



Griffith City Council

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

Annual Review



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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 | | | | | 2032/33 |
|---|--------------------|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | | |
| 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 | | | | | 2032/33 |
|---|--------------------|---------------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Income from Continuing Operations | | | | | | | | | | | | |
| Revenue: | | | | | | | | | | | | |
| 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 |

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 - WATER FUND

| | Actuals 2021/22 | Original Budget 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Projected Years | | | | | 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 |

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 - SEWER FUND

| | Actuals | Original Budget | Projected Years | | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 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 | | | | | 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 | Revised Budget | Projected Years | | | | | | | | | |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 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 |

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 - WATER FUND | Actual | Revised Budget | Projected Years | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 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 |

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 - SEWER FUND | Actual | Revised Budget | Projected Years | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 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 | 824,513 | 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 | 122,600 | 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 Andreezza | 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 - Abbatoir 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 | | Concreting Airport Terminal Bldg. Airside bay | | 12,000 | | | | 12,000 | 12,000 | | | | | | | | | |
| 14 | Aerodrome | | Repainting Airport 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 | | | | | | | | | | |
| 2 | Anne Napoli | | Hebden Street-Seal approx 300 m | Council Report, Sept 27, 2022 does not meet the scoring criteria | 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 | | | | | | | | | | |
| Total | | | | | 3,036,795 | - | - | - | 3,036,795 | 2,096,140 | 940,655 | - |

Longer Term Capital Items Not Considered Further Due To Lack Of Funding

| Item | Department | Linkage to Delivery Program/Community Strategic Plan | Project | Comments | 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 | | | | | - | - | - | - | 58,933,943 | - | - | - | - | - | - | - | - | - | - |
| Total Capital Items Not Considered Further Due To Lack Of Funding | | | | | | | | | | 58,933,943 | - |

**10 Year Capital Works Program
Waste Fund**

| Item | Project | Linkage to Delivery Program/Community Strategic Plan | Type of Works | | | Year 1 Funding | | | | | Project Totals | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------------------|--|--|---------------|--------------|---------------|----------------------|-----------------------|----------------|----------|-------------------|------------------|------------------|----------------|----------------|------------------|------------------|----------------|------------------|----------------|----------------|--------|
| | | | Improved LOS | Growth Works | Asset Renewal | Rates / Charges/Fees | Grants/ Contributions | Reserves | Loans | 2023/24 | | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 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 | | | | | 76,000 | 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**

| Item | Project | Linkage to Delivery Program/Community Strategic Plan | Type of Works | | | | Year 1 Funding | | | | Project Totals | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------------|---|--|---------------|--------------|----------------|----------------------|-----------------------|----------|----------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------|
| | | | Improved LOS | Growth Works | Asset Renewals | Rates / Charges/Fees | Grants/ Contributions | Reserves | Loans | 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 | | | | | | | | | | |
| 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 |
| 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**

| Item | Project | Linkage to Delivery Program/Community Strategic Plan | Type of Works | | | Year 1 Funding | | | | | Project Totals | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
|--|--|--|---------------|--------------|----------------|----------------------|----------------------|----------|-------|---------|----------------|-------------------|------------------|------------------|------------------|------------------|----------------|------------------|----------------|----------------|----------------|----------------|
| | | | Improved LOS | Growth Works | Asset Renewals | Rates / Charges/Fees | Grants/Contributions | Reserves | Loans | 2023/24 | | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 | 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 | |
| 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 |