Environmental Planning & Assessment Act 1979 (NSW) Environmental Planning and Assessment Regulation 2021
P43	Local Environmental Plan To prepare a Draft Local Environmental Plan pursuant to section 5.32 of the <u>Environmental Planning & Assessment Act 1979</u> in relation to minor or procedural matters to remove anomalies, provided that any such action is to be reported to the Council prior to the preparation of a submission to the Minister for the making of a <u>Local Environmental Plan</u>	DPE MDS TPS	Environmental Planning & Assessment Act 1979 (NSW) (S 5.32)
P44	Notices and Orders To carry out all functions of the consent authority pursuant to the provisions of section 10.2 of the <u>Environmental Planning & Assessment Act 1979</u>	DPE MDS	Environmental Planning & Assessment Act 1979 (NSW) (S 10.2)



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P45	<p>Penalty Infringement Notices To serve penalty notices pursuant to section 9.58 of the <u>Environmental Planning & Assessment Act 1979</u></p>	<p>DPE MDS MWC S-SC BS BSS CEH LGAO RC TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (S 9.58) Environmental Planning and Assessment Regulation 2021</p>
P46	<p>Principal Certifying Authority To act as the Principal Certifying Authority pursuant to the provisions of the <u>Environmental Planning & Assessment Act 1979</u> and associated <u>Regulation</u></p>	<p>DPE MDS BSS TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) Environmental Planning and Assessment Regulation 2021</p>
P47	<p>Section 7.11 To authorise and execute Works in Kind Agreements and Memorandums of Understanding in relation to works to be carried out pursuant to the provisions of section 7.11 of the <u>Environmental Planning & Assessment Act 1979</u>, and provided such agreements are consistent with the provisions of Council's adopted Section 7.11 Plan and <u>Local Environmental Plan</u></p>	<p>DPE DI</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) Environmental Planning and Assessment Regulation 2021</p>
P48	<p>Voluntary Planning Agreement VPA authority to sign on behalf of Council</p>	<p>DPE</p>	
P49	<p>Determination of a Complying Development Authority to evaluate and determine an application for complying development in accordance with section 4.21 and modification of a complying development certificate in accordance with section 4.3, pursuant to section 4.28.</p>	<p>DPE MDS BSS TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (S 4.21, S4.28 & S 4.3)</p>
P50 a	<p>All Other Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and the <u>Regulations</u> in force and as amended from time to time, pursuant to Part 5 of the Environmental Planning & Assessment Act 1979. The Officer is delegated authority to write a Part 5 assessment. Exercise the Council's functions and duties under Part 5 of the Environmental Planning and Assessment Act 1979.</p>	<p>DPE MDS BS BSS CEH LGAO PP TP TPC TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (Part 5)</p>
P50 b	<p>Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and the <u>Regulations</u> in force and as amended from time to time, pursuant to Part 5 of the Environmental Planning & Assessment Act 1979. The Officer is delegated authority to sign and finalise Part 5 assessments. ** Or relevant Infrastructure Manager as appointed by the Director</p>	<p>CEO DPE DI** MDS STP TPS</p>	<p>Environmental Planning & Assessment Act 1979 (NSW) (Part 5)</p>
P51	<p>All Functions: Exercise Council's functions under the <u>Food Act 2003</u> in accordance with any</p>	<p>DPE MDS MBF</p>	<p>Food Act 2003 (S 111B)</p>



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	limitations and conditions imposed by the Food Authority. (other than those powers expressly required to be exercised by resolution of the Council and waiver of fees unless otherwise delegated)	BS BSS CEH LGAO	
P52	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under this Act and the Regulations in force and as amended from time to time, pursuant to the Exercise the Council's functions under the <u>Heritage Act 1977</u> , including the making of an interim heritage order where the Minister has authorised Council to make such an order, and the revocation of that order.	DPE MDS TPS	Heritage Act 1977 (S 25, S 28 & S 29) Heritage Regulation 2012 (S 8B) Heritage Commission Act 1975
P53	Settlement on behalf of Council: Reach agreement or give consent to the disposing of a Class 1 Appeal, on behalf of the Council, during a conciliation conference pursuant to sections 34(3) and 34(4)(b) of the <u>Land and Environment Court Act 1979</u> , except where the development application or Section 96 application has been refused by Council resolution.	DPE	Land and Environment Court Act 1979 (S 34)
P54	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under this Act and the Regulations.	DPE	Land and Environment Court Act 1979
P55	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under this Act and the Regulations.	DIRECTORS CO-CLC MCPP	Land Acquisition (Just Terms Compensation) Act 1991
P56	Approvals Issue and sign approvals, certificates, licences and permits for matters described under section 68 of the <u>Local Government Act 1993</u> in accordance with the provisions of Sections 94-99 of the same Act.	DPE MDS BS BSS CEH TPS LGAO	Local Government Act 1993 (S 94-99)
P57	Approvals Issue an approval to operate a system of sewage management, pursuant to the provisions of Section 68A of the <u>Local Government Act 1993</u> .	DPE MDS BS BSS CEH TPS LGAO	Local Government Act 1993 (S68)
P58	Determination: Determine an application to amend, extend or renew an approval of a Section 68 Activity, pursuant to Sections 106 and 107 of the <u>Local Government Act 1993</u> .	DPE MDS BSS CEH TPS LGAO	Local Government Act 1993(S68 & S106-S107)
P59	Refund of Fees Authorise the giving of a refund of fees paid by an applicant for an application for a Section 68 Activity which is withdrawn, pursuant to Section 88(3) of the <u>Local Government Act 1993</u> .	DPE MDS BSS CEH TPS	Local Government Act 1993 (S88)
P60	Rejection of Applications Reject unclear or illegible applications for approval, pursuant to Section 85 of the <u>Local Government Act 1993</u> .	DPE MDS BSS TPS LGAO	Local Government Act 1993 (S85)
P61	Certification: Issue a certificate stating the classification of public land pursuant to Section	DPE MDS	Local Government Act 1993 (S55)



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	54 of the <u>Local Government Act 1993</u> .		
P62	Approvals (Filming) Determine applications for approvals for filming pursuant to Sections 114-119F of the <u>Local Government Act 1993</u> .	DPE MDS	Local Government Act 1993
P63	Certificates Issue certificates as to outstanding notices pursuant to Section 735A of the <u>Local Government Act 1993</u> .	MDS TPS	Local Government Act 1993 (S 735A)
P64	Development of Community Land Approve developments on Community Land pursuant to the provision of the <u>Local Government Act 1993</u> .	DPE MDS TPS	Local Government Act 1993 (S47 E)
P65	Local Approvals Policy Preparation of a local approvals policy pursuant to the provisions of Chapter 7 Part 3 of the <u>Local Government Act 1993</u> .	DPE MDS BS BSS LGAO TPS	Local Government Act 1993 (Chapter 7)
P66	Local Orders Policy Preparation of a local orders policy pursuant to the provisions of Chapter 7 Part 3 of the <u>Local Government Act 1993</u> .	DPE MDS BSS TPS	Local Government Act 1993 (Chapter 7)
P67	Modification and Revocation of Approvals Determine an application to revoke or modify an approval pursuant to the provisions of the <u>Local Government Act 1993</u> .	DPE MDS BS BSS LGAO TPS	Local Government Act 1993 (S108-111)
P68	Modification of Orders To modify orders pursuant to Section 152 of the <u>Local Government Act 1993</u> .	DPE	Local Government Act 1993 (S152)
P69	Orders To issue orders pursuant to the provisions of Sections 124 and 135 of the <u>Local Government Act 1993</u> .	DPE MDS	Local Government Act 1993 (S124 & S135)
P70	Breach of Act Remove offenders from community land pursuant to the provisions of section 681 of the <u>Local Government Act 1993</u> . Confiscate recreational equipment pursuant to Section 681A of the <u>Local Government Act 1993</u> .	DPE MDS MWC BSS S-SC RC	Local Government Act 1993 (S681)
P71	Review Approvals Review a determination of an application for an approval under Section 100 of the <u>Local Government Act 1993</u> .	DPE MDS	Local Government Act 1993 (S100)
P72	Revocation of Orders To revoke orders pursuant to Section 153 of the <u>Local Government Act 1993</u> .	DPE	Local Government Act 199 (S153)
P73	All Other Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act and the Regulations</u> in force and as amended from time to time, pursuant to the <u>Local Government Act 1993</u> .	DPE MDS MWC BSS S-SC CEH CWM RC TPS	Local Government Act 1993



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P74	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and the <u>Regulations</u> .	DIRECTORS	Local Government Amendment (Public-Private Partnerships) Act 2004
P75	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under this Act and the Regulations in force and as amended from time to time, pursuant to the <u>Local Government (Manufactured Homes Estate, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005</u> .	DPE MDS BSS TPS	Local Government (Manufactured Homes Estate, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005
P76	All functions Exercise the functions under Instrument of Delegation under the <u>Plumbing and Drainage Act 2011</u> .	DI MDS DWS	Plumbing and Drainage Act 2011
P77	All functions Exercise the Council's functions under Part 3 Division 5 of the <u>Public Health Act 2010</u> , including the issue of a prohibition order.	DPE MDS MWS	Public Health Act 2010
P78	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and the <u>Regulations</u> .	DPE MDS	Restricted Premises Act 1943
P79	Give a direction under Part 7 of the <u>Roads Act 1993</u> .	DI MW	Roads Act 1993
P80	Determine applications for approval to use part of a footway for the purposes of a restaurant, under Part 9 Division 1 of the <u>Roads Act 1993</u> .	DI MW	Roads Act 1993,
P81	Authorise the holder of a footway dining approval to erect and maintain structures in, or over any part, of the footway pursuant to Section 126 of the <u>Roads Act 1993</u> .	DI DPE MDS MW TPS	Roads Act 1993,
P82	Issue and revoke a permit to an occupier of land under Part 9 Division 2 of the <u>Roads Act 1993</u> .	DI MW	Roads Act 1993,
P83	Approve DA Application for Street Activities Recommend to the CEO to approve or refuse DA applications for street activities	DPE MDS BSS	
P84	Strata Certificates: Authority to issue a strata certificate in accordance with section 54 (strata plans and subdivision of development lots), s55(subdivision not involving development lot) and s56 (notices of conversion) in accordance with Part 4 Division 2 of the <u>Strata Schemes Development Act 2015</u> and Part 4 of the <u>Strata Schemes Development Regulation 2016</u> .	DPE MDS TPS	Strata Schemes Development Act 2015. (S54, S55, S56 Strata Schemes Development Regulation 2016 (Part 4 & C17)).
P85	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under this Act and the Regulations in force and as amended from time to time, pursuant to the <u>Strata Schemes (Freehold Development) Act 1973</u>	DPE MDS TPS	Strata Schemes Development Act 2015
P86	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and the <u>Regulations</u> .	DPE MDS	Strata Schemes Management Act 2015
P87	Compliance Order: Issue a direction pursuant to section 23 of the <u>Swimming Pools Act 1992</u> .	DPE MDS	Swimming Pools Act 1992



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		BSS	(S23)
P88	Determination: Determine applications for a certificate of compliance and for an exemption from the barrier requirements under the <u>Swimming Pools Act 1992</u> .	DPE MDS BS BSS LGAO	Swimming Pools Act 1992
P89	Issue a certificate of Non-Compliance: Authority to be satisfied/ not satisfied on behalf of the local authority that the requirements for the issue of a certificate of compliance have been met, and issue a notice and/or certificate of non-compliance under Clauses 20 and 21 respectively	DPE MDS BSS	Swimming Pools Regulation 2018 (S 20 & 21)
P90	All functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time, pursuant to the <u>Swimming Pool Act 1992</u> , the <u>Swimming Pool Amendment Act 2012</u> and <u>Regulations</u> made thereunder	DPE MDS BS BSS LGAO	Swimming Pools Act 1992 (S 27) and Regulations
P91	All functions Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time, pursuant to the <u>Summary Offences Act 1988</u> .	DPE S-SC CEH RC	Summary Offences Act 1988 (NSW)
P92	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE MDS	Surveying and Spatial Information Act 2002
P93	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE MPB	Trees (Disputes between Neighbours Act 2006
P94	Notice of intention: Authority to serve on the owner of land a notice of intention to enter land under Section 17.	DPE MPB	Trees (Disputes between Neighbours Act 2006
P95	Firework Display Notification Assessment After receiving a Fireworks Display Checklist and Intention to hold a Fireworks Display Notification Form, Council must undertake an assessment on the criteria outlined in the Safework NSW Guidelines of each application for a Fireworks Display to be held within the LGA. (This Assessment Process is a Tech 1 process)	MWC S-SC	Explosives Act 2003 Explosives Regulation 2013
P96	Firework Display Notification Letter of Approval from Council The final sign-off indicating Council approval to hold a Fireworks Display within the LGA. * In the absence of the Director Planning & Environment or his delegate – this function can be undertaken by other Directors (This Approval Process is a Tech 1 process)	DP&E DIRECTORS*	Work Health & Safety Act 2011 Work Health & Safety Regulations 2017

COMPLIANCE		Appointed Delegate	Legislation
Q1	Firearms Register and operate Council-owned firearms.	DPE MWC S-SC CWM RC	



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Q2	Disposal of Animals Authorise the sale or destruction of a surrendered or impounded animal under the <u>Companion Animals Act 1998</u> or the release of any impounded item under the Public Spaces (Unattended Property) Act 2021	DPE MWC S-SC CWM RC	Companion Animals Act 1998 Public Spaces (Unattended Property) Act 2021
Q3	Legal Action To pursue legal action in respect of breaches of the <u>Companion Animals Act 1998</u> without referral to Council in respect of Dangerous Dogs and Restricted Breed Dogs	DPE CO-CLC MWC S-SC	Companion Animals Act 1998
Q4	Parking Offences To issue penalty notices for offences under Section 650 of the <u>Local Government Act 1993</u> .	DPE MWC S-SC RC	Local Government Act 1993
Q5	Penalty Infringement Notices To serve penalty notices pursuant to the <u>Local Government Act 1993</u> and the <u>Local Government (General) Regulation 2021</u> .	DPE MDS MWC S-SC CEH RC	Local Government Act 1993 (S 679) Local Government (General) Regulation 2021. (Schedule 12)
Q6	Impose, suspend or cancel the operation of an Alcohol-Free Zone.	DPE MWC	Local Government Act 1993 (S645)
Q7	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE MWC S-SC CWM RC	Game and Feral Animal Control Act 2002
Q8	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE S-SC CEH RC	Tattoo Parlours Act 2012 (NSW) Tattoo Industry Act 2013 (NSW)
Q9	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> . Suspend or cancel the operation of an Alcohol-Free Zone in accordance with Section 645 of the <u>Local Government Act 1993</u> .	DPE MDS S-SC BSS RC TPS	Liquor Act 2007 (NSW) Liquor Regulations 2008 (NSW)

PARKS & OPEN SPACES		Appointed Delegate	Legislation
R1	Pruning or Removal of Trees To approve or refuse applications from residents to prune, top, lop or remove trees either on the applicant's property or Council's property, subject to the payment of any required fee, if any, and in accordance with Council's <u>Tree Preservation Order</u> , if any.	DPE MDS MPB S-SPB TPS	



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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R2	Public Swimming Pools To operate and maintain Council's public Swimming Pools in accordance with all applicable legislative requirements.	DI DPE MPB	Swimming Pools Act 1992
R3	Fees and Charges Authority to charge and recover fees charged, or costs and expenses incurred by the Council acting as local control authority in connection with the exercise of functions by an authorised officer appointed by the Council, in accordance with Part 20 of the <u>Biosecurity Act 2015</u> .	DPE MPB S-SPB	Biosecurity Act 2015 (Part 20 & S 373(1))
R4	All Functions Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE MPB S-SPB	Pesticides Act 1999
R5	Clean up action: Authority, where the council is advised by the EPA, or where the delegate reasonably suspects that any pesticide pollution is occurring or has occurred, to take or authorise such clean-up action as the delegate considers necessary in accordance with Section 20, issue a compliance cost notice in relation to such action in accordance with Section 28, recover any unpaid amounts specified in a compliance costs notice as a debt in accordance with Section 29 and apply for a compliance cost notice to be registered as a charge on the land to which it relates in accordance with Section 30.	DPE	Pesticides Act 1999 Sections 20, 28, 29 and 30
R6	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act</u> and <u>the Regulations</u> .	DPE	Fisheries Management Act 1994 (NSW)
R7	Vegetation Removal Approve or refuse an application for a <u>Vegetation Removal Permit</u> under the <u>State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017</u> , or an application under any other applicable Environmental Planning Instrument, to prune, top, lop or remove trees or vegetation either on the applicant's property or Council's property, subject to the payment of any required fee.	DPE MDS MPB	State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

CEMETERIES AND CREMATORIA		Appointed Delegate	Legislation
S1	Cemeteries To operate and maintain Council's Cemeteries in accordance with all applicable legislative requirements.	DCED DPE MCUSS MPB	Cemeteries & Crematoria Act 2013 (NSW) Cemeteries & Crematoria Regulation 2022 (NSW)
S2	Maintain Cemetery Records Update and maintain Council's Cemetery records in accordance with all applicable legislative requirements.	DCED MCUSS	Cemeteries & Crematoria Act 2013 (NSW) (S 63)
S3	Authority to take any actions to comply with an improvement notice in accordance with Section 33 or short term order in accordance with Section 36 issued by the Cemetery Agency. .	DCED DPE MCUSS MPB	Cemeteries & Crematoria Act 2013 (NSW) (S 33, S 39 & S 41)



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S4	Authority to give, withdraw or vary an enforceable undertaking in accordance with Section 39 and report to the Cemeteries Agency as required by a notice in accordance with Section 41 pursuant to <u>Cemeteries and Crematoria Act 2013</u> comply with notice/order	DCED DPE MCUSS MPB	Cemeteries & Crematoria Act 2013 (NSW) (S39 & S41)
S5	Interment Rights: Authority to grant or renew, transfer to another person or transfer to the cemetery operator, an interment right pursuant to <u>Cemeteries and Crematoria Act 2013</u> , Interment right.	DET MCUSS	Cemeteries & Crematoria Act 2013 (NSW)

WASTE		Appointed Delegate	Legislation
T1	Scheduled waste facility: (Landfill and Transfer Stations) Authority to carry out all of Council's functions as the occupier of Council's schedules waste facilities (Landfill and Transfer Stations) in accordance with all applicable legislative requirements.	DPE MWC	Protection of the Environment Operations (Waste) Regulation 2014
T2	Approval to submit Section 88 Environment and Waste Returns under the <u>Protection of the Environment Operations Act 1997</u> .	MWC	Protection of the Environment Operations Act 1997.
T3	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under this Act and the Regulations in force and as amended from time to time. Pursuant to <u>Waste Avoidance and Resource Recovery Act 2001</u> and <u>Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2017</u> .	MWC	Waste Avoidance and Resource Recovery Act 2001 Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2017



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INFRASTRUCTURE

EMERGENCY SERVICES		Appointed Delegate	Legislation
U1	Exercise the Council's functions under the: <ul style="list-style-type: none"> ▸ <u>State Emergency and Rescue Management Act 1989</u> ▸ <u>Rural Fires Act 1997</u> ▸ <u>State Emergency Service Act 1989</u> ▸ <u>Local Disaster Plan</u> 	DI DPE MW	Rural Fires Act 1997 State Emergency and Rescue Management Act 1989 State Emergency Service Act 1989
U2	Act as an authorised person within the meaning of Section 131(6) of the <u>Rural Fires Act 1997</u> and Schedule 2 of the <u>Rural Fires Regulation 2022</u> .	DI DPE MW	Rural Fires Act 1997 Rural Fire Regulations 2022
U3	Have authority to Act as the Chairperson of the Local Emergency Management Committee under the <u>State Emergency and Rescue Management Act 1989</u> .	DI DPE MW	State Emergency and Rescue Management Act 1989
U4	Approve the use of Council plant, equipment and Officers in response to an emergency in accordance with the <u>State Emergency and Rescue Management Act 1989</u> .	DI DPE MW	State Emergency and Rescue Management Act 1989
U5	All Functions: Authority to exercise and or perform on behalf of the Council the Council's delegable functions under <u>this Act</u> and <u>Regulations</u> .	DI DPE MW	Fire and Emergency Services Levy Act 2017 (NSW)
U6	All Functions: Authority to exercise and or perform on behalf of the Council the Council's delegable functions under <u>this Act</u> and <u>Regulations</u> .	DI MBF MW	Fire and Rescue NSW Act 1989 (NSW)

PLANT & EQUIPMENT		Appointed	Legislation
V1	Replacement of Council's Light Motor Vehicle To authorise the expenditure of funds for the replacement of Council's Light Motor vehicles within budget.	DI MCP MW	
V2	Motor Vehicle Fleet To manage Council's motor vehicle fleet	DI MCP MW	
V3	Replacement of Council's Plant To authorise the expenditure of funds for the replacement of Council's plant and equipment within budget.	DI MCP MPB MW	
V4	Maintenance of Council's Light Motor Vehicles To authorise the expenditure of funds for the repair and maintenance of Council's Light Motor vehicles within budget.	DIRECTORS CHIEF OFFICERS MANAGERS	



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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V5	Maintenance of Council's Plant To authorise the expenditure of funds for the maintenance of Council's plant and equipment within budget.	DI DPE MCP MPB MW	
V6	Servicing of Light Motor Vehicles As a condition of use, the Officer to whom the vehicle is assigned must ensure the required servicing is undertaken when required and the vehicle is always in a roadworthy condition.	COUNCIL OFFICER MCP MW	
V7	Hire of Council Plant To authorise the letting or hire of any of the Council's public works plant, machinery and equipment in accordance with rates determined by Council.	DI DPE MCP MPB MW	
V8	Determination of Reserve Price and Disposal of Plant, Equipment and Vehicles by Public Auction, Tender or Trade-in Authority to approve a sale price for Council plant, equipment or vehicles if: <ul style="list-style-type: none"> ▶ the best offer is more than 10% below the reserve price; and ▶ the reserve price has been set by obtaining in writing from either a valuer, auctioneer (detailing date of valuation, the \$value ext GST), or professional book (redbook); and ▶ results from previous auctions for similar plant, equipment or vehicles has been considered. 	DI MCP MPB MW	

WATER & WASTEWATER		Appointed Delegate	Legislation
W1	Fluoridation of Public Water Supplies Authority to carry out the council's functions under the <u>Fluoridation of Public Water Supplies Act 1957</u> and <u>Fluoridation of Public Water Supplies Regulation 2007</u> including authority to apply to the Secretary of the Department of Health for approval to add fluorine to any public water supply under Councils control and to add fluorine to such water supply in accordance with such approval or direction, <u>the Act and Regulation</u>	Requires a resolution of Council	Fluoridation of Public Water Supplies Act 1957 (NSW)
W2	Water Supply System To operate and maintain Council's Water Supply System in accordance with all applicable legislative requirements.	DI MWS S-SWW SWW	Water Management Act 2000 (S 291-293) (Part 2, Div 3)
W3	Certificates of compliance Authority to impose certain requirements before granting a certificate of compliance in accordance with Section 306 and grant, or refuse to grant, a certificate of compliance under Section 307.	DI MW MWS ED+	Water Management Act 2000 (S 306 & S 307)
W4	Storm Water Drainage Works Where the Council has approved a subdivision or development application subject to the construction of storm water drainage works that revert to the care, control and management of Council, to approve such works upon submission of all necessary plans and documentation. (Development Engineer to consult with the MW prior to approval)+	DI MW MWS S-SWW ED+	



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W5	Storm Water Drainage Works To approve or refuse all connections from private property to Council's storm water systems where those works are for the sole benefit of the development and do not revert to the control and management of the Council. (Development Engineer to consult with the MW prior to approval)+	DI MW MWS S-SWW ED+	
W6	Water Restrictions Recommend to Council Water Restrictions in accordance with NSW State Government direction.	DI MWS	
W7	Sewer System To operate and maintain Council's Sewer System in accordance with all applicable legislative requirements.	DI MWS S-SWW	
W8	Water Licences Water licences transferred to Council must be signed by two (2) Directors and/or the CEO and details included in the Water Licences Register	DIRECTORS	
W9	Sale of Temporary Water To trade, on a temporary basis, water allocations that are surplus to need.	DI MWS	
W10	Liquid Trade Waste Authorisation to set conditions for the disposal of trade waste into a sewer of Council – as per Table 5 – Liquid Trade Waste Management Guidelines.		Local Government Act 1993 Local Government (General) Regulation (Sec 32)
W11	The decision whether to use an alternative methodology, and the alternative methodology to be used, will be at the discretion of the CEO or a Council Officer delegated to consider applications for concealed water leaks under this Policy. Such decisions will be assessed on a case-by-case basis.		Concession for Concealed Water Leaks Policy

WORKS		Appointed	Legislation
X1	Traffic Facilities To approve the installation of individual traffic facilities projects, where: <ul style="list-style-type: none"> ▶ the individual traffic facility project forms part of that financial year's Traffic Facilities Program which has previously been approved; and ▶ subject to consultation of local residents. 	DI	
X2	Warning Signs To approve the installation of Warning Signs, as defined in applicable Australian Standards, where: <ul style="list-style-type: none"> ▶ the proposed sign can be found in Section 3 <u>Warning Signs of the Australian Standard 1742.1-1991</u>; and the NSW Police agree with the installation. 	DI MPB MW RSO	
X3	Signs Across Driveways To approve or refuse an application for signs or line marking across a driveway.	DI MW	
X4	Traffic Bollards To approve or refuse an application for the use of traffic bollards.	DI MW	
X5	Vehicular Crossings and Footpath Restorations	DI	Roads Act 1993



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	To approve or refuse the construction of vehicular crossings and/or restoration works on Council land or over Council controlled road reserves. (Road Opening Permits and Driveway Applications)	MW TAT	
X6	Street Lighting To approve the installation of additional street lighting facilities and associated charges.	DI MW	
X7	Variation of Working Hours To authorise a one-off variation to the restricted hours of building works where: <ul style="list-style-type: none"> ▪ urgent building works are required to be carried out; ▪ large cranes have to stand on streets; ▪ the loading/unloading of materials and pouring of the concrete would otherwise cause interference to traffic; and the work requires the erection or removal of hoarding tower cranes, awnings and the like.	DI DPE MBF MPO MPB MW MWS	
X8	Work on Private Land by Agreement To exercise Council's power to carry out work on private land.	DI MPB MW	
X9	Special Use Zones Authority to approve and/or refuse an application for the following Special Use Zones: <ul style="list-style-type: none"> ▶ Works Zones; ▶ Loading Zones; ▶ Mail Zones; ▶ Motorcycle Parking; ▶ Bus Zone; ▶ Taxi Zone; ▶ Police Vehicles Zone; ▶ Disabled Parking; ▶ Temporary Bus Zones (eg for Railway Buses); ▶ subject to consent being obtained from the NSW Police and in addition: <ul style="list-style-type: none"> ▶ for Mail Zones, consent is obtained from Australia Post; and ▶ for Bus Zones, consent is obtained from the State Transit Authority. 	DI MW	
X10	Road Rules To administer the provisions of the <u>Road Rules 2014</u> and <u>Australian Road Rules</u> as they apply to Council, subject to any applicable standards, protocols and directions from State Government departments and/or NSW Police.	DI MW RSO	
X11	Parking Infringement Notices To issue Parking Infringement Notices.	S-SC RC	

X12	<p>Temporary Road Closure</p> <p>To approve temporary road closures where:</p> <ul style="list-style-type: none"> ▶ the temporary road closure is not more than two consecutive days; and ▶ the Road and Maritime Services approves the Traffic Management Plan and grants a road occupancy licence (as required); and ▶ the NSW Police approve the closure; and ▶ the application complies with Council's policy. 	DI MW	
X13	<p>Temporary Traffic Control:</p> <p>Authorise the temporary regulation of traffic on public roads for which Council is the roads authority under Section 122 of the <u>Roads Act 1993</u>, including the issue of an order under Section 122(2) of the <u>Roads Act 1993</u>.</p>	DI MW	Roads Act 1993 (S 122)
X14	<p>Sign Adjustment</p> <p>To under the following sign adjustments to:</p> <ul style="list-style-type: none"> ▶ change old "No Standing" signs to "No Parking" signs, as per the Australian Road Rules ▶ change existing parking restriction times ▶ move existing signs to a more visible location (eg move a sign hidden behind a tree trunk) ▶ install "repeater"/additional signs (eg where there are existing parking restrictions signs, install an additional sign in the middle to emphasise the restrictions). <p>All signage must be in accordance with Council's style guide.</p>	DI MW S-SC RSO	
X15	<p>Authorise Expenditure for Private Works</p> <p>To authorise expenditure as per the <u>Local Government Act 1993</u>. (Note: Charges to be in accordance with Council's adopted Fees and Charges. If a discount is proposed, this requires a resolution of the Council)</p>	DIRECTORS MPB MW	Local Government Act 1993 (S 67)
X16	<p>Removal of Derelict Vehicles</p> <p>Authority to engage contractors to remove derelict vehicles from roads, road reserves and public places.</p>	DI DPE MW MWC S-SC CWM RC	Public Spaces Act 2021 Public Spaces (Unattended Property) Act 2021.
X17	<p>All Functions</p> <p>Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act</u> and <u>the Regulations</u> in force and as amended from time to time, pursuant to the <u>Graffiti Control Act 2008</u>.</p>	DI MPB MW MWC MWS S-SC S-SPB S-SW S-SWW CBF RC TLPG	Graffiti Control Act 2008
X18	<p>Determine applications for a permit to erect a public gate on a Council road pursuant to Section 128 of the <u>Roads Act 1993</u>, and revoke any such permits under Section 130 of the <u>Roads Act 1993</u>.</p>	DI MW TAT	Roads Act 1993



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X19	Determine an application for consent to: (a) erect a structure, or carry out work in, on or over a public road; (b) dig up or disturb the surface of a public road; (c) remove or interfere with a structure, work or tree on a public road; (d) pump water into a public road from any land adjoining a public road; (e) connect a road (whether public or private) to a classified road, pursuant to Sections 138 and 139 of the <u>Roads Act 1993</u> , where the Council is the roads authority.	DI MW TAT	Roads Act 1993
X20	Grant, revoke, transfer or extend the term of a street vending consent pursuant to Part 9 Division 3 of the <u>Roads Act 1993</u> .	DI MW	Roads Act 1993 (Part 9 Div 3)
X21	Grant a permit to any person to conduct a road event on a public road, pursuant to Section 144 of the <u>Roads Act 1993</u> , where the Council is the roads authority.	DI MW	Roads Act 1993
X22	Authority to impose load limits on roads and bridges and cause a notice to be displayed adjacent to the road or bridge prohibiting vehicles with a laden mass exceeding that maximum mass from passing along the road, bridge or causeway, pursuant to the <u>Road Transport (General) Regulation 2021</u> .	DI MW	Road Transport (General) Regulation 2021
X23	Removal of dangers and obstructions to traffic: Authority to authorise an Officer as the appropriate roads, authority as an appropriate officer for the purposes of Section 142 of the <u>Road Transport Act 2013</u> . Section 142 provides that an appropriate officer may remove the vehicle, thing or container and take such other steps as may be necessary to protect the public and facilitate the free flow of traffic.	DI MW	Road Transport Act 2013 (Section 142)
X24	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable Functions under <u>this Act and the Regulations</u> .	DI MW	Road Transport Act 2013
X25	Approve the installation of prescribed traffic control devices (including portable traffic control lights) at Council worksites in accordance with the current Delegation to Councils dated made by the Chief Executive of Transport for NSW and under the <u>Transport Administration (General) Regulation 2018</u> .	DI MW	Transport Administration Act 1988 Transport Administration (General) Regulation 2018
X26	Grant/revoke a permit to an occupier of land (being an occupier of land adjoining an unfenced public road across which a public gate is situated at the point where the road intersects at the boundary fence) to construct a by-pass for vehicles at the intersection with the boundary fence, pursuant to Sections 133 and 136 of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X27	Make an application for the closure of a public road or crown public road, pursuant to Section 34 of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X28	Cause a temporary public road to be closed by publishing a notice in the Gazette, pursuant to Section 39 of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X29	Authorise the regulation of traffic on a public road by means of barriers or notices for any of the purposes set out in Section 115(2) of the <u>Roads Act 1993</u> (in so far as they apply to the Council as a roads authority), including the authority to appoint traffic controllers in accordance with Clause 6 of the <u>Roads Regulation 2018</u> .	DI MW TAT	Roads Regulation 2018



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X30	Authorise the temporary regulation of traffic on public roads for which Council is the roads authority under Section 122 of the <u>Roads Act 1993</u> , including the issue of an order under Section 122(2) of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X31	Direct a landowner affected by a road widening order to carry out work to restore the land under Section 26 of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X32	Direct the owner of a private road (other than a classified road) to carry out work to prevent the road from becoming unsafe or unsightly, under Section 86(1) of the <u>Roads Act 1993</u> .	DI MW TAT	Roads Act 1993
X33	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under this Act and the Regulations made under this Act in force and as amended from time to time. Pursuant to the <u>Dangerous Goods (Road and Rail Transport) Act 2008</u> and <u>Dangerous Goods (Road and Rail Transport) Regulation 2014</u> .	DI MW	Dangerous Goods (Road and Rail Transport) Act 2008
X34	All functions: Authority to exercise and/or perform on behalf of Council as the "road manager" the Council's delegable Functions under <u>this Act and the Regulations</u> .	DI MW RSO	Heavy Vehicle (Adoption of National Law) Act 2013 (NSW) Heavy Vehicle (Adoption of National Law) Regulation 2013/4 (NSW) Heavy Vehicle National Law (NSW)
X35	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act and the Regulations</u> .	DI MW	Transport Administration Act 1988 /
X36	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act and the Regulations</u> .	DI MW	Civil Aviation Regulations
X37	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act and the Regulations</u> .	DI MW	Public Works and Procurement Act 1912
X38	All functions: Authority to exercise and/or perform on behalf of Council the Council's delegable functions under <u>this Act and the Regulations</u> .	DI MW	Recreation Vehicles Act 1983 (NSW)



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8. EXPENDITURE LEVEL, DELEGATION AND LIMITS

8.1 – Authorisations & Payment in accordance with Council's Procurement Policy

Expenditure	Purchase Types	Purchase Authorised	Payment Authorised
\$0 to \$2,000	Verbal, online quote – No written quote required	Delegated Officer	Delegated Manager
\$2,001 to \$10,000	One (1) quote must be sought	Delegated Officer	CEO Director Delegated Manager
\$10,001 to \$30,000	Two (2) quotes must be sought Or Prescribed Agency	Delegated Officer	CEO Director Delegated Manager
\$30,001 to \$249,000	Three (3) or more quotes must be sought Or Prescribed Agency	Delegated Officer Director CEO Council	CEO Director Delegated Manager
\$250,000+	Public Tender Or Prescribed Agency	Council	CEO

Note: Thresholds are inclusive of GST

- \$250,000 is the current NSW Local Government Act 1993 Public Tendering threshold.
- For quotes over \$2000 – means written/email quotes, online pricing/catalogues.
- Prescribed Agency – can be used to access suppliers and contracts as per the exemption provisions of Section 55(3) of the Local Government Act 1993.
- All Council Officers undertaking tender and quotation processes, are to act in accordance with the requirements of this Policy and any associated Council's procedures, relevant legislation and the Act.

8.2 - Requisitions

Any Officer that has access to the Technology One (Tech1) Purchasing module can create a Requisition.

However, when completing the final step of creating a Requisition and when they are prompted to nominate another Officer to authorise their request. The Officer must:

- ▶ Nominate a person from their Department; and
- ▶ That person must have the expenditure threshold to accommodate their request (refer to Clause 8.3 of this document)



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8.3 – Expenditure Threshold Limits

Position	Maximum per Order (inc GST)
EXECUTIVE	
CEO	Up to \$500,000
Director Community & Economic Development (DCED)	Up to \$249,999
Director Corporate Services (DCS)	Up to \$249,999
Director Infrastructure (DI)	Up to \$249,999
Director Planning & Environment (DPE)	Up to \$249,999
CHIEF OFFICERS	
Chief Financial Officer (CO-CFO)	Up to \$100,000
Chief Information Officer (CO-CIO)	Up to \$100,000
Chief Legal Counsel (CO-CLC)	Up to \$100,000
Chief People Officer (CO-CPO)	Up to \$100,000
MANAGERS	
Manager Buildings & Facilities (MBF)	Up to \$50,000
Manager Economic Development & Tourism (MEDT)	Up to \$50,000
Manager Parks & Biosecurity (MPB)	Up to \$50,000
Manager Project Office (MPO)	Up to \$50,000
Manager Strategic Assets (MSA)	Up to \$50,000
Manager Commercial, Plant & Property (MCPP)	Up to \$50,000
Manager Waste & Compliance (MWC)	Up to \$50,000
Manager Water Services (MWS)	Up to \$50,000
Manager Works (MW)	Up to \$50,000
Manager Community Engagement (MCE)	Up to \$25,000
Manager Community Services (MCS)	Up to \$25,000
Manager Customer Service (MCUSS)	Up to \$25,000
Manager Development Services (MDS)	Up to \$25,000
Manager Governance & Risk (MGR)	Up to \$25,000
Manager Local Connections (MLC)	Up to \$25,000
SUPERINTENDENTS	
Financial Controller (S-FC)	Up to \$25,000
Superintendent Compliance (S-SC)	Up to \$25,000
Superintendent Parks & Biosecurity (S-SPB)	Up to \$25,000
Superintendent Water & Wastewater (S-SWW)	Up to \$25,000
Superintendent Works (S-SW)	Up to \$25,000



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
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COUNCIL OFFICERS	
Coordinator Project (CPJ)	Up to \$25,000
Project Manager	Up to \$25,000
Management Accountant (MA)	Up to \$10,000
Transport Asset Technician (TAT)	Up to \$10,000
Coordinator Customer Services (CCUS)	Up to \$5,000
Coordinator Finance Operations (CFO)	Up to \$5,000
Coordinator People & Culture (CPC)	Up to \$5,000
Coordinator Work Health and Safety (CWHS)	Up to \$5,000

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DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY POL-107

8.4 Purchase/Credit Card Threshold Limits

Position	Limitations on Use	Expenditure per Month	Single Purchase Limit
EXECUTIVE			
Mayor	Mayoral Duties	\$7,500	\$2,500
CEO	Council – as a whole	\$10,000	\$2,500
Director Community & Economic Development (DCED)	Directorate	\$10,000	\$2,500
Director Corporate Services (DCS)	Directorate	\$10,000	\$2,500
Director Infrastructure (DI)	Directorate	\$10,000	\$2,500
Director Planning & Environment (DPE)	Directorate	\$10,000	\$2,500
CHIEF OFFICERS & MANAGERS			
Chief Financial Officer (CO-CFO)	Business Unit	\$7,500	\$2,500
Chief Information Officer (CO-CIO)	Business Unit	\$15,000	\$2,500
Manager Buildings & Facilities (MBF)	Business Unit	\$7,500	\$2,500
Manager Community Services (MCS)	Business Unit	\$7,500	\$2,500
Manager Parks & Biosecurity (MPB)	Business Unit	\$7,500	\$2,500
Manager Commercial, Plant & Property (MCP)	Business Unit	\$7,500	\$2,500
COUNCIL OFFICERS			
Administration Officer (Infrastructure) (AOI)	Directorate	\$2,000	\$1,000
Business Unit Support Officer – Com/Eco Dev (BUSED)	Directorate	\$2,000	\$1,000
Business Unit Support Officer – Parks & Bio (BUSPB)	Directorate	\$2,000	\$1,000
Business Unit Support Officer – Waste (BUSW)	Directorate	\$7,500	\$2,500
Coordinator Executive Services –(CES)	Council	\$10,000	\$2,500
Coordinator Financial Operations (CFO)	Council – as a whole	\$7,500	\$1,000
Coordinator People & Culture (CPC)	Business Unit	\$2,000	\$1,000
Customer Service Officer (Cemeteries) (CUSC)	Barham Cemetery Only	\$2,000	\$1,000
Executive Services Officer (Infrastructure) (ESOI)	Directorate	\$7,500	\$2,500
Executive Services Officer (CS & P&E) (ESOCP)	Directorate	\$7,500	\$2,500
Team Leader – Dev Services Administration (TLDA)	Directorate	\$5,000	\$1,000

PLEASE NOTE: The single purchase limit may be exceeded in circumstances where no other alternative method of purchase or card with a higher limit is available.

8.5 Goods Receipting



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For Officers to undertake the Goods Receiving function they must have a delegation & a threshold limit.	
Position:	Delegation:
All Officers (with the exception of the Account Payable Officers)	\$100,000
Managers / Chief Officers	\$500,000
Directors	\$1,000,000
CEO	\$999,999,999

9. RESPONSIBILITIES

Position	Responsibility
CEO	To lead Officers in their understanding of, and compliance with, this Policy and in particular, specific delegations.
Directors	To communicate, implement and comply with this Policy and the associated delegations.
All Council Officers	To comply with delegations as delegated by the CEO

10. EVALUATION AND REVIEW

It is the responsibility of the CEO to monitor the adequacy of this Policy and recommend appropriate changes.

Delegations will be reviewed:

- ▶ At least every two (2) years or as needed, whichever comes first and definitely within the 12 months following a Local Government election;
- ▶ When there is an organisational or departmental restructure;
- ▶ Where there is a change in a position descriptions that modifies or creates a right to act on behalf Council;
- ▶ At the request of a Director or Manager;
- ▶ When there are amendments to legislation impacting current delegations or authorisations.

Minor changes to the individual position delegations will be made from time to time and ratified by the Executive Leadership Team (ELT). Such changes will be identified by renumbering the Version Number by a decimal point (eg: V#5.1)

11. BREACH OF THIS POLICY

A breach of this Policy or a delegation may be regarded as misconduct and can be dealt with under Council's Code of Conduct (Employees) Policy or the Staff Performance Management and Disciplinary Policy.

12. ASSOCIATED DOCUMENTS, DEFINITIONS AND ACRONYMS

External:

- ▶ Local Government (State) Award (current version)

- ▶ OLG Circulars and/or directives
- ▶ Building Code of Australia
- ▶ Superannuation Guarantee
- ▶ Environmental Planning Instrument

Internal:

- ▶ MRC Policy – Acquisition and Disposal of Land Policy
- ▶ MRC Policy – Asset Management Policy
- ▶ MRC Policy – Code of Conduct (Employees) Policy
- ▶ MRC Policy - Corporate Credit Card Policy
- ▶ MRC Policy – Delegations of Authority (Mayor & CEO) Policy
- ▶ MRC Policy – Fit for Work Policy
- ▶ MRC Policy - Leasing and Licensing Policy
- ▶ MRC Policy – Light Vehicle Policy
- ▶ MRC Policy – Procurement Policy
- ▶ MRC Policy – Rates & Charges Hardship Policy
- ▶ MRC Policy – Working at Council Policy
- ▶ MRC Procedure – Travel and Accommodation Procedure
- ▶ MRC Form – Disclosure of Interest Form

Definitions

Definition or Acronym	Description
Delegate	means the Officer occupying the position title which has been authorised to carry out a delegation.
Delegation	means the conferral of an authority to an identified position to exercise a power or duty on behalf of Council. The authority is exercised in the name of the delegate.
Instrument of Sub-Delegation	means a written document expressly delegating a specific statutory power and/or administrative authorisation to an identified position. For the Instrument to be effective it must be signed by the CEO and is effective from the date of approval.
Statutory authorisation	is the means by which the CEO can appoint 'authorised officers', or the authorisation of persons to exercise specified statutory powers. The names differ depending on the enabling legislation and are variously referred to as "Authorised Officer", "Inspector", "Authorised Person" etc. Statutory authorisations are made to a person not a position, otherwise they operate in a similar way to delegations and an authorised officer exercises the power in their own right. Statutory authorisations are required to be in writing and signed by the CEO

13. DOCUMENT CONTROL

Adopted by the CEO under Delegated Authority:



**DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
POL-107**

Version No.	Details	Date	CM9 Reference
N/App	Initial Issue – as part of the Delegation of Authority Policy (POL-102)	23/05/2016 to 26/05/2016	VF/19/364
N/App	Part 2 of the Delegation of Authority Policy (POL-102)	26/05/2016 to 20/09/2016	VF/19/364
N/App	Part 2 of the Delegation of Authority Policy (POL-102)	20/09/2016 to 28/11/2017	VF/19/364
1	Standalone policies developed POL-102 split into – Delegations (GM to Staff) Policy (POL-107) and Delegations (Mayor to GM) Policy (POL-102) Delegates paired back to Directors and third tier management, except for specific activities where individual positions are also listed.	28/11/2017 to 04/05/2018	VF/19/364
2	Updated due to organisational restructure/ changed to adopted format.	04/05/2018 to 8/04/2019	VF/19/364
3	Appendix 1 added by Director Planning & Environment expenditure thresholds updated	08/04/2019 to 24/02/2020	VF/19/364
4	Update to position titles and new positions & Expenditure Thresholds	24/02/2020 to 08/04/2021	VF/19/364
5	Update to align with the changes to the organisational structure Council.	08/04/2021 to 18/08/2022	VF/19/364
6	Small changes to purchasing thresholds in Finance area and new Manager position added to the Organisational Structure.	18/08/2022 to 31/07/2023	VF/19/364
7	Changed to legislation in regard to public spaces	31/07/2023 to 17/02/2025	VF/19/364
8	Updated to Dec 2024 Organisational Structure and procurement thresholds	17/02/2025 to today	VF/19/364
This policy was adopted by the Chief Executive Officer – Stacy Williams		Date:	

Council reserves the right to review, vary or revoke this policy at any time
This Policy is scheduled for review in 2029

NOTE:

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DISCLAIMER:

This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a Business Unit, position title or a change to the name of



DELEGATIONS OF AUTHORITY (CEO TO COUNCIL OFFICERS) POLICY
POL-107

a Federal or State Government department, and a minor update to legislation which does not have a material impact. When such changes are made the version number will be amended and an extension added (eg V#1.1)

DRAFT

6.3 RISK MANAGEMENT

6.3.1 STRATEGIC RISK REGISTER - REVIEW

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That the Strategic Risk Register be endorsed

OR

That the Strategic Risk Register be endorsed with the following recommended changes.

DISCUSSION

The Strategic Risk Register has been reviewed and updated.

This version of the Strategic Risk Register has been presented to the Executive Leadership Team (ELT) and minimal changes have been incorporated.

The Operational Risk Register has also been reviewed and is currently in the consultation stage with the risk owners.

ATTACHMENTS

1. **Strategic Risk Register - abridged version** [↓](#) 

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
I-1001	Cybersecurity Threats	Ransomware Attacks	Financial Loss		Likely (4)	Major (4)	SIGNIFICANT (16)
		Phishing and Social Engineering	Reputational Damage	System and security upgrades			
		Insider Threats	Operational Disruption	Policies and Procedures in place			
		Advanced Persistent Threats (APTs)	Credential Theft	Staff training - IT security			
		Distributed Denial of Services Attacks (DDoS)	Loss of Intellectual Property	IT Roadmap Project			
		Data Breaches	Loss of Trust	ICT Strategy			
		Business Email Compromise (BEC)	Identity Theft	Business Continuity Plan			
		Man-in-the-Middle (MitM) Attacks	Regulatory Penalties	Disaster Recovery Plan			
			Operational Downtime	Fraud Policy			
			Brand Erosion	Crime & Cyber Insurance			
			Long-Term Undetected Damage	Privacy Act awareness sessions are included in the Staff Annual Training day			
			Employee Privacy Violations				
	Rate Payer Privacy Violations						
	Psychological Stress						
I-1002	Adverse environmental impacts from major climate induced events impacting assets, workforce, programs and service delivery		Pressure on natural systems, ecology, and biodiversity		Possible (3)	Moderate (3)	MEDIUM (9)
		Major environmental events - floods, fires, drought	Infrastructure, property or asset damage or loss;	Flood mapping, flood management plan and drainage management strategy			
		Failure to address issues that arise as a result of changes in climatic conditions	Reduced asset life;	Systematic inspection program on key assets (buildings, water & sewerage, community infrastructure, roads)			
		Heat related impacts on assets or infrastructure	Interference with planned programs and service delivery;	Emergency Management Plan (external)			
		Changes in frequency or intensity of severe weather events;	Harm to public & worker health and safety;	Sustainable renewal & maintenance program;			
		Lack of adequate climate change adaptation planning and implementation.	Displaced community members during events	Improved Open space / Parks / Streetscape Design.			
			Cost and budgetary pressure;				
	Diversion of staff during events						

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
			Political and media interest; Loss of Tourism income				

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
t-1003	Significant environmental damage or mismanagement. A natural hazard or human related event occurs which leads to the destruction or significant damage to public and/or private infrastructure and assets, loss of life, injuries or illness, and/or disrupts or prevents the delivery of plans, programs and services.	Poor practice by staff or poorly defined responsibilities	Regulator fines, penalties or prosecution	Local Emergency Management Plans (external)	Possible (3)	Catastrophic (5)	SIGNIFICANT (15)
		Lack of processes, and/or resources	Harm to health and safety of public or staff / loss of life	Waste Management Policy & Procedures			
		Lack of response or awareness	Unacceptable service interruption	Asbestos Management Plan			
		Natural Hazard - Bushfire; flood; severe convective storm; earthquake; cyclone or depression; heatwave, drought.	Loss of ecosystems, biodiversity, environmental impact	EPA Reporting Procedures			
		Acts of environmental vandalism	Significant financial losses	Business Continuity Plan - documentation and training			
		Acts of widespread and uncontrolled civil disobedience, major terrorism incident, war	Organisational upheaval and interference with planned projects, programs, service delivery and/or capacity to achieve strategic goals objectives	Undertakes regular scenario testing of the BCP;			
		Failure of critical infrastructure such as electrical or ICT system, dam, water supplies or wastewater treatment;	Public and/or private property damage	Public Liability Insurance			
		Ageing/not fit for purpose equipment	Major economic impacts;	Internal Audit of Councils ICT network and framework;			
		Major industrial or transportation accident	Reputational damage and loss of public confidence with respect of Council's action in response to the disaster;	Risk assessments on key services to the community (water, sewerage, waste);			
		Pandemic or epidemic;	Liability exposure and increased insurance costs	Adequate insurance cover in the event of an incident (eg: Cyber Cover; Theft, Recovery of Records etc.);			
		Failure to undertake adequate/sufficient business impact analysis of critical functions, services and infrastructure	External inquiries or reviews and possible intervention/sanction by the State;	Long Term Asset Management Plans - in place and operating			
		Poorly designed, implemented, monitored or enforced policies, procedures and systems	Personal legal liabilities for executive and management;	Safety Management System - policy and procedures			
		willful contamination/ contamination of source water	Financial Loss	Disaster Recovery Plan			
	Erosion of staff confidence and workplace culture.						
	Inadequate or deficient procurement and contract management policies, procedures, systems and	Poorly designed, implemented, monitored or enforced policies, procedures and systems;	Interference or failure in delivery of planned projects, programs and services delivery;	Stringent Tender process, including independent representation and comprehensive specifications for contracts	(3)	4)	(12)
		Absence or poorly constructed/maintained delegations;	vulnerability to fraud, corruption or criminal activity;	Robust tender processes and documents including the development of current construction contracts in accordance with Australian Standards;			
		Ineffective or absent monitoring;	Financial Loss	Council provide detailed project management reports to Management & Council;			
		Shortage of suitably skilled and experienced personnel.	Legal liability exposure;	Assessment panels when dealing with major projects greater than \$200k; ensuring that any contractors engage have the financial capacity to carry out the scope of works, and have a proven track record			

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
1-1004	processes resulting in inefficiency, sub optimal contractor performance, excessive cost, liability exposures, fraud, legal sanction, or reputation harm.	Policy / Procedure failure	Reputational damage and loss of public confidence; External inquiries or reviews and possible intervention/sanction by the State; Political and media interest; Decision making failures; "blame" seeking and finger pointing; Erosion of staff confidence and workplace culture.	Council engages appropriate and qualified personnel when designing major infrastructure with applicable qualifications and experience; Training in Procurement requirements Annual Internal Audit Plan and Audit Committee oversight Policy review and adoption by Council	Possible	Major	SIGNIFICANT

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
I-1005	Meeting future needs in a changing political and legislative, demographic, population, technological or other societal changes that disrupt existing models and arrangements for local government State or Federal Government changes in administrative or regulatory arrangements and legislation which impedes or prevents the effective and efficient delivery of plans, programs, projects and or services.	Inability of MRC to embrace change - political, technological	Cost and disruption of upgrading to new systems/technology	Compliance with legislation / monitoring legislative change	Possible (3)	Moderate (3)	MEDIUM (9)
		Change of focus of the State and Federal Government	Reduction in services to the community	IP&R Process			
		Lack of information, inflexible systems, processes, legislation and governance;	Interference or failure in delivery of planned projects, programs and services delivery;	Project Management Framework to ensure capital works projects are managed within the budget and within timeframes. - validation of all new capital projects			
		Leadership or management failure	Ballooning and unbudgeted costs; Redundant or underutilised assets;	Communication strategy to enable the dissemination of information to staff and community; Robust community consultation strategy			
		Poor or deficient intergovernmental engagement and/or communication	Upward pressure on revenue streams including rates and charges;	Robust reporting mechanisms to management and council. (MOR)			
		Failure to identify, consider and respond to emerging risks and opportunities;	Cost and budgetary pressure;	Engagement plan with current State & Federal Ministers;			
		Lack of adequate management and system of oversight to ensure compliance	Regulator prosecution, fines & penalties	Delegations Policies			
		Cost shifting & funding constraints	Need to inform/ education the community / users	Lobbying & advocacy for improved outcomes for LG sector			
		Changing legislation obligations	Internal and external uncertainty and ability to forward plan	Policies and procedures, delegations, internal audit, external monitoring, risk management framework & incident reporting			
		Need to respond to emerging issues	Liability exposure;	Collaboration with other Councils			
		Pace of change; Innovations and future technologies	Financial sustainability issues (funding based on population, scale and capacity issues)	LGNSW and other relevant membership			
		Changing societal values	Loss of control over strategic direction of MRC reputational damage and loss of public confidence;	Economic incentives program for potential investors within the region; Housing strategy			
I-1006	Inability to attract & retain key staff	Outdated salary system / not aligned to market forces	Impact on service delivery	Safety Management System - policy and procedures	Likely (4)	Major (4)	SIGNIFICANT (16)
		Geographical location/ Distance from capital cities	impact on staff morale	Enterprise Risk Management - Policy & Framework			
		Competition from other Councils	Diminished workforce capacity	Working at Council Policy and Procedures			
		MRC not an employer of choice	Costs to recruit poor candidate,	Workers Compensation insurance			
		Council's safety record	High turnover,	Professional Development			
		Training/career development/lack of career paths,	Restricted candidate pool	Workforce Planning			
		Lack of flexibility,	Damage to reputation	Education Assistance Plan			
		Employees using MRC stepping stone to more preferred locations or pay increases	Loss of corporate knowledge	Market Allowances paid in hard to fill positions			
		Lack of Incentives	Disruption to projects/work teams				
		Work life balance	Cost of training new employees Not attracting the best candidates				

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
1-1007	Reduction in employment and educational opportunities within MRC as a result of rural decline Changes to community demographic and loss of major industry	Rural properties needing to be amalgamated to be profitable	Less employment opportunities - particularly in the rural areas	Lobbying and Advocacy	Possible (3)	Moderate (3)	MEDIUM (9)
		Water buybacks	People leaving the Council area	Community Strategic Plan - community feedback and requirements			
		Changes in government policy	Decline of communities, schools and other services closing.	Offering traineeships and cadetships to grown our own Offering market allowances to secure suitably qualified and experienced staff			
		Lack of tertiary education facilities	Reduction of economic development opportunities - less attractive to new businesses				
		Changing demographic profile of LGA	Financial sustainability issues (funding based on population, scale and capacity issues)				
		Changing financial/economic climate,	Inability to maintain assets and reduced service delivery				
		Climate Change	Impact on liveability of LGA				
1-1008	Additional services required within MRC to meet the needs of our ageing population	Changing demographic profile of LGA	Lack of suitable services within MRC to meet needs - doctors, hospitals, specialists, aged care living etc	Disability Action Plan	Likely (4)	Minor (2)	MEDIUM (8)
		Known retirement / tree change area	People leaving the Council area for areas with required high care services	Community Strategic Plan - community feedback and requirements			
		Limited work and educational opportunities for younger people	Funding received inadequate to meet demand				
1-1009	Limited capacity to raise revenue and heavy reliance on State and Commonwealth government for funds and financial assistance do	Unfunded or unapproved expenditure	OLG ratios not met	Regular budget reviews and significant financial reporting	Very (2)	Major (3)	M (6)
		Financial/economic climate,	Appointment of administrator,	Undertake finance training for Councillors and staff,			
		Insufficient water & sewer services income,	Inability to maintain assets	Undertake regular Internal Audits			
		Reduction in income base/ Limited rate base	Interference or failure in delivery of planned projects, programs and services	Project Management Framework for large projects			
		Reliance on external funds - State & Federal Grants	Impact on liveability of LGA	Undertake and implement Whole of Life (WOL) assessments in all capital projects;			
		State Government cost shifting,	Upward pressure on revenue streams including rates and charges;	Review and implement efficiencies			
		Investment portfolio performance,	Reputational damage and loss of public confidence	Internal Audit Committee oversight			

Strategic Risks

RISK IDENTIFICATION

Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	CURRENT		
					Likelihood	Consequence	Risk Rating
	deliver programs, operations and services	Lack of medium - long term strategic planning	Erosion of staff confidence and workplace culture	OLG compliance requirements	Unlikely	Moderate	MEDIUM
		Change in financial assistance grants arrangements	"blame" seeking and finger pointing.	Source grants and subsidies that are available from State & Federal Government			
		False or incomplete financial data on assets and liabilities		Employing qualified staff with extensive experience			
		Poorly designed, implemented, monitored or enforced policies, procedures and systems		Long term financial plan			
		Leadership or management failure;		Asset Management Strategy			
		Community engagement and communication failure.		Delegations, separation of duties			
		Loss of grant funding due to the untimely delivery of works		Investment Policy Procurement Strategy, Policy and Procedures			
t-1010	Ineffective and/or inappropriate behaviour of elected members and Council employees	Lack of understanding by councillors of their role	Damage to reputation.	Code of Conduct Policy and Procedure	Possible (3)	Moderate (3)	MEDIUM (9)
		Personal agendas	Appointment of administrator.	Councillor induction and professional development program			
		Poor management / delayed escalation of inappropriate interactions and/or conduct of Council officials	Suspension of individual councillors	Councillor Briefings			
		Ineffective governance - policies, procedures	Ineffective meetings	Code of Meeting Practice Policy			
		Lack of training for Council officials on their responsibilities	Poor decision making	Fraud and Corruption Policy			
		Performance management of employees not undertaken or ineffective	Increased costs,	Procurement Policy Procedures			
			Increased litigation	Risk Management Policy & Framework Compliance with legislation Internal Audit Committee Learning and Development Plans for Councillors. Councillors & Officers Insurance			

Strategic Risks

RISK IDENTIFICATION					CURRENT		
Risk Code	Risk Issue	Inherent Causes	Inherent Consequences	Existing Controls / Risk Treatment	Risk Assessment (with current controls)		
					Likelihood	Consequence	Risk Rating
t-1011	Services that do not align with community expectations or are not sufficiently responsive to changed / evolving community expectations, or are beyond Council's capacity for delivery.	Lack of understanding,	Damage to reputation,	Service Reviews	Possible (3)	Moderate (3)	MEDIUM (9)
		Poor allocation of resources,	Damage to relationships with other levels of government and community organisations,	Community Engagement Strategy			
		Poor or lack of communication,	Disengagement by community, reduction in service provision,	Communications Strategy - including Media Policy			
		Inadequate or deficient community engagement;	Reduction in number of customers,	Media Releases			
		Unrealistic expectations,	Dissatisfied councillors,	IP&R Process			
		Inadequate financial data on assets and liabilities	Low or poor asset utilisation rates;	Robust reporting framework to allow council to make the best informed decision regarding matters affecting the community and future generations			
		Lack of meaningful data / feedback from the community (particular)	Reputational damage, disillusionment and loss of public confidence	Asset Management Plans			
		Budget or accounting failure	Erosion of staff confidence and workplace culture	Disability Action Plan			
		Leadership or management failure	Decision making failures, "blame" seeking and finger pointing;	Transparency and accountability (good governance practices)			
		Planning and reporting failures;	Ballooning and unbudgeted costs;				
		Reduction in economic development					
t-1012	Failure to adequately protect the health and safety of employees, contractors, volunteers or members of the public as a result of Council services Property damage or community harm that occurs during the delivery of projects, operations or services by the Council.	Lack of WHS system	Injuries/fatality	Safety Management System - policy and procedures	Possible (3)	Catastrophic (5)	SIGNIFICANT (15)
		Poor communications	Lost productivity / Impact on service delivery	WHS Incident and Injury Hazard Reporting and analysis			
		Poorly designed, implemented, monitored or enforced policies, procedures and systems;	External inquiries or reviews and possible intervention/sanction by the State;	WHS Self Audit Program			
		Training deficiency or failure	Increased insurance premiums,	Enterprise Risk Management - Policy & Framework			
		Leadership or management failure	Personal legal liabilities for executive and management	Project Management controls			
		Planning and reporting failure	Financial costs	Contractor Management			
		Maintenance program deficiencies	Legal liability exposure	Return to Work Procedure			
		Shortage of suitably skilled and experienced personnel	Reputational damage and loss of public confidence;	Public Liability Insurance			
		Plant & equipment not fit for purpose	"blame" seeking and finger pointing;	Workers Compensation insurance			
		Poor safety culture	political and media interest;	Training for all staff on their WHS responsibilities.			
		Ineffective induction process	Erosion of staff confidence and workplace culture,	Safety culture embedded into everyday operations			
		Willful misconduct	High turnover of staff				

6.3.2 RISK APPETITE - REVIEW

File Number: -
Author: Sandra Gordon, Manager Governance & Risk
Authoriser: Stephen Fernando, Director Corporate Services

RECOMMENDATION

That ARIC provide feedback on the Risk Appetite position for consideration by Council in their review of the risk appetite.

DISCUSSION

The Risk Appetite Statement forms part of the Risk Management Framework (Clause 5.2 on page 15).

This Statement was adopted by the previous Council in 2022.

Councillors will have an opportunity to review this Statement at the Council briefing on the 13th May. Any feedback by ARIC on the current statement will be provided to Councillors for considerations in their deliberations.

ATTACHMENTS

1. Risk Management Framework [↓](#) 
2. Risk Appetite - 2025 Review [↓](#) 

RISK MANAGEMENT FRAMEWORK

Version #3



RISK MANAGEMENT FRAMEWORK

Linked to the Risk Management Policy (POL-200)

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RISK MANAGEMENT FRAMEWORK

Linked to the Risk Management Policy (POL-200)

1. INTRODUCTION

Murray River Council is committed to the development of a robust risk aware and safety culture. Where mitigating risk is integral to the achievements of our aims at all levels of Council – where all employees are alert to risks, capable of an appropriate level of risk assessment and confident to report risk.

Murray River Council recognises that it is exposed to a diverse and complex array of potential risks due to the nature of its activities and the demanding natural, social and business environment in which it operates.

Risk management is not risk avoidance but rather about informed risk-taking. A systematic risk management approach will not restrict creativity or innovation. Risk management is intended to maximise gains and minimise or avoid loss by systematic decision making. It encourages careful consideration of the full range of options when a decision has to be made.

Council's vision for risk management is that it will be managed proactively and openly, using a structure of frameworks based on best practice. This enables the effective, efficient and consistent management of risk within the resources available.

In developing and applying a risk management approach, we need to consider how to protect the critical elements of Council's operations from failure while maximising advantage through:

- ▶ The consideration of alternative strategies;
- ▶ The development of contingency plans;
- ▶ Careful monitoring and handling of complaints to avoid them becoming a major issue;
- ▶ Recovery planning, to get back on our feet after mishaps; and
- ▶ Effective coordination where joint action across directorates and work teams is required to treat a particular risk to which Council is exposed.

2. KEY CONCEPTS AND OBLIGATIONS

2.1 WHAT IS RISK?

Risk is the effect of uncertainty on objectives with a likelihood and frequency that something will occur. Risk is expressed in terms of consequence or impact (how bad will an event be if it happens?) and likelihood (how likely is it that the event will happen?).

As the outcomes of operational and business activities can be uncertain, they are said to have some element of risk. In a Local Government (LG) context, risks can contribute to strategic failures, operational failures, failures in quality and safety systems, financial failures, major environmental or health and safety incidents, deficiencies or ineffective plant or equipment, political unrest, loss of public confidence, significant legal claims, decline in the health and wellbeing of the community or failures in regulatory compliance.

2.2 WHAT IS RISK MANAGEMENT?

Risk management involves identifying the types of risk exposure within Council, measuring those potential risks and proposing means to mitigate them. While it is impossible to remove all risk, it is important for organisations to understand their risks and manage and identify the level of risk they are willing to accept in the overall context of effective operation and service provision.

Risk management is essential to good management practice and effective corporate governance, and ensures decisions are made with sufficient information about risks and opportunities.

2.3 WHY AN ENTERPRISE-WIDE RISK MANAGEMENT SYSTEM? (ERMS)

Managing risks – identifying, assessing and controlling them – is part of everyday activity throughout Council. By identifying risks, Council is identifying any threats or opportunities in achieving its goals and objectives.

RISK MANAGEMENT FRAMEWORK

Linked to the Risk Management Policy (POL-200)

A ERMS provides a structure for a consistent risk management approach and for embedding risk management across all of the Council's operations. An effective ERMS involves the examination of all aspects of an organisation's functions and responsibilities in order to identify and manage opportunities and threats. This includes, for example, consideration of risk and opportunities during:

- › Strategic, business, service and workforce planning
- › Budget planning and monitoring
- › Planning, development and implementation of new service delivery methods, programs or projects
- › Planning, development, implementation and maintenance of new and existing information technology hardware and software systems
- › Development and implementation of new or revised policies, procedures and guidelines
- › Planning and implementing capital projects and programs
- › Procurement and acquisitions processes.

Applying the ERMS helps management to make decisions that impartially and systematically consider both opportunities and threats. The framework also helps Council's management and employees to prepare for and deal with risks in a timely manner, and the process of reviewing risks will allow new risks to emerge.

This ERMS will provide the foundation for the integration of risk management into Council's policies, processes and activities in a comprehensive manner.

Components of this ERMS include, but not limited to:

- › Risk Management Policy
- › Risk Management Procedure
- › Risk Management Strategy
- › Risk Management Plan (this document)
- › Risk Register
- › Risk Treatment Plans
- › Risk Assessments
- › Other risk related documents, including but not limited to: SWMSs, SOPs Codes

2.4 EMBEDDING RISK MANAGEMENT WITHIN THE CULTURE OF MURRAY RIVER COUNCIL

Council is committed to create a 'culture of mindfulness' in which proactive daily decision making and actions integrate risk and safety management habitually across the Council.

Council applies a 'whole of organisation' approach to risk management, with the Enterprise-wide Risk Management System, driven by Council's Executive Leadership Team, demonstrating consistent behaviour and promoting a culture of openness and transparency. This ensures that risk and safety management is integrated into, and not viewed as separate from, core operational activities and to ensure accountabilities and responsibilities are clearly defined.

To integrate risk into Council's everyday operations, it is essential to define responsibilities and accountabilities for employees in relation to risk and safety management. Council's employees must understand what risks they are accountable for, and what activities and actions must be taken to manage those risks. Some ways of embedding risk into Council's operations and achieving greater engagement of employees across the organisation are:

- › Including risk and safety management accountabilities and expectations in internal performance management systems, both informal and formal, to support a culture whereby risk and opportunities are proactively managed and learnings are shared.



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- ▶ Including consideration of risk and safety in the terms of reference of significant Council Committees (eg committees overseeing work practises, disaster management) to engage them in identifying, monitoring and reviewing risks relevant to their area of oversight.
- ▶ Ensuring risks identified by Council are allocated a “risk owner” to oversee the management of that risk. The risk owner should be sufficiently senior to properly direct and implement risk controls and assess their effectiveness. As such, while they should be knowledgeable about the risk, they will not generally be the person who implements the actions required to address the identified risk.
- ▶ Ensuring processes focus on risks being managed at “as low a level as reasonably practicable” (ALARP), but also ensure there are processes in place for employees to identify and escalate risks as the need arises to more senior management for consideration, review and appropriate management action and direction to be given.
- ▶ Ensuring Council’s Leadership Team accept responsibility for promoting risk management throughout Council, designing the organisation’s Enterprise-wide Risk Management System and for the day-to-day activities associated with coordinating, maintaining and embedding the Framework in day-to-day business.

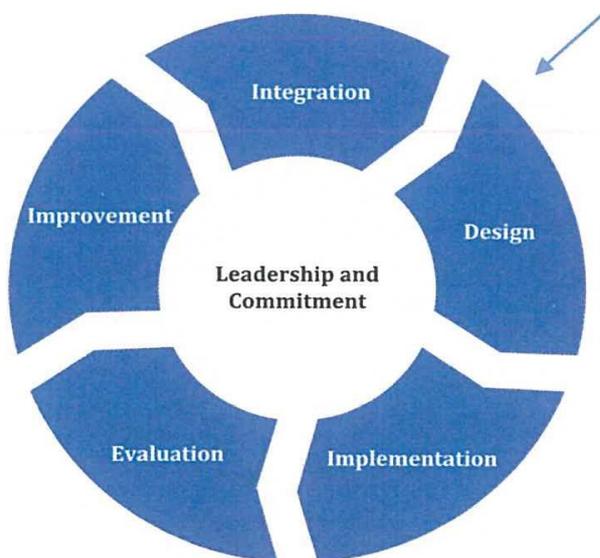
All Council Officers are expected to identify and report risks when they see them. This can be done verbally, by email or by completing an Event Notification Form and forwarding it to their Manager/Supervisor. Near misses are also required to be reported. Any changes to operating procedures or systems should be communicated throughout Council and also the employee who identified the risk. Reporting or communicating risks in this way will help to prevent errors, improve care and performance and achieve business objectives.

3. RISK MANAGEMENT FRAMEWORK

This Framework is based on the International Standard AS/NZS: ISO 31000:2018 Risk Management - Guidelines.

The purpose of the Risk Management Framework is to assist Murray River Council (MRC) in integrating risk management into significant activities and functions. The effectiveness of risk management will depend on its integration into the governance of MRC, including decision-making. This requires support from stakeholders, particularly top management.

Framework development encompasses integrating, designing, implementing, evaluating and improving risk management across Council. The diagram below illustrates the components of a framework.



STEPS	
3.1	Leadership & Commitment
3.2	Integration
3.3	Design
3.4	Implementation
3.5	Evaluation
3.6	Improvement

RISK MANAGEMENT FRAMEWORK

Linked to the Risk Management Policy (POL-200)

3.1 LEADERSHIP AND COMMITMENT

Murray River Council's Leadership Team should ensure that risk management is integrated into all Council activities and should demonstrate leadership and commitment by:

- › customizing and implementing all components of this Framework;
- › issuing a statement or policy that establishes a risk management approach, plan or course of action; ensuring that the necessary resources are allocated to managing risk;
- › assigning authority, responsibility and accountability at appropriate levels within Council.

This will help Council to:

- › align risk management with its objectives, strategy and culture;
- › recognise and address all obligations, as well as its voluntary commitments;
- › establish the amount and type of risk that may or may not be taken to guide the development of risk criteria, ensuring that they are communicated throughout Council and to its stakeholders;
- › communicate the value of risk management to Murray River Council and its stakeholders;
- › promote systematic monitoring of risks;
- › ensure that the ERMS remains appropriate to the context of the organisation.

The Leadership Team is accountable for managing risk whilst Council is accountable for overseeing risk management.

Council is often expected or required to:

- › ensure that risks are adequately considered when setting Council's objectives;
- › understand the risks facing Council in pursuit of its objectives;
- › ensure that systems to manage such risks are implemented and operating effectively;
- › ensure that such risks are appropriate in the context of Council's objectives;
- › ensure that information about such risks and their management is properly communicated.

3.2 INTEGRATION

Integrating risk management relies on an understanding of Council's structures and context. Risk is managed in every part of the Council's organisational structure. Everyone at Council has responsibility for managing risk.

Governance guides the course of the organization, its external and internal relationships, and the rules, processes and practices needed to achieve its purpose. Management structures translate governance direction into the strategy and associated objectives required to achieve desired levels of sustainable performance and long-term viability. Determining risk management accountability and oversight roles within an organization are integral parts of the organization's governance.

Integrating risk management into an organization is a dynamic and iterative process, and should be customized to the organization's needs and culture. Risk management should be a part of, and not separate from, the organizational purpose, governance, leadership and commitment, strategy, objectives and operations.

3.3 DESIGN

3.3.1 Understanding Council and its context

When designing the Framework for managing risk, Council should examine and understand its external and internal context. Which may include, but is not limited to:

RISK MANAGEMENT FRAMEWORK

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- ▶ the social, cultural, political, legal, regulatory, financial, technological, economic and environmental factors, whether international, national, regional or local;
- ▶ key drivers and trends affecting the objectives of Council;
- ▶ ratepayers and customers;
- ▶ external stakeholders' relationships, perceptions, values, needs and expectations;
- ▶ contractual relationships and commitments;
- ▶ the complexity of networks and dependencies.

Examining Council's internal context may include, but is not limited to:

- ▶ vision, mission and values;
- ▶ governance, organisational structure, roles and accountabilities;
- ▶ strategy, objectives and policies;
- ▶ Council's culture;
- ▶ standards, guidelines and models adopted by Council;
- ▶ capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technologies);
- ▶ data, information systems and information flows;
- ▶ relationships with internal stakeholders, taking into account their perceptions and values; contractual relationships and commitments;
- ▶ interdependencies and interconnections.

3.3.2 Articulating risk management commitment

Council's Leadership Team should demonstrate and articulate their continual commitment to risk management through a policy, a statement or other forms that clearly convey Council's objectives and commitment to risk management. The commitment should include, but is not limited to:

- ▶ Council's purpose for managing risk and links to its objectives and other policies; reinforcing the need to integrate risk management into the overall culture of MRC;
- ▶ leading the integration of risk management into core business activities and decision-making;
- ▶ authorities, responsibilities and accountabilities;
- ▶ making the necessary resources available;
- ▶ the way in which conflicting objectives are dealt with;
- ▶ measurement and reporting within the organization's performance indicators;
- ▶ review and improvement.

The risk management commitment should be communicated within Council and to stakeholders, as appropriate.

3.3.3 Assigning organizational roles, authorities, responsibilities and accountabilities

Council's Leadership Team should ensure that the delegations, responsibilities and accountabilities for relevant roles with respect to risk management are assigned and communicated at all levels of Council, and should:

- ▶ emphasize that risk management is a core responsibility;
- ▶ identify individuals who have the accountability and authority to manage risk (risk owners).

3.3.4 Allocating resources

Council's Leadership Team should ensure allocation of appropriate resources for risk management, which can include, but are not limited to:

- ▶ people, skills, experience and competence;
- ▶ Council's processes, methods and tools to be used for managing risk; documented processes and procedures;
- ▶ information and knowledge management systems;
- ▶ professional development and training needs.

Council should also consider the capabilities of, and constraints on, existing resources.

3.3.5 Establishing communication and consultation

Council should establish an approved approach to communication and consultation in order to support the Framework and facilitate the effective application of risk management. Communication involves sharing information with targeted audiences. Consultation also involves participants providing feedback with the expectation that it will contribute to and shape decisions or other activities. Communication and consultation methods and content should reflect the expectations of stakeholders, where relevant.

Communication and consultation should be timely and ensure that relevant information is collected, collated, synthesised and shared, as appropriate, and that feedback is provided and improvements are made.

3.4 IMPLEMENTATION

Council should implement the ERMS by:

- ▶ developing an appropriate plan including time and resources;
- ▶ identifying where, when and how different types of decisions are made across the organization, and by whom;
- ▶ modifying the applicable decision-making processes where necessary;
- ▶ ensuring that the organization's arrangements for managing risk are clearly understood and practised.

Successful implementation of the Framework requires the engagement and awareness of stakeholders. This enables Council to explicitly address uncertainty in decision-making, while also ensuring that any new or subsequent uncertainty can be taken into account as it arises.

Properly designed and implemented, the ERMS will ensure that the risk management process is a part of all activities throughout Council, including decision-making, and that changes in external and internal contexts will be adequately captured.

3.5 EVALUATION

In order to evaluate the effectiveness of the ERMS, Council should:

- ▶ periodically measure ERMS performance against its purpose, implementation plans, indicators and expected behaviour;
- ▶ determine whether it remains suitable to support achieving the objectives of MRC.

3.6 IMPROVEMENT

Council should continually improve the suitability, adequacy and effectiveness of the ERMS and the way the risk management process is integrated.

The ERMS should be continually monitored and adapted to address external and internal changes.

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As relevant gaps or improvement opportunities are identified, Council should develop plans and tasks and assign them to those accountable for implementation. Once implemented, these improvements should contribute to the enhancement of risk management.

3.7 RISK MANAGEMENT POLICY

Key to the ERMS is a policy statement that communicates Council's commitment to the development of a positive risk aware culture, where risk management is part of everyday activity throughout Council and establishes clear expectations regarding staff responsibility for identifying and managing risk

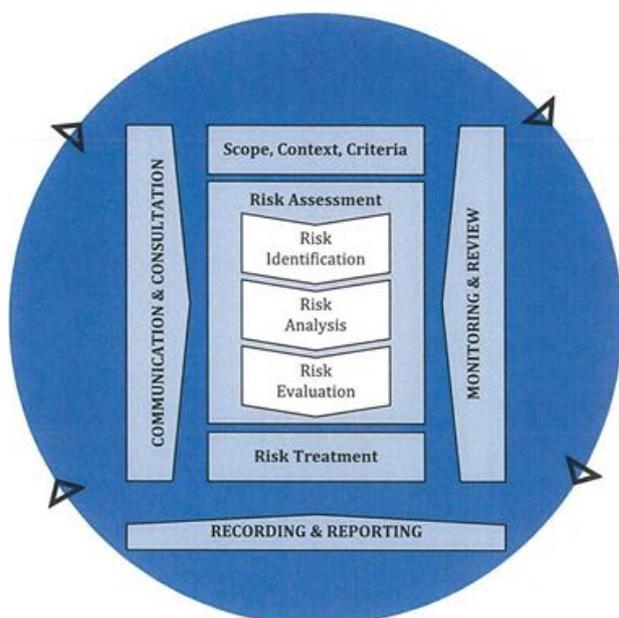
The Risk Management Policy is a separate document that forms part of the ERMS.

3.8 RISK MANAGEMENT PROCEDURE/PROCESS

The Risk Management process/procedure involves the systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing and reporting risk.

This methodology is based on the Australian Standard. AS ISO 31000:2018

The main elements of the methodology are as follows:



STEPS

1. **Communication & Consultation**
2. **Scope, Context and Criteria**
3. **Risk Assessment**
 - 3.1 **Risk Identification**
 - 3.2 **Risk Analysis**
 - 3.3 **Risk Evaluation**
4. **Risk Treatment**
5. **Monitoring and Review**
6. **Recording and Reporting**

The risk management process should be an integral part of management and decision-making and integrated into the structure, operations and processes of the organization. It can be applied at strategic, operational or project levels.

There can be many applications of the risk management process within an organization, customized to achieve objectives and to suit the external and internal context in which they are applied.

The dynamic and variable nature of human behaviour and culture should be considered throughout the risk management process.

Although the risk management process is often presented as sequential, in practice it is iterative/repetitive.

3.9 RISK MANAGEMENT STRATEGY

Council's risk management strategy describes Council's future vision, direction and objectives for risk management.

The Risk Management Strategy contains the risk management plan that details the key activities designed to achieve these objectives and includes:

- ▶ roles, accountabilities and responsibilities
- ▶ timeframes for risk management activities
- ▶ performance measures
- ▶ review processes

The Risk Management Strategy is a separate document that forms part of the RM Framework.

3.10 RISK REGISTER

Council will maintain a Risk Register which provides an accurate and complete record of risk assessment and management activities.

The Risk Register is to be a "living document", subject to regular review and updated as risks are addressed, risk treatment strategies change and new risks identified.

Council's Risk Register will include the following core information:

Risk ID	Unique identifier which identifies the risk
Date	Date the risk was created
Risk Category	Relevant to the risk, using the risk categories listed in the Risk Matrix. Each risk is to be categorised
Description	A description of the risk, possible causes and impacts
Consequences	A description of the consequences/impact of the risk
Risk Type	Type of risk – strategic, operational or project
Business Unit	The business unit(s) responsible for the risk
Risk Owner	Risk owner by position, not name (only one risk owner for each risk)
Initial Risk Assessment	Before controls or mitigating action; risk rating as per Risk Matrix
Current Controls	Existing controls that are in place
Control Type	Type of controls is Proactive / Reactive
Current Control Effectiveness	Level of effectiveness of current controls – Substantial, Partial, Ineffective
Current/Residual Risk Rating	Risk rating after controls

The Risk Register will include, for each risk:

- ▶ An initial risk review date within an appropriate timeframe (eg six (6) months of the date a new risk was identified)
- ▶ Subsequent risk review dates which reflect local management procedural timeframes and at minimum six (6) month intervals
- ▶ Current control(s) which clearly define actions/controls that are currently in place
- ▶ Additional control(s) which clearly define actions intended to be taken and a specific officer assigned to implement each additional control
- ▶ A risk assessment to determine the level of risk rating (initial, current and projected) in accordance with Risk Matrix
- ▶ Risk review date updated with each risk review
- ▶ Any additional comments, actions or notes relevant to mitigate the risk.

Risk owners shall review and moderate risks within their area of responsibility and accountability at minimum six (6) monthly intervals to ensure that the assessment and actions taken are reasonable, acceptable and within the tolerance and level of delegated accountabilities and responsibilities of the risk owner.

3.11 RISK TREATMENT PLANS/ACTION PLANS

A Risk Treatment is a document that sets priorities for risk treatment actions, including responsibilities, timeframes, proposed treatment measures and follow up action.

Risk owners are responsible for ensuring that actions contained in Risk Treatment Plans (RTPs) are implemented effectively and within agreed timeframes. In addition, Risk owners are responsible for ensuring that actions contained in RTPs are included in their business plans and where appropriate the Council's Community Strategic Plan.

3.12 RISK MANAGEMENT COMPUTER SYSTEM

A risk management application used consistently across an organisation can aid and develop communication, understanding and management of risks.

Council's risk management information system is used to:

- ▶ record all risks across Council (Council's Risk Register)
- ▶ provide reports summarising Council's total risk exposure and risk profile
- ▶ track progress and implementation of risk treatment
- ▶ capture actual losses or gains and near-miss risk events (incident reporting)



RISK MANAGEMENT FRAMEWORK

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4. RISK PROFILE

Murray River Council will considered risks in the following areas:

Area	Description
Strategic Risks	Strategic risks for Council are those that affect the sustainability of the organisation or its ability to deliver on the strategic objectives of its corporate plan/s, are significant risks that affect the longer-term interests of Council and the community; and, are of a higher level, possibly affecting future service delivery.
Operational Risks	Operational risks are those that affect the viability of achieving activities associated with individual business units and operational objectives. These risks include issues that affect the basic services of business as usual activities of each business unit, relate to the effective and efficient use of Council's resources, and can have a day-to-day impact on specific operations.
Project Risks	Project risks are risks associated with individual projects, initiatives or day-to-day business activities at Council, which can be assessed in the project planning phase and throughout the duration of a business activity.

5. RISK ASSESSMENT CRITERIA

To ensure a common understanding of how to evaluate the significance of a risk Council needs a set of standard risk criteria.

Council's risk criteria have been developed taking into account the environment Council's risk management procedure operates in. The criteria provide guidance on what types of risk will be considered and how these will be measured and establishing criteria to decide if a given risk is acceptable or tolerable.

An effective risk management system requires the application of consistent processes for identifying and categorising risk. The Framework sets out four (4) main tools in this regard in the following subsections.

Council's risk criteria include:

Item	Descriptions
a). Risk Categories	the main areas of risk at Murray River Council
b). Risk appetite:	describes the escalation actions required for each risk level
c). Risk matrix:	a technique used to combine consequence and likelihood to determine the level of a risk
d). Rating the Risk	
Consequence levels:	the scale used to assess consequences of a risk
Consequence table:	a matrix where consequence levels are described for different types of consequences
Likelihood table:	the scale used to assess the likelihood of a risk
Control effectiveness:	the scale used to assess risk controls



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5.1 RISK CATEGORIES

Categorising risks supports identification of risks across all key aspects of Council's business. It also assists in reporting and allows comparison and assessment across Council's directorates and work teams. The following table outlines the major functions of Council including, but not limited to, areas of risk within its functions. The table will be used in the formation of the Council's Risk Register.

1. Assets
2. Environment
3. Financial
4. Legal / Regulatory
5. Political
6. Reputation
7. Technology
8. Workforce and Public Safety

Risk Category	Areas to consider within each Category
1. ASSETS	<ul style="list-style-type: none"> ▶ Asset management (including buildings, equipment, land, plant, vehicles, supplies and utilities) ▶ Preventative repairs and maintenance ▶ Condition assessments ▶ Re-valuation schedule ▶ Minor and capital works ▶ Procurement ▶ Renewal and replacement schedules
2. ENVIRONMENT	<ul style="list-style-type: none"> ▶ Air quality, heating, noise, lighting and radiation ▶ Hazardous substances and dangerous goods ▶ Water security and quality ▶ Waste management ▶ Grey water discharge
3. FINANCIAL	<ul style="list-style-type: none"> ▶ Fraud ▶ Rating compliance ▶ Award compliance ▶ Taxation compliance ▶ Grant compliance ▶ Accounting standard compliance and internal auditing ▶ Suitable insurance coverage (including type and value) ▶ Operational budgets and financial performance requirements ▶ Procurement compliance ▶ Insurance claims



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<p>4. LEGAL REGULATORY</p>	<ul style="list-style-type: none"> ▶ Litigation ▶ Contract management ▶ Intellectual property ▶ Regulatory compliance ▶ Legislative ▶ Democratic processes (eg elections, voting)
<p>5. POLITICAL</p>	<ul style="list-style-type: none"> ▶ Complaints and compliments management ▶ Effective leadership ▶ External and internal auditing (including internal audit function) ▶ Governance structures, delegations and financial management ▶ Legislative compliance ▶ Monitoring performance ▶ Performance management ▶ Political circumstances ▶ Professional development and mentoring ▶ Reputation and image ▶ Resource accountability ▶ Service agreement requirements ▶ Strategic and operational planning ▶ Succession planning ▶ Section 355 and other Council Committees
<p>6. REPUTATION</p>	<ul style="list-style-type: none"> ▶ Access to services ▶ Community engagement and expectations ▶ Customer/community feedback ▶ Cultural and special needs ▶ Barriers to participation ▶ Council decisions ▶ Advocacy
<p>7. TECHNOLOGY</p>	<ul style="list-style-type: none"> ▶ Information and data management system ▶ Hardware infrastructure (eg radios, portable devices, etc) ▶ Privacy and confidentiality ▶ Knowledge management ▶ Policies and procedures ▶ Records management (including version control) ▶ Risk communication



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	<ul style="list-style-type: none"> ▶ Organisational communication ▶ Technology and technical issues ▶ Release of information ▶ Social media ▶ Access and controls ▶ Surveillance/CCTV ▶ Personal threat ▶ Security management (including Cyber security) ▶ Security monitoring
<p>8. WORKFORCE & PUBLIC SAFETY</p>	<ul style="list-style-type: none"> ▶ Continuing education, learning and professional development ▶ Performance management ▶ Organisational culture ▶ Recruitment selection, credentialing, retention and appointment ▶ Succession planning ▶ Workplace relations, including grievances/claims ▶ Management of contractors and volunteers including non-compliance and under insured ▶ Sole workers ▶ Health and safety – internal and external ▶ Workers compensation and injury management ▶ Business continuity planning, management and resilience ▶ Disaster recovery ▶ Food premise incidents ▶ Utilities incidents (eg water supply, algae, contaminations) ▶ Natural disasters (eg extreme weather event) ▶ Man-made disasters (eg widespread power failure, explosion and hazardous material incidents)

5.2 RISK APPETITE

Murray River Council recognizes that the achievement its objectives and goals can only be done by effectively managing key risks that are identified.

Council accepts that there is an element of risk in almost every activity it undertakes. Council's Risk Appetite is defined as "the amount and type of risk it is willing to pursue or retain" in the achievement of goals and objectives. The establishment of our Risk Appetite Statement is intended to guide our Officers in their actions and ability to accept and manage risks.

The establishment of the Risk Appetite Statement is intended to guide Council in their actions and ability to accept and manage risks. Through the ERMS and its risk appetite statement, the Council will formally establish and communicate its risk appetite.



RISK MANAGEMENT FRAMEWORK

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Council's risk appetite statements will be reviewed on a regular basis and updated as required to reflect:

- ▶ Council's changing vulnerability to certain types of risks;
- ▶ New and emerging risks;
- ▶ Council's increasing levels of risk management maturity; and
- ▶ Changes to Council's management, organisational structure or objectives

Council applies the following categories to determine its risk appetite by "Risk Category":

Level of Risk Appetite	Description
Minimal	<p>Limited tolerance for accepting risk.</p> <p>Murray River Council is <u>not willing to accept risks in most circumstances</u> that may result in minor reputation damage, financial loss or exposure, minor breakdown in information system or information integrity, minor incident(s) of regulatory non-compliance, risk of minor injury to employees and/or public, minor disruption to, and loss of, service delivery capabilities.</p>
Conservative	<p>Preference for options that avoid risk or have low inherent risk.</p> <p>Murray River Council is <u>willing to accept some risks in certain circumstances</u> that may result in moderate reputation damage, financial loss or exposure, moderate breakdown in information system or information integrity, moderate incident(s) of regulatory non-compliance, moderate risk of injury to employees and/or public, moderate disruption to, and loss of, service delivery capabilities.</p>
Moderate	<p>Preference for safe options with low degree of residual risk and limited potential for reward.</p> <p>Murray River Council is <u>willing to accept risks</u> that may result in significant reputation damage, financial loss or exposure, significant breakdown in information system or information integrity, significant incident(s) of regulatory non-compliance, potential risk of injury to employees and/or public, significant disruption to, and loss of, service delivery capabilities.</p>
Aggressive	<p>Willing to consider all options with a preference for prudent options and an acceptable level of reward.</p> <p>Murray River Council <u>accepts</u> opportunities that have an inherent high risk that may result in extensive reputation damage, financial loss or exposure, extensive breakdown in information system or information integrity, significant incident(s) of regulatory non-compliance, potential litigation and risk of serious trauma injury to employees and/or public, extensive disruption to, and loss of, service delivery capabilities.</p>
Seeking Opportunity	<p>Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk.</p> <p>Willing to balance higher risks if accompanied by higher potential returns.</p>



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The below table is a visual overview of Council's baseline risk appetite statement:

MURRAY RIVER COUNCIL – RISK APPETITE STATEMENT				
Risk Category	Minimal	Conservative	Moderate	Aggressive
Assets				
Environmental				
Financial				
Legal & Regulatory				
Political				
Reputation				
Technology	Cyber			
Workforce & Public Safety				

This visual overview demonstrates that Council has a low appetite for risks which may:

- ▶ compromise the financial sustainability of the organisation;
- ▶ compromise compliance with legislation and regulation;
- ▶ compromise the safety and welfare of Council employees, volunteers, contractors or members of the community;
- ▶ compromise the natural environment of the Murray River Region;
- ▶ result in major disruption to the delivery of key Council services;
- ▶ result in widespread and sustained damage to the Council's reputation; and,
- ▶ result in significant loss of key Council assets.

Council has some appetite for risks associated with:

- ▶ Improving efficiency, reducing costs and/or generating additional sources of income
- ▶ Maintaining and where necessary improving levels of service to the community

The risk appetite statement is indicative of Council's position at the time of drafting this document. The risk appetite of Council will change over time depending on a range of factors. An activity reassessing this will be undertaken by Council annually as part of a review process on risk management.



RISK MANAGEMENT FRAMEWORK

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5.3 RISK MATRIX

The Risk Matrix provides a tool to apply a severity rating to each risk by assessing the potential consequence of the risk and its likelihood of occurring. The Matrix is required to be used for the assessment and management of all Council's risks, the development of Council's Risk Register and forms the basis for reporting.

Risk Assessment Matrix		Consequences				
		Miniscule (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Almost Certain (5)	Medium 5	Medium 10	Significant 15	Extreme 20	Extreme 25
	Likely (4)	Low 4	Medium 8	Significant 12	Significant 16	Extreme 20
	Possible (3)	Low 3	Medium 6	Medium 9	Significant 12	Significant 15
	Unlikely (2)	Low 2	Low 4	Medium 6	Medium 8	Medium 10
	Rare (1)	Low 1	Low 2	Low 3	Low 4	Medium 5

5.4 RATING THE RISK

The "Consequence" and "Likelihood" descriptors shown in the 'Risk Matrix' are used to determine the possible outcome if the risk were to occur, which in turn provides the overall risk rating. The Risk Matrix should be used to determine the initial, current and projected risk ratings.

In rating risks, it is important to use the Risk Matrix and follow these steps:

- ▶ Step 1 – Rank the consequence
- ▶ Step 2 – Rank the likelihood (probability/frequency)
- ▶ Step 3 – Classify the level of risk



RISK MANAGEMENT FRAMEWORK

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STEP 1 – RANK THE CONSEQUENCE

For each identified risk, determine the consequence of the event occurring (from Extreme to Insignificant), using the examples contained within the table overleaf as a **guide**.

Risk Type	Insignificant	Minor	Moderate	Major	Catastrophic
1. ASSETS / INFRASTRUCTURE	<ul style="list-style-type: none"> None or some minor damage where repairs are required however asset is still operational 	<ul style="list-style-type: none"> Short term loss or damage where repairs required to allow the asset to remain operational using existing internal resources. 	<ul style="list-style-type: none"> Short to medium term loss of key asset(s) and where repairs required to allow the infrastructure to remain operational. Cost outside of budget allocation. 	<ul style="list-style-type: none"> Widespread, short term to medium term loss of key asset(s). Where repairs required to allow the infrastructure to remain operational. Cost significant and outside of budget allocation. 	<ul style="list-style-type: none"> Widespread, long-term loss of substantial key asset(s). Where infrastructure requires total rebuild or replacement.
2. ENVIRONMENT	<ul style="list-style-type: none"> No lasting detrimental effect on the environment ie localised noise, fumes, odour or dust emissions of short-term duration Impacts to the environment that: <ul style="list-style-type: none"> * Are non-compliant with permit/approval where no species or cultural heritage has been damaged and/or * Are within the immediate area of the source of impact; and/or * Impair natural ecosystem function or commercial productivity of 	<ul style="list-style-type: none"> Minor effect on the environment. Limited impacts and very localised in effect. Environment to make a full recovery by routine measures Impacts to the environment that: <ul style="list-style-type: none"> * Are non-compliant with permit/approval where indigenous species have been damaged, that has the potential to cost the organisation <\$5000 in offsets and/or * Are non-compliant with Cultural 	<ul style="list-style-type: none"> Short-term effect on the environment. Moderate impacts and generally more localised in effect. Short to medium-term impacts to flora, fauna, populations, habitats or ecosystems. Environment likely to make a full recovery through local planning and response measures Impacts to the environment that: <ul style="list-style-type: none"> * Are non-compliant with permit/approval where indigenous 	<ul style="list-style-type: none"> Significant long-term detrimental impacts ie chronic and/or significant discharge of pollutant. Medium-term impacts on flora, fauna, populations, habitats or ecosystems. Environment will only recover through external assistance /intervention Impacts to the environment that: <ul style="list-style-type: none"> * Are non-compliant with permit/approval where indigenous species have been damaged, that has the potential to cost 	<ul style="list-style-type: none"> Extensive detrimental long-term impacts on the environment (especially sensitive environmental features) and community ie: catastrophic and/or extensive discharge of persistent hazardous pollutants. Environment is unlikely to recover Impacts to the biological or physical environment that: <ul style="list-style-type: none"> * Damage indigenous species that have the potential to cost



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	<p>land across 10m²; and/or</p> <ul style="list-style-type: none"> * Cause no human illness / effects requiring medical treatment; and/or * Have no detectable effect on waterways; and/or * Do not require third party involvement 	<p>Heritage legislation and damage 1 item of cultural heritage and/or</p> <ul style="list-style-type: none"> * Are within the immediate area of the source of impact; and/or * Impair natural ecosystem function or commercial productivity of land across 10m² – 100m²; and/or * Cause human illness / effects that require one person to require medical treatment. * Cause localised impact effects on waterways with impact detectable less than 1 km downstream; and/or * Require third party notification. 	<p>species have been damaged, that has the potential to cost the organisation \$20000 in offsets and/or</p> <ul style="list-style-type: none"> * Are non-compliant with Cultural Heritage legislation and damage multiple items of cultural heritage and/or * Extends beyond the immediate area of the source of impact however still within the local area); and/or * Impair natural ecosystem function or commercial productivity of land across 100m² – 10000m²; and/or * Cause a single hospitalisation or local area human health effects requiring medical treatment or resulting in reversible impairment.; and/or * Have major impact on waterways with impact detectable between 1 to 10 km downstream; 	<p>the organisation < \$100000 in offsets and/or</p> <ul style="list-style-type: none"> * Extend regionally; and/or impair natural ecosystem function or commercial productivity of land across 10000m² – 50000m²; and/or * Cause human fatality or local area human health effects requiring multiple hospitalisations and/or permanent disabling effects on human health in one person; and/or * Have significant impact on aquatic biota and town water supplies with impact detectable between 10 and 100 km downstream – remediation and clean-up activities required; and/or * Require third party (involvement necessary). 	<p>the organisation > \$100000 in offsets and/or</p> <ul style="list-style-type: none"> * MRC is prosecuted under the Aboriginal Heritage Act. * Extend nationally; and/or impair natural ecosystem function or commercial productivity of land across > 50,000m² ; and/or * Cause multiple human fatalities, or regional human health effects requiring multiple hospitalisation, and/or permanent disabling effects on human health in more than one person; and/or * Have catastrophic adverse effects on aquatic life and town supplies with impact detectable more than 100 km downstream – extensive remediation and clean-up activities and mitigation measures required; and/or * Require extensive third party
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RISK MANAGEMENT FRAMEWORK

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			and/or * Require Minimal third party involvement		involvement required.
3. FINANCE	<ul style="list-style-type: none"> ▶ Temporary loss of income or unplanned expenditure related to a particular project ▶ <\$100k recurrent reduction in operating budget, one off loss of <\$250k 	<ul style="list-style-type: none"> ▶ Financial mismanagement resulting in significant adjustments to budgets and a resulting impact on upcoming financial year ▶ \$100k-\$250k recurrent reduction in operating budget, one off loss of \$250k - \$500k 	<ul style="list-style-type: none"> ▶ Financial mismanagement resulting in being more than 5% over budget ▶ Loss of grant funding or a financial judgement or fraud event ▶ \$250k-\$500k recurrent reduction in operating budget, one off loss of \$500k - \$1m 	<ul style="list-style-type: none"> ▶ Major financial mismanagement resulting in creditors not being paid within terms ▶ More than 10% over budget ▶ Loss of considerable grant funding or substantial financial judgement or significant fraud event ▶ \$500k-\$1m recurrent reduction in operating budget, one off loss of \$1m - \$2m 	<ul style="list-style-type: none"> ▶ Extreme financial mismanagement resulting in creditors and staff are unable to be paid ▶ More than 20% over budget ▶ Loss of major grant funding, major financial judgement or fraud event ▶ >\$1m recurrent reduction in operating budget, one off loss of > \$2m
4. LEGAL/ REGULATORY	<ul style="list-style-type: none"> ▶ Legal judgement, claim or legislative change but no impact on service delivery. ▶ Negligible regulatory breaches that are detected early and rectified. ▶ Dispute resolved through internal process or expertise. 	<ul style="list-style-type: none"> ▶ Legal judgement, claim or non-compliance with legislation resulting in short term disruption to service delivery. ▶ Minor regulatory or contract breaches causing likely prosecution and minor fines. ▶ Dispute resolved through legal advice. 	<ul style="list-style-type: none"> ▶ Legal judgement, claim or non-compliance with legislation resulting in temporary suspension for service delivery or fine ▶ Regulatory or contract breaches causing investigation /report to authority and prosecution/ fines. ▶ Corporation directed to undertake specific activities to 	<ul style="list-style-type: none"> ▶ Legal judgement, claim or non-compliance with legislation resulting in medium term suspension for service delivery or considerable fine ▶ Major regulatory or contract breaches and litigation ▶ Liability implications and fines for Directors/ Managers ▶ Deliberate breach or gross negligence/form 	<ul style="list-style-type: none"> ▶ Legal judgement, claim or non-compliance with legislation resulting in prolonged suspension for service delivery and/or major fine. ▶ An event occurring outside MRC's insurance cover. ▶ Significant prosecution/fines for MRC and individuals ▶ Regulatory and Contract breaches causing major



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			remedy breaches in legislation that may require the involvement of legal firms,	al investigations for third party.	litigation, including major class action. <ul style="list-style-type: none"> Major breach of legislation resulting in major corporation penalties. Investigation that may result in legal action against staff or class action.
5. POLITICAL	<ul style="list-style-type: none"> Negligible impact from another local government or department. Political activity that requires minor changes in operations. 	<ul style="list-style-type: none"> Adverse impact by another local government or department. Political activity that requires changes in operations. 	<ul style="list-style-type: none"> Adverse impact and intervention by OLG Political activity that requires in operations with budget and resources implications. 	<ul style="list-style-type: none"> Adverse impact and intervention by State Government. Political activity that requires changes in operations with significant ongoing budget or resource implications. 	<ul style="list-style-type: none"> Loss of power and influence restricting decision making and capabilities. Dismissal of Council by State Government. Political activity that results in irreparable damage.
6. REPUTATION	<ul style="list-style-type: none"> Minimal reports and/or deadlines missed. Occasional adverse local publicity Unplanned cessation of critical function/s that effect whole of Council. Loss of key staff Staff turnover within industry benchmark Internal dissent /isolated external criticism against MRC. No external impact to 	<ul style="list-style-type: none"> Failure to meet one or more deadlines or submission of reports. Periodic loss of public support. Higher than normal customer complaints Unplanned cessation of function/s that may flow on to other directorates or work teams. Staff turnover well above industry benchmark Criticism from local community segment 	<ul style="list-style-type: none"> Failure to meet/submit a number of critical priorities and deadlines. Increasing and broadening adverse publicity at a local level, loss of community confidence, escalating customer complaints Unplanned restrictions to function/s due to workforce shortages. Staff turnover slightly above industry benchmark Criticism from Stakeholders, 	<ul style="list-style-type: none"> Failure to meet/submit a significant number of priorities and deadlines. Sustained adverse publicity and media reporting. Considerable loss of public confidence, loss of reputation. Significant number of customer complaints Unplanned restrictions or delays in providing service localised to a Directorate or 	<ul style="list-style-type: none"> Failure to meet/submit critical priorities and deadlines. Sustained adverse national or NSW wide publicity and media reporting. Significant loss of public confidence, loss of reputation. Major number of customer complaints Local and national public outrage resulting in loss of key stakeholder support for MRC.



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	reputation.	resulting in negative local press coverage.	involving local community public reactions.	work team ▶ Substantial active criticism from key Stakeholders, resulting in national media coverage	▶ External intervention required
7. TECHNOLOGY	<ul style="list-style-type: none"> ▶ Minimal effect on services. No loss or damage to property, assets, records or information. ▶ Minimal impact on customer service. 	<ul style="list-style-type: none"> ▶ Minor disruption to functions or minimal period of disruption. Minor loss or damage to property, assets, records or information ▶ Moderate impact on customer service. 	<ul style="list-style-type: none"> ▶ Temporary disruption to critical function/s due to loss, damage or unauthorised access to property, assets, records or information. Significant customer services impact for up to 48 hours. 	<ul style="list-style-type: none"> ▶ Cessation or severe disruption to critical function/s for a limited period due to loss, damage or unauthorised access to property, assets, records or information ▶ Interruptions for 2 to 7 days. 	<ul style="list-style-type: none"> ▶ Cessation or severe disruption to critical function/s for a considerable period due to loss, damage or unauthorised access to property, assets records or information. ▶ Interruptions for greater than 7 days.
8. WORKPLACE & PUBLIC SAFETY	<ul style="list-style-type: none"> ▶ Harm, injury or illness not requiring immediate medical treatment. ▶ Staff issues cause negligible impact of day to day service delivery ▶ Minimal effect on service delivery 	<ul style="list-style-type: none"> ▶ Minor to major harm, injury or illness to staff/public where treatment of First Aid is required ▶ Staff issues cause several days interruption of day to day service delivery ▶ Some disruption at a particular location but manageable by temporary changes to work practises 	<ul style="list-style-type: none"> ▶ Serious harm, injury or illness causing hospitalisation or multiple medical treatment cases ▶ Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day to day service delivery ▶ Disruption to a number of services or work teams. Limited relocation of staff and/or functions 	<ul style="list-style-type: none"> ▶ Death or life threatening injury to illness causing hospitalisation of staff/public. ▶ Staff issues cause widespread failure to deliver several major strategic objectives and long term failure of day to day service delivery ▶ Disaster or situation resulting in functions being shutdown in parts of the Council area. ▶ Temporary relocation of staff and/or functions. 	<ul style="list-style-type: none"> ▶ Multiple deaths or life threatening injuries or illness to staff/public. ▶ Staff issues cause continuing failure to deliver essential services ▶ Council-wide disaster or situation resulting in total shutdown for a period of time



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STEP 2 – RANK THE LIKELIHOOD (PROBABILITY/FREQUENCY)

For each identified risk, determine the likelihood that the event will occur. The following table is a **guide** to gauge the “likelihood” base of the chances of an incident occurring and how often it may occur.

Likelihood	Description
Almost Certain	Probability >95% to 100% - Frequency several times a week
Likely	Probability >70% to 95% - Frequency monthly or several times a year
Moderate	Probability >30% to 70% - Frequency once every 1 – 2 years
Unlikely	Probability >5% to 30% - Frequency once every 2 – 5 years
Rare	Probability <5% to 100% - Frequency greater than once each 5 years

STEP 3 – CLASSIFY THE LEVEL OF RISK

Once the consequence and likelihood of each risk has been determined, the position on the Risk Matrix is represented by a colour and numerical value. The numerical value highlights the risk position in relation to its consequence and likelihood, in doing this it clarifies the context of the risk position (risk rating).

An example of a risk rating:

Activity:	Working at height without a safety harness – weather is rainy and there is a high wind.
Consequence of an Accident	MAJOR
Likelihood of an Accident:	POSSIBLE or higher
Risk Rating:	SIGNIFICANT

5.4 RISK ESCALATION

All Council employees are responsible for identifying risks and reporting those risks to their Manager/Supervisor for assessment. External stakeholders can also raise awareness of risks at Council.

Once a risk has been identified, Managers/Supervisors are responsible for assessing the risk using the Risk Matrix. The risk and the proposed treatment must be approved by their Director. If a risk is beyond the Managers/Supervisors control or delegation to effectively control or mitigate the risk, the Manager/Supervisor should escalate the risk to an appropriate, more senior level of management.

There is a direct link between the severity of a risk and the management level to which it should be escalated for action. The greater the risk, the more attention is required from ELT.

The Risk Escalator shows the communication flow to the appropriate authority, consistent with the Risk Matrix.



RISK MANAGEMENT FRAMEWORK

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5.5 RISK ESCALATOR

Risk Level	Priority Ranking	Risk Acceptance Requirements
EXTREME	Immediate action required – Activity must not proceed until steps are taken to eliminate the risk, or reduce risk to as low as reasonably practicable	CEO to be notified immediately, who will then control/advise an appropriate course of action. Incident and investigation reports required
SIGNIFICANT	Activity may proceed if a SWMS or SWI/ SOP is in place, however further risk control measures must be planned and prioritised using the Corrective Action Register in order to reduce risks to as low as reasonably practicable	Director to be notified immediately and then will control/advise an appropriate course of action. Incident and investigation reports required
MEDIUM	Further risk control measures should be considered, in order to reduce risk to as low as reasonably practicable	Manager/Supervisor to be notified as soon as possible and they will control/advise an appropriate course of action. Incident and investigation reports required.
LOW	Maintain effectiveness of current controls	Team Leader to control situation and they notify their Manager/Supervisor. Incident and investigation reports required.

5.6 RISK RATING TYPES

The Risk Matrix should also be used to monitor progress through allocating a risk rating to each risk. These risk ratings form a key element of Council's Risk Register, as follows:

Initial Risk Rating	The initial risk, in the absence of any controls or mitigation strategies. The Initial Risk Rating will assist in determining the importance of existing controls and the extent to which place are relied on to control the risk. It is important for Council to understand the initial risk rating before any controls are put in place.
Current Risk Rating	Once an Initial Risk Rating is determined, identification of any existing controls in place will establish the Current Risk Rating. The Current Risk Rating will vary from time to time, depending on the effectiveness of those controls. The Current Risk Rating should be assessed regularly, as part of internal and external reporting and to check effectiveness of control strategies or identify any further strategies which may need to be employed. Being a progressive rating of the risk, the Current Risk Rating is usually based on partial implementation of the additional controls at a point in time. It should be noted that when a new risk is identified it is possible that the Initial Risk Rating and Current Risk Rating will be the same, until such time as controls/treatments identified begin to be implemented.
Projected Risk Rating	The Projected Risk Rating will reflect the Current Risk Rating after any additional mitigation strategies are put in place. The Projected/Target Risk Rating therefore reflects the expected future level of the risk, if and when all treatments (including those currently in train) are successfully implemented. It is also important that Council considers any possible additional risks that may present in the future or that without diligence and monitoring the risk rating may drop back to its previous level.



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6. DOCUMENTATION

Important risk management processes and activities will be documented throughout the Council.

Documentation is important for the following reasons:

- ▶ It gives integrity to the process and is an important part of good corporate governance
- ▶ It provides an audit trail and evidence of a structured approach to risk identification and analysis
- ▶ It provides a record of decisions made which can be used and reviewed in the future
- ▶ It provides a record of risk profiles for Council to continuously monitor.

7. REPORTING, ACTIONS AND REVIEWS

7.1 REPORTING

Risk reporting is a vital component of the ERMS and process as it supports discussion and decision making on major risk and organisational priorities.

The Manager Governance & Risk is responsible for ensuring that ELT is kept up to date with the status of key risks and Risk Treatment Plans.

Report Name	Availability Distribution	Content	Audience	Prepared by	Production Method
RISK MANAGEMENT REPORT	Distributed quarterly to ELT, or more frequently if deemed necessary.	Report all facets of risk within Council at a high level, by risk category, with detail provided as appendices or referenced, eg audit reports, Risk Register, risk reviews. Reports will reflect: <ul style="list-style-type: none"> ▶ new & emerging or potential threats ▶ recent Risk Treatment Plans (RTP) that have been implemented ▶ incident/accident statistics & trends. 	ELT ARIC	Manager Governance & Risk	Generated from Risk Management System with manual collation of facts, visuals and commentary, if required.
RISK REGISTER	Available from Risk Management System. Distributed quarterly, or as required.	Factual information for all risks, including: owner; cause; consequence; category; current and future controls with links to business or strategic plan actions; control effectiveness; initial, revised and future ratings.	ELT ARIC	Manager Governance & Risk	Generated from the Risk Management System.
RISK TREATMENT PLANS REPORT	Available from Risk Management System. Distributed quarterly, or as required.	Progress reporting on Risk Treatment Plans and the current status.	ELT ARIC	Manager Governance & Risk	Generated from Risk Management System, with additional commentary, as required.
INCIDENT REPORTS	Available from Vault. Distributed quarterly, or as required.	High level summary and collation of incidents relating to risks, their treatments and effectiveness of controls.	ELT ARIC	Work Health & Safety Specialist	Generated from Vault.

**** PLEASE NOTE: Risk Management System has not been implemented as yet



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7.2 ACTIONS AND REVIEWS

The following table summarises the key actions, reviews and reports required by Council's ERMS. It details who is responsible for each activity and the required timing.

Action	Document	Description	Responsibility	Timing
REVIEW	Risk Management Policy	Review the currency and effectiveness of the Policy	Manager Governance & Risk	Every 4 years (or within 12 months of new Council being elected)
REVIEW	Risk Management Plan	Review the currency and effectiveness of the Policy	Manager Governance & Risk	Every 4 years when the Risk Management Policy is reviewed
REVIEW	Risk Register	Review risks and controls contained in Council's Risk Register and identify new or emerging risks.	Risk Owners (coordinated by Manager Governance & Risk)	Every year in December (in preparation for the next Community Strategic Plan process)
INCLUDE	Risk Treatment Plans in Community Strategic Plan	Ensure that actions required by Risk Treatment Plans (RTP) are incorporated into the Community Strategic Plan.	Risk Owners (coordinated by Manager Governance & Risk)	Every year in February/March
IMPLEMENT	Risk Treatment Plans	Implement actions contained in Risk Treatment Plans (RTP)	Risk Owners	As identified in the RTP
CONDUCT	specific Risk Assessments	Conduct Risk Assessments, as required for new or altered activities, processes or events.	Risk Owners (Manager Governance & Risk to assist, if required)	As required
REPORTING	Risks across Council	Report current status of key risks and Risk Treatment Plans (RTP) to ELT & Audit, Risk & Improvement Committee	Manager Governance & Risk	Quarterly

8. LEGISLATION, ASSOCIATED DOCUMENTS AND DEFINITIONS

Legislation:

- ▶ Local Government Act 1993
- ▶ Local Government Regulations 2021
- ▶ Work Health & Safety Act 2011
- ▶ Work Health & Safety Regulations 2017

Associated Documents:

- ▶ Australian Standard – AS ISO 3100:2018 – Risk Management Guidelines
- ▶ MRC Policy - MRC Risk Management Policy (POL-200)
- ▶ MRC Register - Risk Register
- ▶ MRC Procedure - Risk Management Procedure and other risk documents including SWMSs and SOPs
- ▶ All Murray River Council policies, plans, frameworks, strategies and processes



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Definitions:

Term	Definition
Acceptable Risk	A risk where current controls minimise the risk sufficiently so that the Council deems that mitigating actions are not required.
ALARP	As low as reasonably possible
ARIC	Audit, Risk & Improvement Committee
Consequence	Outcome of an event expressed qualitatively or quantitatively (also both negative – a loss, injury, setback, disadvantage; and positive – a gain, success, a windfall)
Control	Measure that is modifying risk.
Current risk	A level of risk at a point in time. Subsequent re-assessments of risk rating usually made as a part of the review of the actual effectiveness of any additional controls, is referred to a “current risk rating”
ERMS	Enterprise-wide Risk Management System
Event	Incident or situation that occurs in a particular place during a particular interval of time
Exposure	An apparently risk bearing condition, issue or incident that has not been subject to risk appraisal and treatment
Framework	Enterprise Risk Management (ERM) Framework is the overarching principle for the management of the Risk Management function of Council. Which includes a set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Frequency	Measure of the rate of occurrence of an event or outcome expressed as the number of occurrences of the event or outcome in a given time
Hazard	A specific source of potential harm or a condition with a known potential to cause loss
Initial risk	The first time the level of risk is assessed. The term is synonymous with the term ‘inherent risk rating’
Likelihood	The chance of something happening (whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically)
Mitigation	The process and action taken to reduce or moderate an unwanted consequence, to lessen in intensity, force or frequency
Probability	Likelihood of a specific event or outcome occurring within a designated timeframe
Projected risk	The level of risk assessed on the assumption that additional controls (additional treatments or mitigation) are in place. The term is synonymous with the terms ‘targeted risk’ and ‘residual risk’
Remediation	The remedying of a deficiency, especially applied to controlling or minimising hazards
Residual risk	Remaining level of risk after risk treatment action/s has been taken
Risk	Change of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. Risks can have both positive and negative effects on objectives. The concept of risk has two main elements – (1) the likelihood of something happening; and (2) the consequence if it happens



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Risk acceptance	Informed decision to accept the consequences and likelihood of a particular risk
Risk analysis	Systematic use of available information to determine how often specified events may occur and the magnitude of their consequence
Risk assessment	Overall process of risk identification, analysis and evaluation leading to treatment
Risk aversion	An entrenched dislike of risk bearing situations or circumstances
Risk avoidance	Informed decision not to become involved in a risk situation
Risk control	That part of risk management that involves the implementation of policies, standards, procedures and physical changes to eliminate or minimise adverse risks or consequences
Risk evaluation	Process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria
Risk identification	Process of determining what can happen
Risk management	The Australian Standards refer to risk management as “the systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk”
Risk Management Plan	Sets out the organisations strategies for implementing and maintaining a robust ERMS, including activities, resources, responsibilities and timeframes
Risk management process	Systematic application of management policies, procedures and practices to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk
Risk owner	The officer designated as responsible for designing, implementing and monitoring actions to address (or “risk treatments” for) a particular risk
Risk Profile	The levels of risk assessed by Council.
Risk reduction	Selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequences, or both
Risk retention	Intentionally or unintentionally retaining the responsibility for loss or financial burden of loss within the organisation
Risk transfer	Shifting responsibilities or burden of loss to another party through legislation, contract, insurance or other means. Risk transfer can also refer to shifting a physical risk or part thereof elsewhere
Risk treatment	Selection and implementation of appropriate options for dealing with risk to contain or reduce consequences to acceptable levels
Risk Treatment Plan	A document which sets priorities for risk treatment action including responsibilities, timeframes, proposed treatment measures and follow up action
Stakeholder	A person or an organisation that can affect or be affected by a decision or an activity and includes those who have the perception that a decision or an activity can affect them – can be internal or external
Strategic risks	A source of uncertainty that may arise from the organisations pursuit of a strategic objective and performance indicators. For example, a strategic risk might arise from substandard execution of decisions, inadequate resource allocation, or a failure to respond well to changes in the business environment or failure to take advantage of untapped opportunities



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9. DOCUMENT CONTROL

Version No.	Details	Dates	CM9 Reference
1	Initial Issue	16 May 2017 to 24 March 2020	VF/19/102644
2	Reviewed and readopted	24 March 2020 to 23 Aug 2022	VF/19/102644
3	Reviewed in line with changes to the Risk Management Policy	23 Aug 2022 to	VF/19/102644

Council reserves the right to review, vary or revoke this Plan at any time.
This Plan will be reviewed in conjunction with the Risk Management Policy – POL-200
which is scheduled for review in or before 2026

NOTE:

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This document was formulated to be consistent with Murray River Council's legislative obligations and with the scope of Council's powers. This document should be read in conjunction with relevant legislation, guidelines and codes of practice. In the case of any discrepancies, the most recent legislation should prevail. This document does not constitute legal advice. Legal advice should be sought in relation to particular circumstances and liability will not be accepted for losses incurred as a result of reliance on this document.

¶

The below table is a visual overview of Council's baseline risk appetite statement:¶

MURRAY RIVER COUNCIL -- RISK APPETITE STATEMENT				
Risk Category	Minimal	Conservative	Moderate	Aggressive
Assets				
Environmental				
Financial				
Legal & Regulatory				
Political				
Reputation				
Technology	Cyber			
Workforce & Public Safety				

¶

This visual overview demonstrates that Council has a low appetite for risks which may:¶

- ▶ → compromise the financial sustainability of the organisation;¶
- ▶ → compromise compliance with legislation and regulation;¶
- ▶ → compromise the safety and welfare of Council employees, volunteers, contractors or members of the community;¶
- ▶ → compromise the natural environment of the Murray River Region;¶
- ▶ → result in major disruption to the delivery of key Council services;¶
- ▶ → result in widespread and sustained damage to the Council's reputation; and,¶
- ▶ → result in significant loss of key Council assets.¶

Council has some appetite for risks associated with:¶

- ▶ → Improving efficiency, reducing costs and/or generating additional sources of income¶
- ▶ → Maintaining and where necessary improving levels of service to the community¶

The risk appetite statement is indicative of Council's position at the time of drafting this document. The risk appetite of Council will change over time depending on a range of factors. An activity reassessing this will be undertaken by Council annually as part of a review process on risk management.¶

¶

7 OTHER ITEMS

8 CONCLUSION OF MEETING