



Griffith City Council

Long-Term Financial Plan
2023/24 - 2032/33

Annual Review



TABLE OF CONTENTS**PAGE NO.**

Introduction	3
Income Statement for all Funds	7
Cash Flow Statements for all Funds	11
10 Year Capital Works Program	15

INTRODUCTION

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2021. The Integrated Planning & Reporting (IP&R) framework enables councils to integrate their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. Under the IP&R framework Council is required to prepare the following documents:

Community Strategic Plan (CSP)

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan it is not wholly responsible for its implementation. Other partners such as State agencies and community groups may also be engaged in delivering the long term objectives of the plan.

Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected council. The Delivery Program outlines the principal activities to be undertaken by Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy over the four year term of Council.

Operational Plan

The Operational Plan has been prepared as a sub-plan of the Delivery Program. It directly addresses the actions outlined in the Delivery Program and identifies projects, programs or activities that Council will undertake within the financial year towards addressing these actions.

Resourcing Strategy

The Community Strategic Plan, the Delivery Program and Operational Plan must be supported by a Resourcing Strategy. The Long Term Financial Plan, Workforce Management Plan and Asset Management Plan combine to form Council's Resourcing Strategy.

The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the CSP and commitments of the DP and OP will be resourced and funded. The LTFP captures financial implications of asset management and workforce planning. Councils must prepare an LTFP for a minimum of 10 years and reflect the financial requirements relating to commitments in the CSP, DP, OP and Asset Management (AM) Strategy and Plans.

The Long Term Financial Plan will be reviewed and updated annually as part of the development of the annual Operational Plan and multi-year Delivery Program. This document is the annual review as part of the development for the Operational Plan.

For the full document please refer to the "Long Term Financial Plan 2022/23 to 2031/32 which was adopted on 28 June 2022 and is available to view on the Council website.

PROPOSED SPECIAL RATE VARIATION

The Independent Pricing and Regulatory Tribunal (IPART) annually determines the maximum percentage by which councils in NSW may increase notional rate income without making a Special Rate Variation (SRV) application.

This process is referred to as “rate pegging”. IPART has set the 2023/24 rate pegging percentage at 3.7% and Council’s draft Budget has been prepared on that basis.

The 2023/24 operational budget for the General Fund (excluding Waste Fund) is forecasted to be a deficit of \$4.94M.

The main factors driving the continued deterioration of the General Fund are:

- Rate pegging of Council’s Rate income – this has been calculated on the rate set by IPART which is 3.7% in 2023/24.
- Inflation on materials, services & utilities - over the twelve months to the March 2023 quarter, the Consumer Price Index rose 7.0%. However, it should be noted that many of Council’s major expenses (eg. energy, insurance, IT, contractors & general supplies) have increased by 10-20%.
- Employee Costs have been calculated based on a 5% increase from 2022/23. This increase allows for proposed changes to Award rates that are currently in negotiation, changes to staff Grades/Steps and increases to Superannuation Guarantee Contributions from 1 July 2023.
- Depreciation – new major assets such as the Griffith Regional Sports Centre & Griffith Community Centre contributed to over \$500K of additional depreciation.
- Cost shifting by other levels of Government, additional unfunded responsibilities on the Local Government sector and dilution of operational grant funding over time such as:
 - Emergency Services Levy - the removal of the Emergency Services Levy rebate from July 2023 will result in an additional cost to Council in 2023/24 of \$233,000. This additional cost alone will consume approximately 1.2% of the 3.7% rate peg increase.
 - NSW Rural Fire Service - councils have been directed to recognise the ‘red fleet’ items of plant as assets in Council’s Annual Financial Statements of Account and fund the depreciation of all of these assets - Council has resolved not to comply with this directive.
 - Rural Fire Service of NSW Built Infrastructure requirements.
 - Preparation of Crown Reserves Plans of Management and maintenance of Crown Reserves.
 - Maintenance of NSW State Road Network.
 - New requirements for internal and external auditing.
 - Financial Assistance Grants significantly reduced.

Sound financial management has been a high priority of this Council and management continually monitors this financial position to ensure that services are delivered for the

community in accordance with the Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy. Council has worked diligently to ensure the finances are managed appropriately and that best use of public funds are always at front of mind.

The reality however is that current rate pegging framework in NSW is unsustainable. The current regulatory framework consistently sets rate pegging limits that fall short of the combined impacts of actual cost increases, “cost shifting” by other levels of government and net reduction in real terms of untied operating grants.

The trend in Council’s Long Term 10 year Financial Plan indicates current rate income levels will not sustain the organisation into the future without an uplift in rate revenue above the rate peg limit (via a Special Rate Variation - SRV).

The Long Term Financial Plan 2023/24 to 2032/33 Annual Review and Delivery Program 2022/23 – 2025/26 make reference to a proposed SRV to be implemented in 3 stages as follows:

- 10.5% increase 2024/25 (inclusive of rate pegging increase assumed at 3.0%)
- 10.5% increase 2025/26 (inclusive of rate pegging increase assumed at 3.0%)
- 10.5% increase 2026/27 (inclusive of rate pegging increase assumed at 3.0%).

This equates to a cumulative total increase of 34.9%. The increase would be retained permanently in Council’s rate base.

Council plans to consult extensively with the community between May and September 2023, and their views will be considered before making the final decision to apply to IPART for the SRV. If approved by IPART, the first increase will take effect when rate notices are issued in July 2024. The Special Rate Variation if finally adopted by Council and approved by IPART will enable Council’s General Fund to return to a long term financially sustainable level.

Council acknowledges that the challenge for ensuring the future financial sustainability of Council (General Fund) should not only rest with ratepayers via a Special Rate Variation.

In this regard, the Long Term Financial Plan, includes an annual “cost savings initiatives” line. These cost savings will be explored and implemented by management commencing immediately with an initial \$300,000 to be realised during 2023/24. From 2024/25 these savings will lift to \$1M. All cost savings will be reported to Council as part of the quarterly financial review of operations. This will be a challenging but achievable objective.

The above commentary provides some insight as to why Council's General Fund operational budget is under such pressure. The trend in Council's Long Term Financial Plan indicates current rate income levels will not sustain the organisation into the future without an uplift in rate revenue above the rate peg limit (via a Special Rate Variation - SRV).

Council has taken a very close look at its Long Term Financial Plan and has taken the in principle decision to make application to IPART for a Special Rate Variation (SRV) commencing from the 2024/25 financial year. The proposed Special Rate Variation will enable Council to return to a long term financially sustainable level for General Fund. .

Without an SRV rate rise, Council will not be financially sustainable and will be forced to significantly cut services to achieve annual savings of more than \$4million (in addition to the \$1M annual savings mentioned above).

An alternative to this scenario is to significantly reduce service levels.

If the performance of the General Fund (excluding Waste) does not move into surplus, this will result in restricted funds being used to fund General Fund operations. Council is committed to ensuring that Reserves are cash backed.

Scenario 3 SRV (3% Rate Peg+7.5%+7.5%+7.5%)

**Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - CONSOLIDATED**

	Actuals 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
							2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations		Rate Peg	3.7%									
Revenue:		Rate Increase		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rates	17,942,000	18,215,959	18,937,413	19,505,535	20,090,701	20,693,422	21,314,225	21,953,652	22,612,261	23,290,629	23,989,348	24,709,029
Annual Charges	16,569,000	16,067,241	17,264,528	17,782,464	18,315,938	18,865,416	19,431,379	20,014,320	20,614,749	21,233,192	21,870,188	22,526,293
Special Rate Variation 7.5% 2024-25, 7.5% 2025-26, 7.5% 2026-27	-	-	-	1,519,067	3,132,696	4,841,783	4,990,671	5,140,399	5,294,611	5,453,450	5,617,053	5,785,565
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647	1,692,938
User Charges & Fees	15,046,000	16,675,695	19,055,398	19,627,060	20,215,872	20,822,348	21,447,018	22,090,429	22,753,142	23,435,736	24,138,808	24,862,972
Interest & Investment Revenue	965,000	992,656	2,171,290	2,133,526	2,054,196	1,978,286	1,905,635	1,836,091	1,769,510	1,753,031	1,736,881	1,721,054
Other Revenues	1,663,000	1,481,693	1,701,572	1,744,583	1,788,687	1,833,912	1,880,286	1,927,838	1,976,600	2,026,601	2,077,873	2,130,449
Grants & Contributions provided for Operating Purposes	12,356,000	15,015,971	15,223,617	9,505,584	9,790,751	10,084,474	10,387,008	10,698,618	11,019,577	11,350,164	11,690,669	12,041,264
Grants & Contributions provided for Capital Purposes	19,635,000	18,531,420	5,192,200	5,340,272	12,992,632	5,649,406	5,810,724	5,976,717	6,147,524	6,323,285	6,504,145	6,690,255
Other Income:												
Net gains/(loss) from the disposal of assets	211,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	84,387,000	86,980,635	79,546,018	77,158,091	88,381,473	86,228,862	88,663,256	91,171,783	93,760,036	96,477,451	99,276,613	102,159,821
Expenses from Continuing Operations												
Employee Benefits & On-Costs	24,572,000	27,864,263	30,368,719	30,809,941	32,003,139	32,776,231	33,595,813	34,435,568	35,296,003	36,177,645	37,081,029	38,021,072
Borrowing Costs	1,020,000	881,537	1,076,819	971,726	862,249	749,271	627,090	499,856	368,754	241,832	138,593	110,883
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	357,061	303,329	246,324	185,848	125,848
Materials & Contracts	18,725,000	23,608,830	25,489,579	21,033,766	21,366,079	22,007,062	22,667,274	23,627,292	24,047,711	24,769,142	25,512,216	26,567,583
Depreciation & Amortisation	15,369,000	14,952,669	16,416,473	16,685,614	16,948,321	17,215,186	18,086,275	18,370,657	18,659,532	18,952,975	19,251,055	19,537,190
Impairment of investments	2,245,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,035,000	1,301,622	1,214,290	1,250,719	1,288,240	1,326,887	1,366,694	1,407,695	1,449,926	1,493,424	1,538,226	1,584,373
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Cost Saving Initiatives	-	-	(300,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Expenses from Continuing Operations	62,966,000	68,608,921	74,265,880	69,751,766	71,468,029	73,074,637	75,343,146	77,698,128	79,125,254	80,881,341	82,706,967	84,946,949
Operating Result from Continuing Operations	21,421,000	18,371,714	5,280,138	7,406,324	16,913,444	13,154,225	13,320,110	13,473,655	14,634,782	15,596,110	16,569,646	17,212,872
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	21,421,000	18,371,714	5,280,138	7,406,324	16,913,444	13,154,225	13,320,110	13,473,655	14,634,782	15,596,110	16,569,646	17,212,872
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,786,000	(159,706)	87,938	2,066,052	3,920,812	7,504,819	7,509,386	7,496,938	8,487,258	9,272,825	10,065,500	10,522,616

Scenario 3 SRV (3% Rate Peg+7.5%+7.5%+7.5%)

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - GENERAL FUND

	Actuals 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
							2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations		Rate Peg	3.7%									
Revenue:		Rate Increase		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rates	17,942,000	18,215,959	18,937,413	19,505,535	20,090,701	20,693,422	21,314,225	21,953,652	22,612,261	23,290,629	23,989,348	24,709,029
Annual Charges	5,420,000	4,712,085	5,266,562	5,424,559	5,587,296	5,754,915	5,927,562	6,105,389	6,288,551	6,477,207	6,671,523	6,871,669
Special Rate Variation - 7.5% 2024-25 (permanent)	-	-		1,519,067	1,568,057	1,615,106	1,663,560	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
Special Rate Variation - 7.5% 2025-26 (permanent)				-	1,564,639	1,615,099	1,663,560	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
Special Rate Variation - 7.5% 2026-27 (permanent)				-	-	1,611,578	1,663,552	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
7.0% Special Rate Variation (SRV) for New Art Gallery			-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647	1,692,938
User Charges & Fees	6,663,000	7,895,686	8,165,250	8,410,208	8,662,514	8,922,389	9,190,061	9,465,763	9,749,736	10,042,228	10,343,494	10,653,799
Interest & Investment Revenue	992,000	666,290	1,286,290	1,221,976	1,160,877	1,102,833	1,047,691	995,307	945,541	945,541	945,541	945,541
Other Revenues	1,505,000	1,289,435	1,539,363	1,577,847	1,617,293	1,657,726	1,699,169	1,741,648	1,785,189	1,829,819	1,875,564	1,922,453
Grants & Contributions provided for Operating Purposes	12,244,000	14,833,105	15,113,617	9,387,026	9,668,636	9,958,695	10,257,456	10,565,180	10,882,135	11,208,599	11,544,857	11,891,203
Grants & Contributions provided for Capital Purposes	17,486,000	17,556,675	4,422,800	4,555,484	12,192,149	4,832,913	4,977,900	5,127,237	5,281,054	5,439,486	5,602,671	5,770,751
Other Income:												
Net gains/(loss) from the disposal of assets	55,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	62,307,000	65,169,235	54,731,295	51,601,701	62,112,162	59,224,492	60,901,046	62,628,293	64,411,141	66,298,322	68,241,700	70,242,949
Expenses from Continuing Operations												
Employee Benefits & On-Costs	20,243,000	23,415,488	25,799,937	26,142,894	27,165,703	27,815,610	28,509,127	29,219,864	29,948,257	30,694,755	31,459,817	32,240,562
Borrowing Costs	116,000	128,245	386,555	351,048	314,786	277,753	239,931	201,304	163,581	135,306	122,229	110,883
Borrowing Costs- Art Gallery Loan over 7 Years			-	-	-	-	-	357,061	303,329	246,324	185,848	125,848
Materials & Contracts	10,392,000	13,992,200	15,429,542	10,671,928	10,693,386	11,014,188	11,344,613	11,964,952	12,035,500	12,396,565	12,768,462	13,441,516
Depreciation & Amortisation	10,870,000	10,110,373	11,543,240	11,716,389	11,892,134	12,070,516	12,851,574	13,044,348	13,240,013	13,438,613	13,640,192	13,844,795
Impairment of investments	1,855,000		-	-	-	-	-	-	-	-	-	-
Other Expenses	1,035,000	1,301,622	1,214,290	1,250,719	1,288,240	1,326,887	1,366,694	1,407,695	1,449,926	1,493,424	1,538,226	1,584,373
Cost Saving Initiatives		-	(300,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Expenses from Continuing Operations	44,511,000	48,947,928	54,073,564	49,132,978	50,354,250	51,504,955	53,311,940	55,195,223	56,140,606	57,404,987	58,714,775	60,347,977
Operating Result from Continuing Operations	17,796,000	16,221,307	657,731	2,468,723	11,757,912	7,719,537	7,589,107	7,433,070	8,270,535	8,893,335	9,526,925	9,894,971
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,796,000	16,221,307	657,731	2,468,723	11,757,912	7,719,537	7,589,107	7,433,070	8,270,535	8,893,335	9,526,925	9,894,971
Net Operating Result before Grants and Contributions provided for Capital Purposes	310,000	(1,335,368)	(3,765,069)	(2,086,761)	(434,237)	2,886,624	2,611,206	2,305,832	2,989,480	3,453,849	3,924,254	4,124,220
Ordinary Fund-Net Operating Result (Before Capital)		(2,609,661)	(4,937,988)	(3,294,867)	(1,678,586)	1,604,944	1,291,076	946,098	1,588,953	2,011,307	2,438,436	2,593,827
Waste Fund-Net Operating Result (Before Capital)		1,274,293	1,172,919	1,208,107	1,244,350	1,281,680	1,320,131	1,359,735	1,400,527	1,442,542	1,485,819	1,530,393

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - WATER FUND

	Actuals 2021/22	Original Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
							2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,048,000	2,052,929	2,152,468	2,217,042	2,283,553	2,352,060	2,422,622	2,495,300	2,570,159	2,647,264	2,726,682	2,808,483
User Charges & Fees	7,544,000	7,949,854	10,025,298	10,326,057	10,635,839	10,954,914	11,283,561	11,622,068	11,970,730	12,329,852	12,699,748	13,080,740
Interest & Investment Revenue	81,000	230,366	644,000	663,320	650,054	637,053	624,311	611,825	599,589	587,597	575,845	564,328
Other Revenues	133,000	169,289	139,592	143,780	148,093	152,536	157,112	161,825	166,680	171,681	176,831	182,136
Grants & Contributions provided for Operating Purposes	59,000	94,683	58,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Grants & Contributions provided for Capital Purposes	1,271,000	607,505	434,750	443,445	452,314	461,360	470,587	479,999	489,599	499,391	509,379	519,566
Other Income:												
Net gains/(loss) from the disposal of assets	109,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,245,000	11,104,626	13,454,108	13,855,444	14,233,507	14,623,486	15,025,724	15,440,575	15,868,401	16,309,577	16,764,491	17,233,539
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,502,000	2,385,302	2,392,585	2,416,059	2,504,792	2,569,161	2,635,015	2,702,391	2,771,325	2,841,859	2,914,030	2,992,113
Borrowing Costs	-	4,018	3,583	3,142	2,695	2,241	1,781	1,315	843	363	-	-
Materials & Contracts	5,093,000	5,965,179	6,270,313	6,458,422	6,652,175	6,851,740	7,057,293	7,269,011	7,487,082	7,711,694	7,943,045	8,181,336
Depreciation & Amortisation	2,462,000	2,472,956	2,462,430	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	10,447,000	10,827,455	11,128,911	11,393,856	11,719,929	12,028,214	12,344,749	12,669,764	13,003,495	13,346,185	13,698,209	14,064,303
Operating Result from Continuing Operations	798,000	277,171	2,325,197	2,461,588	2,513,578	2,595,272	2,680,976	2,770,811	2,864,906	2,963,392	3,066,282	3,169,236
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	798,000	277,171	2,325,197	2,461,588	2,513,578	2,595,272	2,680,976	2,770,811	2,864,906	2,963,392	3,066,282	3,169,236
Net Operating Result before Grants and Contributions provided for Capital Purposes	(473,000)	(330,334)	1,890,447	2,018,143	2,061,264	2,133,912	2,210,388	2,290,811	2,375,307	2,464,001	2,556,903	2,649,670

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - SEWER FUND

	Actuals 2021/22	Original Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
							2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,101,000	9,302,227	9,845,498	10,140,863	10,445,089	10,758,441	11,081,195	11,413,631	11,756,039	12,108,721	12,471,982	12,846,142
User Charges & Fees	839,000	830,155	864,850	890,796	917,519	945,045	973,396	1,002,598	1,032,676	1,063,656	1,095,566	1,128,433
Interest & Investment Revenue	35,000	96,000	241,000	248,230	243,265	238,400	233,632	228,959	224,380	219,893	215,495	211,185
Other Revenues	25,000	22,969	22,617	22,956	23,301	23,650	24,005	24,365	24,730	25,101	25,478	25,860
Grants & Contributions provided for Operating Purposes	53,000	88,183	52,000	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805	71,775
Grants & Contributions provided for Capital Purposes	878,000	367,240	334,650	341,343	348,170	355,133	362,236	369,481	376,870	384,408	392,096	399,938
Other Income:												
Net gains/(loss) from the disposal of assets	47,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,978,000	10,706,774	11,360,615	11,700,946	12,035,805	12,380,885	12,736,485	13,102,916	13,480,495	13,869,551	14,270,422	14,683,333
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,827,000	2,063,473	2,176,197	2,250,988	2,332,644	2,391,460	2,451,671	2,513,313	2,576,421	2,641,031	2,707,182	2,788,397
Borrowing Costs	904,000	749,274	686,681	617,536	544,768	469,277	385,378	297,237	204,330	106,163	16,364	-
Materials & Contracts	3,240,000	3,651,451	3,789,724	3,903,416	4,020,518	4,141,134	4,265,368	4,393,329	4,525,129	4,660,883	4,800,709	4,944,730
Depreciation & Amortisation	2,037,000	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728	2,801,541
Interest & Investment Losses	143,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	8,151,000	8,833,538	9,063,405	9,224,933	9,393,850	9,541,469	9,686,458	9,833,141	9,981,154	10,130,169	10,293,983	10,534,669
Operating Result from Continuing Operations	2,827,000	1,873,236	2,297,210	2,476,013	2,641,955	2,839,416	3,050,027	3,269,775	3,499,341	3,739,382	3,976,439	4,148,664
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,827,000	1,873,236	2,297,210	2,476,013	2,641,955	2,839,416	3,050,027	3,269,775	3,499,341	3,739,382	3,976,439	4,148,664
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,949,000	1,505,996	1,962,560	2,134,670	2,293,785	2,484,283	2,687,791	2,900,294	3,122,471	3,354,975	3,584,343	3,748,726

Scenario 3 SRV (3% Rate Peg+7.5%+7.5%+7.5%)

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - CONSOLIDATED

	Actual 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates	17,942,000	18,215,959	18,937,413	19,505,535	20,090,701	20,693,422	21,314,225	21,953,652	22,612,261	23,290,629	23,989,348	24,709,029
Annual Charges	11,149,000	16,067,241	17,264,528	17,782,464	18,315,938	18,865,416	19,431,379	20,014,320	20,614,749	21,233,192	21,870,188	22,526,293
Special Rate Variation 7.5% 2024-25, 7.5% 2025-26, 7.5% 2026-27	-	-	-	1,519,067	3,132,696	4,841,783	4,990,671	5,140,399	5,294,611	5,453,450	5,617,053	5,785,565
7.0% Special Rate Variation (SRV) for New Art Gallery			-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647	1,692,938
User Charges & Fees	15,046,000	16,675,695	19,055,398	19,627,060	20,215,872	20,822,348	21,447,018	22,090,429	22,753,142	23,435,736	24,138,808	24,862,972
Interest & Investment Revenue Received	1,108,000	992,656	2,171,290	2,133,526	2,054,196	1,978,286	1,905,635	1,836,091	1,769,510	1,753,031	1,736,881	1,721,054
Grants & Contributions	31,991,000	33,547,391	20,415,817	14,845,856	22,783,383	15,733,880	16,197,732	16,675,335	17,167,101	17,673,449	18,194,814	18,731,520
Other	1,874,000	1,481,693	1,701,572	1,744,583	1,788,687	1,833,912	1,880,286	1,927,838	1,976,600	2,026,601	2,077,873	2,130,449
Payments:												
Employee Benefits & On-Costs	(24,572,000)	(27,864,263)	(30,368,719)	(30,809,941)	(32,003,139)	(32,776,231)	(33,595,813)	(34,435,568)	(35,296,003)	(36,177,645)	(37,081,029)	(38,021,072)
Materials & Contracts	(18,725,000)	(23,608,830)	(25,489,579)	(21,033,766)	(21,366,079)	(22,007,062)	(22,667,274)	(23,627,292)	(24,047,711)	(24,769,142)	(25,512,216)	(26,567,583)
Borrowing Costs	(1,020,000)	(881,537)	(1,076,819)	(971,726)	(862,249)	(749,271)	(627,090)	(499,856)	(368,754)	(241,832)	(138,593)	(110,883)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)	(125,848)
Other	(1,178,000)	(1,301,622)	(1,214,290)	(1,250,719)	(1,288,240)	(1,326,887)	(1,366,694)	(1,407,695)	(1,449,926)	(1,493,424)	(1,538,226)	(1,584,373)
Cost Saving Initiatives			300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Cash provided (or used in) Operating Activities	33,615,000	33,324,383	21,696,611	24,091,938	33,861,766	30,369,411	31,406,385	31,844,312	33,294,314	34,549,084	35,820,701	36,750,062
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	913,655	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	54,225	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(44,237,389)	(16,276,698)	(15,322,023)	(16,333,739)	(21,077,190)	(22,072,731)	(15,395,096)	(11,507,910)	(11,775,971)	(9,767,754)	(19,173,391)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(43,269,509)	(16,276,698)	(15,322,023)	(16,333,739)	(21,077,190)	(22,072,731)	(15,395,096)	(11,507,910)	(11,775,971)	(9,767,754)	(19,173,391)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	7,000,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(3,093,418)	(3,139,091)	(3,244,186)	(3,353,662)	(3,466,641)	(3,588,821)	(3,716,056)	(3,589,864)	(2,618,496)	(1,394,717)	(512,787)
Principal Repayment of New Art Gallery Loan	-	-	-	-	-	-	-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(293,446)	-	-	-	-	-	(538,633)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(3,386,864)	(3,139,091)	(3,244,186)	(3,353,662)	(3,466,641)	3,411,179	(5,086,348)	(4,472,171)	(3,554,536)	(2,387,762)	(1,566,308)
Net Increase/(Decrease) in Cash & Cash Equivalents	33,615,000	(13,331,990)	2,280,822	5,525,730	14,174,365	5,825,580	12,744,832	11,362,867	17,314,232	19,218,577	23,665,184	16,010,362
plus: Cash, Cash Equivalents & Investments-beginning of year	43,665,000	77,280,000	63,948,010	66,228,832	71,754,561	85,928,927	91,754,507	104,499,339	115,862,206	133,176,438	152,395,016	176,060,200
Cash & Cash Equivalents - end of the year	77,280,000	63,948,010	66,228,832	71,754,561	85,928,927	91,754,507	104,499,339	115,862,206	133,176,438	152,395,016	176,060,200	192,070,563
Debt Service Ratio	0.01	0.05	0.06	0.06	0.06	0.05	0.05	0.05	0.05	0.03	0.02	0.01
Less Depreciation & Amortisation	15,369,000	14,952,669	16,416,473	16,685,614	16,948,321	17,215,186	18,086,275	18,370,657	18,659,532	18,952,975	19,251,055	19,537,190
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Operating Result for the Year	18,246,000	18,371,714	5,280,138	7,406,324	16,913,444	13,154,225	13,320,110	13,473,655	14,634,782	15,596,110	16,569,646	17,212,872

Scenario 3 SRV (3% Rate Peg+7.5%+7.5%+7.5%)

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - GENERAL FUND

	Actual 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates	17,942,000	18,215,959	18,937,413	19,505,535	20,090,701	20,693,422	21,314,225	21,953,652	22,612,261	23,290,629	23,989,348	24,709,029
Annual Charges		4,712,085	5,266,562	5,424,559	5,587,296	5,754,915	5,927,562	6,105,389	6,288,551	6,477,207	6,671,523	6,871,669
Special Rate Variation - 7.5% 2024-25 (permanent)	-	-	-	1,519,067	1,568,057	1,615,106	1,663,560	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
Special Rate Variation - 7.5% 2025-26 (permanent)	-	-	-	-	1,564,639	1,615,099	1,663,560	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
Special Rate Variation - 7.5% 2026-27 (permanent)	-	-	-	-	-	1,611,578	1,663,552	1,713,466	1,764,870	1,817,817	1,872,351	1,928,522
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647	1,692,938
User Charges & Fees	6,663,000	7,895,686	8,165,250	8,410,208	8,662,514	8,922,389	9,190,061	9,465,763	9,749,736	10,042,228	10,343,494	10,653,799
Interest & Investment Revenue Received	992,000	666,290	1,286,290	1,221,976	1,160,877	1,102,833	1,047,691	995,307	945,541	945,541	945,541	945,541
Grants & Contributions	29,730,000	32,389,780	19,536,417	13,942,510	21,860,785	14,791,608	15,235,357	15,692,417	16,163,190	16,648,085	17,147,528	17,661,954
Other	1,560,000	1,289,435	1,539,363	1,577,847	1,617,293	1,657,726	1,699,169	1,741,648	1,785,189	1,829,819	1,875,564	1,922,453
Payments:												
Employee Benefits & On-Costs	(20,243,000)	(23,415,488)	(25,799,937)	(26,142,894)	(27,165,703)	(27,815,610)	(28,509,127)	(29,219,864)	(29,948,257)	(30,694,755)	(31,459,817)	(32,240,562)
Materials & Contracts	(10,392,000)	(13,992,200)	(15,429,542)	(10,671,928)	(10,693,386)	(11,014,188)	(11,344,613)	(11,964,952)	(12,035,500)	(12,396,565)	(12,768,462)	(13,441,516)
Borrowing Costs	(116,000)	(128,245)	(386,555)	(351,048)	(314,786)	(277,753)	(239,931)	(201,304)	(163,581)	(135,306)	(122,229)	(110,883)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)	(125,848)
Other	(1,035,000)	(1,301,622)	(1,214,290)	(1,250,719)	(1,288,240)	(1,326,887)	(1,366,694)	(1,407,695)	(1,449,926)	(1,493,424)	(1,538,226)	(1,584,373)
Cost Saving Initiatives			300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Cash provided (or used in) Operating Activities	25,101,000	26,331,680	12,200,971	14,185,112	23,650,046	19,790,054	20,440,681	20,477,418	21,510,548	22,331,949	23,167,117	23,739,767
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets			-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		744,155	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts		2,100	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-		-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-		-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities			-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property			-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment		(37,000,787)	(12,126,148)	(10,153,431)	(10,624,200)	(17,325,126)	(18,557,265)	(10,126,100)	(9,400,501)	(9,358,664)	(7,659,111)	(8,998,920)
Purchase of Real Estate Assets			-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets			-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-											
Net Cash provided (or used in) Investing Activities	-	(36,254,532)	(12,126,148)	(10,153,431)	(10,624,200)	(17,325,126)	(18,557,265)	(10,126,100)	(9,400,501)	(9,358,664)	(7,659,111)	(8,998,920)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances							-	7,000,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances		(1,770,630)	(1,753,275)	(1,788,783)	(1,825,045)	(1,862,078)	(1,899,899)	(1,938,527)	(1,751,703)	(681,689)	(501,441)	(512,787)
Principal Repayment of New Art Gallery Loan	-	-					-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(293,446)						(538,633)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(2,064,076)	(1,753,275)	(1,788,783)	(1,825,045)	(1,862,078)	5,100,101	(3,308,819)	(2,634,010)	(1,617,729)	(1,494,486)	(1,566,308)
Net Increase/(Decrease) in Cash & Cash Equivalents	25,101,000	(11,986,928)	(1,678,452)	2,242,898	11,200,801	602,850	6,983,516	7,042,499	9,476,036	11,355,556	14,013,520	13,174,539
plus: Cash, Cash Equivalents & Investments-beginning of year	5,667,000	30,768,000	18,781,072	17,102,620	19,345,518	30,546,319	31,149,169	38,132,686	45,175,185	54,651,220	66,006,776	80,020,296
Cash & Cash Equivalents - end of the year	30,768,000	18,781,072	17,102,620	19,345,518	30,546,319	31,149,169	38,132,686	45,175,185	54,651,220	66,006,776	80,020,296	93,194,835
Debt Service Ratio	0.00	0.04	0.04	0.05	0.04	0.04	0.04	0.04	0.03	0.01	0.01	0.01
Less Depreciation & Amortisation	10,870,000	10,110,373	11,543,240	11,716,389	11,892,134	12,070,516	12,851,574	13,044,348	13,240,013	13,438,613	13,640,192	13,844,795
Joint Ventures & Associated Entities	-											
Net Gains/Losses from the Disposal of Assets												
Net Operating Result for the Year	14,231,000	16,221,307	657,731	2,468,723	11,757,912	7,719,537	7,589,107	7,433,070	8,270,535	8,893,335	9,526,925	9,894,971

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - WATER FUND

	Actual 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Annual Charges	2,048,000	2,052,929	2,152,468	2,217,042	2,283,553	2,352,060	2,422,622	2,495,300	2,570,159	2,647,264	2,726,682	2,808,483
User Charges & Fees	7,544,000	7,949,854	10,025,298	10,326,057	10,635,839	10,954,914	11,283,561	11,622,068	11,970,730	12,329,852	12,699,748	13,080,740
Interest & Investment Revenue Received	81,000	230,366	644,000	663,320	650,054	637,053	624,311	611,825	599,589	587,597	575,845	564,328
Grants & Contributions	1,330,000	702,188	492,750	505,245	515,968	526,924	538,118	549,556	561,242	573,184	585,385	597,853
Other	242,000	169,289	139,592	143,780	148,093	152,536	157,112	161,825	166,680	171,681	176,831	182,136
Payments:												
Employee Benefits & On-Costs	(2,502,000)	(2,385,302)	(2,392,585)	(2,416,059)	(2,504,792)	(2,569,161)	(2,635,015)	(2,702,391)	(2,771,325)	(2,841,859)	(2,914,030)	(2,992,113)
Materials & Contracts	(5,093,000)	(5,965,179)	(6,270,313)	(6,458,422)	(6,652,175)	(6,851,740)	(7,057,293)	(7,269,011)	(7,487,082)	(7,711,694)	(7,943,045)	(8,181,336)
Borrowing Costs	-	(4,018)	(3,583)	(3,142)	(2,695)	(2,241)	(1,781)	(1,315)	(843)	(363)	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	3,650,000	2,750,127	4,787,627	4,977,820	5,073,845	5,200,344	5,331,636	5,467,857	5,609,151	5,755,661	5,907,416	6,060,090
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-		-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		122,500										
Deferred Debtors Receipts		52,125										
Payments:												
Purchase of Investment Securities			-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment		(5,100,368)	(2,578,301)	(2,576,239)	(2,795,347)	(1,838,469)	(2,635,405)	(3,085,409)	(1,400,132)	(1,560,625)	(1,453,591)	(9,486,631)
Deferred Debtors & Advances Made		-										
Net Cash provided (or used in) Investing Activities	-	(4,925,743)	(2,578,301)	(2,576,239)	(2,795,347)	(1,838,469)	(2,635,405)	(3,085,409)	(1,400,132)	(1,560,625)	(1,453,591)	(9,486,631)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-		-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)		-
Other Financing Activity Payments-Capitalised Interest	-			-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	3,650,000	(2,207,041)	2,177,466	2,369,280	2,245,749	3,328,673	2,662,569	2,348,320	4,174,419	4,159,957	4,453,825	(3,426,540)
plus: Cash, Cash Equivalents & Investments-beginning of year	25,298,000	28,948,000	26,740,959	28,918,425	31,287,705	33,533,454	36,862,127	39,524,696	41,873,016	46,047,435	50,207,392	54,661,217
Cash & Cash Equivalents - end of the year	28,948,000	26,740,959	28,918,425	31,287,705	33,533,454	36,862,127	39,524,696	41,873,016	46,047,435	50,207,392	54,661,217	51,234,677
Balance of Sec 64 Water Reserve	6,671,000	7,075,400	5,979,800	6,391,884	5,311,797	5,739,689	6,175,710	6,620,016	7,072,764	7,534,114	8,004,230	483,278
Balance of Unrestricted Cash	22,277,000	19,665,559	22,938,625	24,895,821	28,221,657	31,122,438	33,348,986	35,253,000	38,974,671	42,673,278	46,656,987	50,751,399
Less Depreciation & Amortisation	2,462,000	2,472,956	2,462,430	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Net Gains from the Disposal of Assets												
Net Operating Result for the Year	1,188,000	277,171	2,325,197	2,461,588	2,513,578	2,595,272	2,680,976	2,770,811	2,864,906	2,963,392	3,066,282	3,169,236

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - SEWER FUND

	Actual 2021/22	Revised Budget 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years						2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	9,101,000	9,302,227	9,845,498	10,140,863	10,445,089	10,758,441	11,081,195	11,413,631	11,756,039	12,108,721	12,471,982	12,846,142	
User Charges & Fees	839,000	830,155	864,850	890,796	917,519	945,045	973,396	1,002,598	1,032,676	1,063,656	1,095,566	1,128,433	
Interest & Investment Revenue Received	35,000	96,000	241,000	248,230	243,265	238,400	233,632	228,959	224,380	219,893	215,495	211,185	
Grants & Contributions	931,000	455,423	386,650	398,101	406,631	415,348	424,257	433,362	442,668	452,180	461,901	471,713	
Other	72,000	22,969	22,617	22,956	23,301	23,650	24,005	24,365	24,730	25,101	25,478	25,860	
Payments:													
Employee Benefits & On-Costs	(1,827,000)	(2,063,473)	(2,176,197)	(2,250,988)	(2,332,644)	(2,391,460)	(2,451,671)	(2,513,313)	(2,576,421)	(2,641,031)	(2,707,182)	(2,788,397)	
Materials & Contracts	(3,240,000)	(3,651,451)	(3,789,724)	(3,903,416)	(4,020,518)	(4,141,134)	(4,265,368)	(4,393,329)	(4,525,129)	(4,660,883)	(4,800,709)	(4,944,730)	
Borrowing Costs	(904,000)	(749,274)	(686,681)	(617,536)	(544,768)	(469,277)	(385,378)	(297,237)	(204,330)	(106,163)	(16,364)	-	
Other	(143,000)	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Operating Activities	4,864,000	4,242,576	4,708,013	4,929,006	5,137,875	5,379,014	5,634,068	5,899,037	6,174,615	6,461,474	6,746,167	6,950,205	
Cash Flows from Investing Activities													
Receipts:													
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment		47,000											
Deferred Debtors Receipts			-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities			-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment		(2,136,234)	(1,572,249)	(2,592,353)	(2,914,191)	(1,913,596)	(880,061)	(2,183,587)	(707,277)	(856,681)	(655,052)	(687,841)	
Deferred Debtors & Advances Made													
Net Cash provided (or used in) Investing Activities	-	(2,089,234)	(1,572,249)	(2,592,353)	(2,914,191)	(1,913,596)	(880,061)	(2,183,587)	(707,277)	(856,681)	(655,052)	(687,841)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-		-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases			-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts													
Payments:													
Repayment of Borrowings & Advances		(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)	-	
Other Financing Activity Payments-Capitalised Interest	-			-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	-	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)	-	
Net Increase/(Decrease) in Cash & Cash Equivalents	4,864,000	861,979	1,781,808	913,551	727,815	1,894,057	3,098,748	1,972,048	3,663,777	3,703,065	5,197,839	6,262,364	
plus: Cash, Cash Equivalents & Investments-beginning of year	12,700,000	17,564,000	18,425,979	20,207,787	21,121,338	21,849,153	23,743,210	26,841,958	28,814,006	32,477,783	36,180,848	41,378,687	
Cash & Cash Equivalents - end of the year	17,564,000	18,425,979	20,207,787	21,121,338	21,849,153	23,743,210	26,841,958	28,814,006	32,477,783	36,180,848	41,378,687	47,641,051	
Balance of Sec 64 Sewer Reserve	4,118,000	4,401,400	4,684,800	3,223,585	2,617,857	2,917,720	3,223,280	3,534,646	3,851,928	4,175,238	4,504,691	4,840,403	
Balance of Unrestricted Cash	13,446,000	14,024,579	15,522,987	17,897,753	19,231,296	20,825,490	23,618,678	25,279,360	28,625,855	32,005,610	36,873,996	42,800,648	
Debt Service Ratio	0.08	0.20	0.19	0.17	0.17	0.16	0.16	0.15	0.15	0.14	0.14	0.06	
Less Depreciation & Amortisation	2,037,000	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728	2,801,541	
Net Gains from the Disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	2,827,000	1,873,236	2,297,210	2,476,013	2,641,955	2,839,416	3,050,027	3,269,775	3,499,341	3,739,382	3,976,439	4,148,664	

Griffith City Council - Long Term Infrastructure Plan 10 Year Capital Works Program General Fund																			
										1	2	3	4	5	6	7	8	9	10
Item	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					General Purpose Revenue	Grants/ Contributions	Reserves	Loans											
1	Public Cemeteries	6.1.5	Lawn Beams - Blumer Ave site	Unavoidable, as expenditure required to enable continued service provision, fund from fees and charges generated	8,825				102,734	8,825	9,134	9,454	9,785	10,127	10,482	10,849	11,228	11,228	11,621
2	Public Cemeteries	6.1.5	Vault Construction - Blumer Ave site	Unavoidable, as expenditure required to enable continued service provision, fund from fees and charges generated					525,597		118,165		126,581		135,597		145,255		
3	Public Cemeteries	6.1.5	New Cemetery - Stage 1 Rifle Range Road	Funded from general purpose revenue. Expenditure unavoidable to provide capacity for this essential service to the community					1,500,000						750,000	750,000			
4	Public Cemeteries	6.1.4	New Crematorium	Needed to maintain service level, fund from general purpose revenue					1,000,000			1,000,000							
5	Fleet	6.1.14	Plant Replacement Program - General (Net)	Needed to maintain service level, fund from general purpose revenue	1,854,568				16,578,694	1,854,568	1,483,300	1,416,300	1,950,468	1,678,700	1,828,300	1,478,658	1,820,300	1,222,800	1,845,300
6	Fleet	6.1.14	Depot Masterplan	Needed to maintain service level, fund from general purpose revenue & contribution					1,265,130		590,000	330,000	345,130						
7	Fleet	6.1.14	Depot Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	15,000				285,000	15,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
8	Aquatic Facilities	4.7.2	Aquatic Facility Asset Maintenance (Capital)	Needed to maintain service level, fund from Facilities reserve			27,000		235,000	27,000	77,000	7,000	29,500	12,500	28,000	30,000	8,000	8,000	8,000
9	Aquatic Facilities	4.7.2	Aquatic Facility Equipment Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	71,500				570,000	71,500	58,000	114,500	32,000	113,500	55,500	78,500	38,500	4,000	4,000
10	Parks & Gardens	4.7.1	Playground Equipment Replacement - General	Needed to maintain service level, fund from Section 7.12 Contribution			82,400		959,200	82,400	85,284	88,269	91,358	94,556	97,865	101,291	104,836	104,836	108,505
11	Parks & Gardens	4.7.1	Playground Equipment Replacement - City Park	Needed to maintain service level, fund from Section 94 Open Space Contribution					200,000				100,000				100,000		
12	Parks & Gardens	4.7.1	Irrigation System Installation - Replacements/Upgrades	Needed to maintain service level, fund from general purpose revenue	29,244				340,428	29,244	30,288	31,327	32,424	33,559	34,733	35,949	37,207	37,207	38,509
13	Parks & Gardens	4.7.1	Upgrade Toilet Blocks - General	Needed to maintain service level, fund from general purpose revenue (50%) & Grant (50%)					260,000		120,000				140,000				
14	Parks & Gardens	4.7.1	Refurbish Sporting Ovals	Needed to maintain service level, fund from Parks & Gardens Infrastructure reserve					201,635		45,330		48,560		52,020		55,725		
15	Roads & Bridges	6.2.1	Blackspot Works - 1:1 TfNSW	50% funded from TfNSW, priority safety projects with 50% contribution from R2R					400,000						400,000				
16	Roads & Bridges	6.2.1	Rural Unsealed - Specified Maintenance	Partially funded from FAGS grant road component & general purpose revenue	1,298,133				16,217,239	1,298,133	1,498,818	1,551,276	1,605,571	1,661,766	1,661,766	1,719,928	1,719,928	1,719,928	1,780,125
17	Roads & Bridges	6.2.1	Reseals Urban	Partially funded from FAGS grant road component & general purpose revenue	510,653				5,771,553	510,653	528,526	547,024	566,170	585,986	585,986	606,495	606,495	606,495	627,723
18	Roads & Bridges	6.2.1	Reseals Rural	Partially funded from FAGS grant road component & general purpose revenue	1,031,993				11,663,892	1,031,993	1,068,112	1,105,496	1,144,189	1,184,235	1,184,235	1,225,683	1,225,683	1,225,683	1,268,582
19	Roads & Bridges	6.2.1	Traffic Safety Projects - TfNSW	TfNSW funded (50%) + GCC (50%)	25,000	25,000			500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
20	Roads & Bridges	6.2.1	Kerb & Gutter Renewal	Lower priority but necessary in medium / longer term, fund from general purpose revenue	222,638				1,232,957	222,638	100,000	225,116	100,000	134,028		143,574		153,800	153,800
21	Roads & Bridges	6.2.1	Guard Rail Construction	Needed to maintain service level, fund from general purpose revenue	52,500				502,500	52,500	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
22	Roads & Bridges	6.2.1	Road Rehabilitations	Funded from R2R, seen as a priority road maintenance issue					7,220,617		824,513	824,513	824,513	824,513	624,513	824,513	824,513	824,513	824,513
23	Roads & Bridges	6.2.1	50/50 Sealing of Roads	Lower priority but necessary in medium / longer term, fund from general purpose revenue (50%) & private person/entity (50%)	50,000	50,000			100,000	100,000									
24	Roads & Bridges	6.2.1	Citrus Road Upgrade (Farm 10, 11, 12 & 14)	Partially funded from FAGS grant road component & general purpose revenue	260,000				660,000	260,000		200,000	200,000						
25	Roads & Bridges	6.2.1	Dickie Road - Stage 2	Majority funded by FLR grant	150,000	1,415,029			1,565,029	1,565,029									
26	Civil Infrastructure & Asset Management	6.1.2	Drone Replacement	Needed to maintain service level, fund from general purpose revenue					15,590			7,125					8,465		
27	City Strategy	2.1.3	Upgrade Hermit's Cave	Needed to maintain service level, fund from general purpose revenue (50%) & grant (50%)	150,000	150,000			300,000	300,000									
28	City Strategy	6.2.1	New Traffic Counters	Lower priority but necessary in medium / longer term, fund from general purpose revenue					18,130				18,130						
29	City Strategy	6.2.1	Replace Survey Equipment	Lower priority but necessary in medium / longer term, fund from general purpose revenue					40,000					40,000					
30	Street Lighting	8.2.1	Additional Lights - General	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	30,706				357,444	30,706	31,781	32,893	34,045	35,236	36,469	37,746	39,067	39,067	40,434
31	Works Management	6.2.1	Miscellaneous Capital Works Replacement Items	Needed to maintain service level, fund from general purpose revenue	15,185				171,625	15,185	15,716	16,267	16,836	17,425	17,425	18,035	18,035	18,035	18,666
32	Governance	6.1.12	Governance Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	50,000				264,400	50,000	13,000	81,400	30,000	30,000	15,000	30,000	15,000		
33	Governance	6.1.12	Extension to Council Administration Building-More Office Space	Needed to maintain service level, fund from general purpose revenue					400,000			200,000	200,000						
34	Library	4.4.3	Library Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	240,607	428,050			938,757	668,657	157,000	48,800	2,000	2,000	8,300	42,000	10,000		
35	Library	4.4.3	Library Equipment Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	10,000				78,000	10,000	1,200	25,200		24,600		17,000			
36	Library	4.4.3	70kW Solar System - Library Building	Needed to maintain service level, fund from general purpose revenue					70,000			70,000							
37	Art Gallery	4.4.2	New Regional Art Gallery Development	Needed to maintain service level, fund from loan & grant & reserve & 7% SRV					15,000,000				7,500,000	7,500,000					
38	IT Services	3.1.15	Annual PC Replacement/Renewal Program	Needed to maintain service level, fund from general purpose revenue	118,200				1,205,710	118,200	121,500	119,440	122,800	116,250	118,900	122,100	120,520	123,100	123,100
39	IT Services	3.1.15	Servers & Network Upgrades	Needed to maintain service level, fund from general purpose revenue	33,000				598,000	33,000	71,000	57,000	103,000	61,000	86,000	20,500	66,500	50,000	50,000
40	IT Services	3.1.15	iPad Hardware Replacement	Needed to maintain service level, fund from general purpose revenue	11,255				128,727	11,255	11,593	11,941	12,299	12,668	13,048	13,504	13,977	13,977	14,466
41	IT Services	3.1.15	Replace CCTV Systems - Servers & Cameras	Needed to maintain service level, fund from general purpose revenue	35,000				304,000	35,000	32,000	75,000	52,000	60,000	10,000	10,000	10,000	10,000	10,000
42	Saleyards	6.1.1	Concrete Construction - Sheep Yard & Pavement Areas	Expenditure required to enable continued service provision, fund from fees and charges generated	42,130				492,073	42,130	43,600	45,125	46,700	48,335	50,000	51,750	53,561	55,436	55,436
43	Saleyards	6.1.1	Shade Structures / Yard Improvements / Signs / Misc	Expenditure required to enable continued service provision & mitigate WHS concerns raised, fund from fees and charges	14,750				172,378	14,750	15,270	15,800	16,355	16,925	17,520	18,135	18,770	19,427	19,427
44	Saleyards	6.1.1	Refurbish Sheep Loading Ramps	Needed to maintain service level, fund from general purpose revenue					250,000						50,000	50,000	50,000	50,000	50,000
45	Saleyards	6.1.1	Saleyard Expansion - Sheep Yards	Needed to maintain service level, fund from general purpose revenue	10,000				510,000	10,000	100,000	100,000	100,000	100,000	100,000				
46	Theatre	4.4.1	Theatre Asset Maintenance (Capital)	Needed to maintain service level, fund from Building reserve	40,000	375,000			1,236,000	415,000	70,000	425,000	150,000	16,000	10,000	50,000		50,000	50,000
47	Stadium	4.7.4	Stadium Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	12,300				63,500	12,300	10,000	13,200	13,000	15,000					
48	Pioneer Park Museum	4.4.4	Pioneer Park Museum Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	36,000				127,500	36,000	23,500	19,000	29,000	3,000	3,000	5,000	3,000	3,000	3,000
49	Aerodrome	6.1.15	Terminal Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	44,300				293,300	44,300	13,000	79,000	13,000	18,000	13,000	13,000	74,000	13,000	13,000
50	Animal Control	3.1.13	Pound Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	35,000				35,000	35,000									
51	Visitors Centre	5.6.3	Visitors Centre Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	32,000				162,000	32,000	42,000	9,000	2,000	2,000	17,000	2,000	52,000	2,000	2,000
52	Senior Citizens Centre	3.1.16	Senior Citizens Centre Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	17,000				27,000	17,000	5,000			5,000					
53	Other Community Services	4.1.1	Replace "Alcohol Free Zone" Signs	Needed to maintain service level, fund from general purpose revenue					9,300		4,300				5,000				
54	Parking Areas	6.2.1	Reseal Car Parks	Lower priority but necessary in medium / longer term, fund from general purpose revenue	59,245				253,795	59,245		60,443		64,748		69,359			

55	Footpaths & Cycleways	2.2.2	Shared Pathway - Merrigal St (West End to Jubilee)	Needed to improve service level, fund from grant					390,000		390,000								
56	Footpaths & Cycleways	2.2.2	PAMP Implementation	Needed to maintain or improve accessibility service level, fund 50% from general purpose revenue / 50% TfNSW	15,330	15,330			302,658	30,660	30,222	30,222	30,222	30,222	30,222	30,222	30,222	30,222	30,222
57	Footpaths & Cycleways	2.2.2	Cycleways - Reseals & New Paths	Lower priority but necessary in medium / longer term, fund from general purpose revenue (50%) & TfNSW (50%)	70,991	70,991			1,586,841	141,981	139,952	144,850	149,920	155,168	160,598	166,220	172,036	178,058	178,058
58	Footpaths & Cycleways	6.2.1	CBD Paving Replacement	Lower priority but necessary in medium / longer term, fund from general purpose revenue	66,813				777,755	66,813	69,151	71,572	74,077	76,669	79,353	82,130	85,005	85,005	87,980
59	Urban Stormwater	6.1.12	Drainage Improvements/Replacements	Priority to be determined but necessary in medium / longer term, fund from Urban Stormwater Management reserve	6,121		70,540		892,398	76,661	79,345	82,122	84,996	87,971	91,050	94,237	97,535	97,535	100,949
60	Parks & Garden		Yenda Memorial Parks Upgrade old Tennis Club Building	Submission from Brett Stonestreet	3,500				3,500	3,500									
61	Urban Stormwater		Yoogali Storm Water Pump	Submission from Councillor Napoli	100,000				100,000	100,000									
62	Urban Stormwater		Extension of Spoon Drain at Merrowie street	Submission from Councillor Testoni	50,000				50,000	50,000									
63	IT Services		2x CCTV camera for Memorial Park	Submission from Councillor Testoni	25,000				25,000	25,000									
64	Other Community Services		Caravan Gray Water Waste Pump Dump Site	Submission from Councillor Testoni	20,000				20,000	20,000									
65	Parking Areas		Car Parking at Enticknap Park	Submission from Councillor Andreazza	200,000				200,000	200,000									
66	Other Community Services		Community Flagpole in City Park for Community Groups	Submission from Councillor Singh	5,000				5,000	5,000									
67	Parks and Gardens		Hanwood Oval Amenity upgrade	Per Council Meeting 11-04-23	133,000				133,000	133,000									
68			Capitalised Salary Mgt.(Excluding Works Mgt.)		464,322				4,550,379	464,322	466,851	485,525	415,198	425,578	436,218	447,123	458,301	469,759	481,503
Total					7,776,808	2,529,400	179,940	0	102,415,966	10,486,148	8,723,431	9,906,200	16,551,626	15,427,265	9,087,100	8,525,501	8,223,664	7,356,111	8,128,920

Capital Items Approved by Council in previous years to commence in FY23/24

Item	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					General Purpose Revenue	Grants/ Contributions	Reserves	Loans											
1	Roads & Bridges	6.2.2	Barber Road Rehabilitation	Needed to improve service level, funded from FLR, LRCIP, R2R & Grainlink		200,000			200,000	200,000									
2	Roads & Bridges	6.2.3	Walla Ave/Bromley Rd/Kidman Way Southern Bypass Indus	Needed to improve service level, funded from Fixing Country Roads Grant & R2R		100,000			100,000	100,000									
3	Roads & Bridges	6.2.2	Seal Boorga Road - From New Farms Rd to Dickie Rd (Carr	Needed to improve service level, fund from grant, contribution & R2R		3,853,347			4,253,347	3,853,347	400,000								
4	Urban Stormwater	6.1.12	Yoogali Levee	Needed to maintain service level, fund from Urban Stormwater Mana	520,000	1,040,000			1,560,000	1,560,000									
5	Parks and Gardens		Hanwood Oval Amenity upgrade		680,000	1,150,000			1,830,000	1,830,000									
6	Parks and Gardens		Yenda Wade Park Kiosk		85,000	45,000			130,000	130,000									
7	Footpaths & Cycleways		Mountain Bike Track - Abbattoir Road			500,000			500,000	500,000									
8	Roads & Bridges		Yambil street Upgrade - Stage 4			1,030,000	1,370,000		2,400,000	2,400,000									
9	Roads & Bridges		Citrus Road / Rifle Range Intersection			1,400,000			1,400,000	1,400,000									
10	Fleet		Fleet Plant Ordered in FY22/23 to be delivered after July 23		404,000				404,000	404,000									
Total					1,689,000	9,318,347	1,370,000	-	12,777,347	12,377,347	400,000								

FY23/24 Capital Item Requests by Staff

Item	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					General Purpose Revenue	Grants/ Contributions	Reserves	Loans											
1	Footpaths & Cycleways		Mackay Avenue Yoogali Shared Path	All grant funded from Active Transport. Application made Dec 2022, awaiting confirmation due in April 2023		200,000			1,500,000	200,000	1,300,000								
2	Footpaths & Cycleways		Coolah Street Shared Path			40,000			40,000	40,000									
3	Footpaths & Cycleways		Noorla Street Shared Path (Investigation)			4,000			4,000	4,000									
4	Footpaths & Cycleways		Kookora/ Walla Roundabout	All grant funded from Blackspot, Application made Jan 2023, awaiting confirmation due in August 2023		75,000			1,000,000	75,000	925,000								
5	Urban Stormwater		Kindergarten Lane Drainage		50,000				50,000	50,000									
6	Footpaths & Cycleways		Merrigal Willandra Roundabout		110,000				110,000	110,000									
7	Roads & Bridges		Thorne Road unfunded						1,975,000		1,975,000								
8	Roads & Bridges		Kurrajong Ave unfunded						2,970,500		2,970,500								
9	Fleet		Washbay Shade		70,000				70,000	70,000									
10	Fleet		Brake and Suspension Tester Equipment		130,000				130,000	130,000									
11	Fleet		Depot Storage New Block of Land	No estimate amount provided					0										
12	Aerodrome		Airport Hangar Sliding Door		37,000				37,000	37,000									
13	Aerodrome		Concreating Airport Terminal Bldg. Airside bay		12,000				12,000	12,000									
14	Aerodrome		Repainting Aiport Terminal Bldg. Exterior		15,000				15,000	15,000									
15	Parks & Garden		Additional Parks Seating		50,000				50,000	50,000									
16	City Strategy		78 Kookora St. Housing Construction	50% loan and 50% Housing Partner eg. Landcom, Argyle					13,000,000		13,000,000								
17	City Strategy		Lake Wyangan - Affordable Housing & Growth Strategy	Grant 12.4M, Loan 3.0M, GCC Funds 2.3M					17,700,000		8,850,000	8,850,000							
18	Roads & Bridges		Natural Disaster Local & Regional		180,822				180,822	180,822									
Total					654,822	319,000	-	-	38,844,322	973,822	29,020,500	8,850,000	-	-	-	-	-	-	-

FY23/24 Capital Item Requests by Councillors

Item	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
					General Purpose Revenue	Grants/ Contributions	Reserves	Loans											
1	Anne Napoli		Seal Snaidero Road- approx 475m	Council Report, Sept 27, 2022 does not meet the scoring criteria	138,852				138,852	138,852									
2	Anne Napoli		Hebden Street-Seal approx 300 m	Council Report, Sept 27, 2022 does not meet the scoring criteria	940,655				940,655		940,655								
3	Anne Napoli		Rae Road - Sealing	Council Report, Sept 27, 2022 does not meet the scoring criteria	1,957,288				1,957,288	1,957,288									
Total					3,036,795	-	-	-	3,036,795	2,096,140	940,655	-	-	-	-	-	-	-	-

Longer Term Capital Items Not Considered Further Due To Lack Of Funding					Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
1	Aquatic Facilities	4.7.2	1. 10-lane timing board. 2. Touch pads at both ends of outdoor pool.	Submission Received from Swimming Pool Club dated June 2023 during Exhibition					106,000											
2	Parks & Gardens	4.7.1	Play Equipment - Dog Of Leash Area (Community Gardens)	Lower priority but necessary in medium / longer term, fund from general purpose revenue					1,500											
3	Urban Stormwater	6.1.12	Drainage Upgrade Kooyoo Street & Canal Street	Needed to maintain service level, fund from general purpose revenue					741,290											
4	Roads & Bridges	6.2.2	Bringagee Road Rehabilitation	Needed to improve service level, funded from general purpose revenue (no grant funding available)					34,300,000											
5	Parks & Gardens	6.1.12	New Dog Park-Sergi Park Collina	Lower priority but necessary in medium / longer term, funded majoritively from S94 Developer Contributions (Community Facility & Open Space)					341,250											
6	Parks & Gardens	6.1.12	Upgrade Toilet Block and Control Room-Ted Scobie Oval	Needed to maintain service level, fund from general purpose revenue					500,000											
7	Parks & Gardens	6.1.12	Replace Toilet Block-Willow Park	Needed to maintain service level, fund from general purpose revenue					350,000											
8	Parks & Gardens	6.1.12	Replace Existing Shelters-Lake Wyangan Picnic Area	Needed to maintain service level, fund from general purpose revenue					80,000											
9	Parks & Gardens	6.1.12	Conversion of Old Change Rooms and Amenities to Storage Spaces-Jubilee Oval	Needed to maintain service level, fund from general purpose revenue					100,000											
10	Parks & Gardens	4.7.1	Shade Sale Extension-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue					30,000											
11	Parks & Gardens	4.7.1	Mushroom Sprinkler Water Feature-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue					120,000											
12	Parks & Gardens	4.7.1	New Sprinkler System - Sidlow Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue					52,455											
13	Parks & Gardens	4.7.1	New Sprinkler System-Median Strip Banna Ave (Between Woolworths & Bridgestone Service Centre)	Lower priority but necessary in medium / longer term, fund from general purpose revenue					50,000											
14	Public Cemeteries	6.1.5	Public Mausoleum-Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue					100,000											
15	Airport	6.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue					400,000											
16	Fleet	6.1.14	Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue					100,000											
17	Fleet	6.1.14	Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue					40,000											
18	Fleet	8.2.2	Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue					22,000											
19	IT Services	2.2.5	CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue					60,000											
20	Public Cemeteries	6.1.5	Upgrade Yenda Cemetery Carpark-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue					0											
21	Parks & Gardens	6.1.12	New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue					250,000											
22	Parks & Gardens	6.1.12	Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue					390,265											
23	Parks & Gardens	4.7.1	Yenda Memorial Park Enhancement-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue					0											
24	Urban Stormwater	6.1.12	Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue					30,000											
25	Public Cemeteries	6.1.5	Installation of 2 Solar Lights-Infant Section of Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue					20,000											
26	Urban Stormwater	6.1.12	Urban Drainage Problems ("Nuisance Flooding")	Lower priority but necessary in medium / longer term, fund from general purpose revenue					3,436,375											
27	Roads & Bridges	6.2.1	Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available					1,708,436											
28	Urban Stormwater	6.1.12	Detention Systems North of CBD	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					1,554,372											
29	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					900,000											
30	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3A	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					400,000											
31	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					900,000											
32	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					1,000,000											
33	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					1,400,000											
34	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					700,000											
35	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					800,000											
36	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					600,000											
37	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					700,000											
38	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					350,000											
39	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					120,000											
40	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					600,000											
41	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					1,200,000											
42	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					900,000											
43	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue					480,000											
44	City Strategy	4.4.2	Cultural Precinct Masterplan Implementation (Includes the Clock Restaurant)	Escalated level of service, possible funding from major projects fund					3,000,000											
Total					-	-	-	-												
Total Capital Items Not Considered Further Due To Lack Of Funding									58,933,943	-	-	-	-	-	-	-	-	-	-	

10 Year Capital Works Program
Waste Fund

			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/ Community Strategic Plan	Improved LOS	Growth Works	Asset Renewal	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1 2023/24	2 2024/25	3 2025/26	4 2026/27	5 2027/28	6 2028/29	7 2029/30	8 2030/31	9 2031/32	10 2032/33
Plant																				
1	Plant Replacement Program - Waste (Net)	8.1.2			100%	550,000				4,662,500	550,000	605,000	393,000	43,500	605,000	443,000	550,000	955,000	128,000	390000
Griffith																				
2	Boom Gates (8x) at Waste Transfer Station	6.1.7			100%	100,000				100,000	100,000									
3	Secure Lockup in WTS Storage Shed	6.1.7		100%		15,000				15,000	15,000									
4	New Litter Fences	6.1.7			100%	60,000				60,000	60,000					16,000				
5	Intrinsically safe roller door openers	6.1.7		100%		40,000				40,000	40,000									
6	Landscaping Landfill Workshop/Tea Room Site	6.1.7	70%	30%		30,000				30,000	30,000									
7	New Landfill Engineering & Restoration	6.1.7	20%	80%		0		200,000		200,000	200,000									
8	Existing Landfill Restoration	6.1.7		100%		60,000				60,000	60,000									
9	Preparation of Quarry for new Landfill Development	6.1.7		100%		0		500,000		2,600,000	500,000	250,000	250,000	250,000	250,000	250,000	250,000	100,000	100000	400000
10	Open Quarry Pit 101	6.1.7		100%		0				400,000				400,000						
11	New Landfill Cell Construction	6.1.7		100%		0				2,700,000		500,000			2,200,000					
12	Construct Outbound Weighbridge	6.1.7	100%			0				250,000						250,000				
13	Bin Replacements 240L Residential	6.1.9		10%	90%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30000	30,000
14	Bin Replacements 240L Commercial	6.1.9		10%	90%	12,500				125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
15	Bin Replacements 660L Commercial	6.1.9		10%	90%	12,500				125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
16	Bin Replacements 1100L Commercial	6.1.9		10%	90%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Waste Sundry Tools	6.1.9	40%		60%	15,000				105,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Signs	6.1.7	40%		60%	5,000				25,000	5,000			5,000		5,000		5,000		5,000
Total Capital						940,000	0	700,000	0	11,913,500	1,640,000	1,430,000	718,000	773,500	3,130,000	1,039,000	875,000	1,135,000	303,000	870,000

10 Year Capital Works Program
Water Fund

			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/Community Strategic Plan	Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1	2	3	4	5	6	7	8	9	10
											2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Griffith WTP																				
1	Upgrade Capacity Griffith W.T.P (15MI)			100%		0				4,150,000		150,000								4,000,000
2	Construction of a Second Outlet from GWTP to Trunk Main				100%	200,000				200,000	200,000									
3	Upgrade Water Treatment Plant		50%		50%	200,000				2,200,000	200,000	1,000,000	1,000,000							
Griffith Reservoirs																				
4	Refurbish Reservoir 30MI (1986)				100%	0				1,000,000					1,000,000					
5	Refurbish Reservoir 14MI (1977)				100%	400,000				400,000	400,000									
6	Refurbish Reservoir (Scenic Hill)-Raw Water		50%		50%	0				400,000									200,000	200,000
7	New 15 ML Storage (Scenic Hill)			100%		0				4,000,000										4,000,000
Yenda																				
8	Membrane Replacement/Raw Water Pumps				100%	0				100,000		100,000								
Reticulation Renewals																				
9	Potable Reticulation Mains Renewals				100%	300,000				2,800,000	300,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
10	Potable Trunk Mains Renewal				100%	600,000				3,300,000	600,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
11	Raw Mains Renewals				100%	100,000				1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
12	Potholing for Forward Design of Water Mains				100%	20,000				200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Meter Etc Renewals																				
13	New Water Meters-Purchases		50%	50%		60,000				600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
14	New Water Meters-Installation		50%	50%		60,000				600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
15	Backflows-Purchases		50%	50%		10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Backflows-Installation		50%	50%		10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Electronic Water Meter Reading Program		100%			0				1,500,000						1,500,000				
Mains Extensions - Potable																				
18	New Reticulation Mains (Potable)			100%		80,000				800,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
19	Miscellaneous New/Replacement Mains		100%			20,000				200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
New Trunk Mains																				
20	New Trunk Mains (Potable)			100%		0				800,000			400,000	400,000						
Miscellaneous																				
21	Scada/Telemetry System		40%	30%	30%	45,000				240,000	45,000	15,000	15,000	15,000	45,000	15,000	15,000	15,000	15,000	45,000
22	Capital Wages to be Allocated to Projects		20%	50%	30%	126,801				1,173,999	126,801	131,239	104,847	107,469	110,155	112,909	115,732	118,625	121,591	124,631
23	Plant Replacement Program - Water (Net)				100%	266,500				2,676,150	266,500	340,000	223,000	276,000	440,250	405,000	229,400	387,000	54,500	54,500
24	Sundry Tools		50%		50%	15,000				150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
25	Additional Unforeseen Capital Requirements		20%	30%	50%	55,000				550,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
26	Investigation & Forward Planning		50%		50%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
27	Chlorine Probes Replacement		50%		50%	0				50,000			12,500			12,500				12,500
28	Pressure Logger Replacement				100%	0				20,000									10,000	10,000
				Total Capital		2,578,301	-	-	-	29,410,149	2,578,301	2,576,239	2,795,347	1,838,469	2,635,405	3,085,409	1,400,132	1,560,625	1,453,591	9,486,631

10 Year Capital Works Program
Sewer Fund

			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/ Community Strategic Plan	Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1 2023/24	2 2024/25	3 2025/26	4 2026/27	5 2027/28	6 2028/29	7 2029/30	8 2030/31	9 2031/32	10 2032/33
Griffith																				
1	Griffith WRP Diffusers, Blowers & Chemical dosing				100%	450,000				450,000	450,000									
2	Griffith WRP Membrane Replacement				100%	0				3,600,000		1,000,000		1,200,000		1,400,000				
3	Replacement of GWRP Electrical/Mechanical Equipment				100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
4	Griffith WRP - Various, landscaping		50%		50%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
5	Upgrade of Pump Stations (Civil & Electrical)				100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
New Pump Stations																				
6	Pump Station G21 (Murrumbidgee Av)			100%		0				500,000			500,000							
7	Pump Station (Farm 12 Collina)			100%		0				450,000			450,000							
8	Pump Station G32 (South of GWRP)			100%		0				500,000		500,000								
Yenda																				
9	Yenda Sewage Treatment Plant				100%	10,000				60,000	10,000		10,000		10,000		10,000		10,000	10,000
Lake Wyangan																				
10	New Rising Main (G7 To GWRP)			100%		0				900,000			900,000							
Sewer Renewals & New Sewers																				
11	Renewals of Gravity Sewers				100%	200,000				2,000,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
12	Renewals of Rising Mains				100%	500,000				2,550,000	500,000	500,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous																				
13	Upgrade SCADA & Telemetry Systems		80%		20%	40,000				190,000	40,000	10,000	10,000	10,000	40,000	10,000	10,000	10,000	10,000	40,000
14	Plant Replacement Program - Sewer (Net)				100%	100,000				1,133,950	100,000	106,000	93,000	100,000	224,000	165,000	76,100	232,850	18,500	18,500
15	Purchase Low Pressure Grinder Pumps			100%		10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Miscellaneous - Capital		80%		20%	50,000				500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
17	Capital Wages to be Allocated to Projects		20%	60%	20%	117,249				1,078,938	117,249	121,353	96,191	98,596	101,061	103,587	106,177	108,831	111,552	114,341
18	Sundry Tools		40%	20%	40%	15,000				150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
19	Investigation & Forward Planning		50%		50%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Capital						1,572,249	-	-	-	14,962,888	1,572,249	2,592,353	2,914,191	1,913,596	880,061	2,183,587	707,277	856,681	655,052	687,841