



Ten Year Long Term Financial Plan

Annual Review

2021/22



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INTRODUCTION

The Department of Local Government has implemented a new Integrated Planning and Reporting Framework with the objective of improving delivery of services to the community by councils.

The framework requires councils to integrate all their plans together with the objective of delivering services for the community through streamlining council operations and ensuring optimal use of resources.

Under the guidelines, council is required to prepare the following documents:

- A **Community Strategic Plan** which identifies the long-term aspirations that the community want to see delivered in the Griffith City Council area. The Strategic Plan identifies the outcomes and long-term strategic responses needed to achieve the agreed directions. It demands strong leadership from council in working with others to grow our area into the future.
- A **4 Year Delivery Program** which links the 'planning' in the long term Strategic Plan with the 'implementing' in the annual **Operational Plan**. It is the strategic document that guides the organisation's work program over the term of council. The Delivery Program sets out clear priorities, ongoing activities and specific actions council will undertake, within its responsibilities and capacity, towards achieving the community's outcomes.
- An annual **Operational Plan** which is the 'implementing' part of council's key strategic documents, and outlines all of council's services. All services deliver a range of ongoing service activities, and may identify specific tasks to be undertaken in the year ahead. Both ongoing activities and specific tasks contribute to the implementation of council's Delivery Program.
- A **Resourcing Strategy** that outlines council's capacity to manage assets and deliver services over the next ten years. The Strategy includes three key elements - a Workforce Management Plan, an Asset Management Plan, and a Long Term Financial Plan. To prepare the Resourcing Strategy, council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost and condition of its community assets.

The financial positions and policies of the former councils inform the financial position of the new council and it is important to understand how that contributes to the current and future financial sustainability of the new council.

This is extremely important for the new organisation given that the purpose of a Long Term Financial Plan is to provide a framework to assist future decision making that will secure the financial sustainability of the organisation and ensure adequate funds are generated into the future to achieve outcomes desired by the community.

The Long Term Financial Plan contains guiding philosophies to promote a consistent financial direction spanning multiple financial years and council terms.

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 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 2017/18 - 2026/27*" which was adopted on 13 June 2017 and available to view on the council website.

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - CONSOLIDATED

	Actuals 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
							2025/26 \$	2026/27 \$				
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	32,496,000	32,267,566	33,066,366	33,898,250	34,832,822	35,791,603	36,776,748	37,789,057	38,834,895	39,909,599	41,008,551	42,141,441
User Charges & Fees	15,080,000	17,012,592	17,792,303	18,941,753	19,574,590	20,084,837	20,753,033	21,299,733	22,005,509	22,590,951	23,336,669	23,963,288
Interest & Investment Revenue	949,000	1,562,643	937,526	978,385	980,644	998,222	1,010,750	1,143,229	1,155,657	1,178,033	1,210,356	1,227,625
Other Revenues	3,497,000	1,915,531	1,988,504	1,928,817	1,940,161	1,971,408	2,003,721	2,037,322	2,071,702	2,107,439	2,147,334	2,194,069
Grants & Contributions provided for Operating Purposes	8,269,000	12,376,487	14,013,200	11,914,520	8,438,966	9,490,175	9,723,672	9,964,173	10,211,889	10,467,517	10,730,813	11,002,009
Grants & Contributions provided for Capital Purposes	7,320,000	21,527,312	30,410,333	4,902,342	1,635,321	2,545,056	1,897,848	2,321,015	1,707,070	1,996,018	1,745,370	1,772,226
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	67,611,000	86,662,131	98,208,232	72,564,067	67,402,504	70,881,301	72,165,772	74,554,528	75,986,723	78,249,557	80,179,094	82,300,658
Expenses from Continuing Operations												
Employee Benefits & On-Costs	24,029,000	26,814,621	27,527,586	27,952,014	28,375,699	28,798,827	29,444,322	30,177,864	30,929,742	31,700,419	32,571,205	33,465,157
Borrowing Costs	1,274,000	1,215,992	1,190,555	1,141,487	1,428,674	1,294,436	1,153,805	1,006,938	846,957	680,950	506,255	331,987
Materials & Contracts	12,941,000	15,074,344	16,797,226	17,093,208	13,935,498	14,323,188	14,757,833	14,958,093	15,357,135	15,949,728	16,151,552	16,185,357
Depreciation & Amortisation	14,471,000	13,012,415	14,558,869	14,814,016	15,087,677	15,351,711	15,620,366	15,893,722	16,171,863	16,454,870	16,742,830	17,035,830
Other Expenses	4,508,000	5,298,713	5,110,373	5,143,832	5,260,236	5,804,599	5,728,312	5,850,688	5,728,421	5,856,580	5,988,406	6,123,310
Total Expenses from Continuing Operations	57,223,000	61,416,085	65,184,609	66,144,557	64,087,785	65,572,761	66,704,638	67,887,305	69,034,118	70,642,547	71,960,249	73,141,640
Operating Result from Continuing Operations	10,388,000	25,246,046	33,023,622	6,419,510	3,314,719	5,308,540	5,461,134	6,667,223	6,952,604	7,607,010	8,218,845	9,159,018
Discontinued Operations - Profit/(Loss)			-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	10,388,000	25,246,046	33,023,622	6,419,510	3,314,719	5,308,540	5,461,134	6,667,223	6,952,604	7,607,010	8,218,845	9,159,018
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,068,000	3,718,734	2,613,289	1,517,168	1,679,398	2,763,484	3,563,286	4,346,208	5,245,534	5,610,992	6,473,475	7,386,792

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - GENERAL FUND

	Actuals 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	22,124,000	21,666,028	22,241,764	22,744,429	23,340,631	23,950,871	24,577,000	25,219,504	25,884,422	26,566,756	27,261,547	27,978,129		
User Charges & Fees	5,909,000	6,918,374	7,045,185	7,861,474	8,150,822	8,306,933	8,610,014	8,780,280	9,097,953	9,283,261	9,616,440	9,817,733		
Interest & Investment Revenue	548,000	944,894	496,210	516,210	516,210	516,210	516,210	616,210	616,210	616,210	616,210	616,210		
Other Revenues	3,256,000	1,754,509	1,819,429	1,756,303	1,764,094	1,791,666	1,820,183	1,849,682	1,880,189	1,911,737	1,947,179	1,988,931		
Grants & Contributions provided for Operating Purposes	8,155,000	12,213,225	13,899,700	11,797,615	8,318,554	9,366,151	9,595,927	9,832,595	10,076,364	10,327,926	10,587,035	10,853,918		
Grants & Contributions provided for Capital Purposes	5,317,000	20,169,518	29,398,708	4,202,342	922,211	1,818,587	1,157,766	1,567,062	938,981	1,213,526	948,201	950,100		
Other Income:														
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	45,309,000	63,666,548	74,900,996	48,878,373	43,012,522	45,750,418	46,277,100	47,865,333	48,494,119	49,919,417	50,976,613	52,205,020		
Expenses from Continuing Operations														
Employee Benefits & On-Costs	19,757,000	22,492,774	23,258,399	23,664,953	24,019,998	24,346,801	24,893,807	25,515,265	26,152,258	26,805,178	27,541,345	28,296,975		
Borrowing Costs	60,000	66,210	118,591	131,225	500,881	459,258	416,752	373,345	329,016	283,746	239,242	204,045		
Materials & Contracts	6,551,000	7,565,604	8,959,832	9,210,739	6,098,889	6,301,313	6,405,988	6,547,116	6,745,089	6,975,570	7,103,029	7,164,056		
Depreciation & Amortisation	9,575,000	8,205,597	9,661,337	9,830,777	10,017,231	10,192,533	10,370,902	10,552,393	10,737,060	10,924,958	11,116,145	11,310,678		
Other Expenses	2,939,000	3,852,411	3,675,342	3,731,817	3,813,178	4,026,627	4,043,533	4,128,188	4,132,262	4,220,801	4,312,023	4,405,313		
Total Expenses from Continuing Operations	38,882,000	42,182,596	45,673,501	46,569,511	44,450,177	45,326,532	46,130,982	47,116,307	48,095,686	49,210,254	50,311,784	51,381,067		
Operating Result from Continuing Operations	6,427,000	21,483,952	29,227,494	2,308,862	(1,437,655)	423,886	146,118	749,026	398,433	709,163	664,828	823,954		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,427,000	21,483,952	29,227,494	2,308,862	(1,437,655)	423,886	146,118	749,026	398,433	709,163	664,828	823,954		
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,110,000	1,314,434	(171,214)	(1,893,480)	(2,359,866)	(1,394,701)	(1,011,648)	(818,036)	(540,548)	(504,363)	(283,373)	(126,146)		

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - WATER FUND

	Actuals 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	2,002,000	2,045,309	2,010,905	2,072,491	2,135,308	2,200,025	2,266,700	2,335,392	2,406,163	2,479,074	2,554,191	2,631,579		
User Charges & Fees	8,238,000	9,354,158	9,967,128	10,276,109	10,594,668	10,923,103	11,261,719	11,610,833	11,970,768	12,341,862	12,724,460	13,118,918		
Interest & Investment Revenue	292,000	433,999	326,316	337,175	339,434	352,012	359,540	387,019	394,447	411,823	439,146	451,415		
Other Revenues	224,000	140,600	142,526	146,491	150,579	154,793	159,137	163,795	168,231	172,989	177,894	182,950		
Grants & Contributions provided for Operating Purposes	60,000	108,762	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286		
Grants & Contributions provided for Capital Purposes	1,361,000	924,919	588,900	405,000	412,695	420,536	428,526	436,668	444,965	453,419	462,034	470,813		
Other Income:														
Net gains from the disposal of assets		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	12,177,000	13,007,747	13,095,775	13,299,066	13,696,338	14,116,033	14,543,153	15,003,263	15,456,217	15,932,960	16,433,731	16,933,962		
Expenses from Continuing Operations														
Employee Benefits & On-Costs	2,493,000	2,368,391	2,310,966	2,291,721	2,330,278	2,382,709	2,436,320	2,497,228	2,559,659	2,623,650	2,695,801	2,769,935		
Borrowing Costs	-	-	-	4,459	3,979	3,491	2,997	2,494	1,984	1,466	940	406		
Materials & Contracts	3,857,000	4,745,482	4,943,298	4,975,030	4,934,293	5,001,313	5,242,335	5,324,831	5,457,093	5,582,021	5,695,091	5,694,540		
Depreciation & Amortisation	2,474,000	2,459,694	2,476,016	2,519,346	2,563,435	2,608,295	2,653,940	2,700,384	2,747,641	2,795,724	2,844,650	2,894,431		
Other Expenses	943,000	829,021	799,397	819,183	839,459	1,007,738	964,033	985,855	925,719	948,638	972,125	996,194		
Total Expenses from Continuing Operations	9,767,000	10,402,588	10,529,677	10,609,740	10,671,443	11,003,546	11,299,624	11,510,793	11,692,095	11,951,499	12,208,606	12,355,507		
Operating Result from Continuing Operations	2,410,000	2,605,159	2,566,098	2,689,326	3,024,894	3,112,487	3,243,528	3,492,471	3,764,122	3,981,460	4,225,125	4,578,455		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,410,000	2,605,159	2,566,098	2,689,326	3,024,894	3,112,487	3,243,528	3,492,471	3,764,122	3,981,460	4,225,125	4,578,455		
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,049,000	1,680,240	1,977,198	2,284,326	2,612,199	2,691,951	2,815,002	3,055,803	3,319,157	3,528,041	3,763,091	4,107,642		

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - SEWER FUND

	Actuals 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Income from Continuing Operations														
Revenue:														
Rates & Annual Charges	8,370,000	8,556,229	8,813,697	9,081,331	9,356,884	9,640,707	9,933,047	10,234,161	10,544,311	10,863,769	11,192,814	11,531,733		
User Charges & Fees	933,000	740,060	779,990	804,170	829,099	854,801	881,300	908,620	936,787	965,828	995,768	1,026,637		
Interest & Investment Revenue	109,000	183,750	115,000	125,000	125,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000		
Other Revenues	17,000	20,422	26,549	26,023	25,489	24,949	24,401	23,845	23,282	22,713	22,261	22,188		
Grants & Contributions provided for Operating Purposes	54,000	54,500	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805		
Grants & Contributions provided for Capital Purposes	642,000	432,875	422,725	295,000	300,415	305,933	311,556	317,285	323,124	329,073	335,135	351,313		
Other Income:														
Net gains from the disposal of assets		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,125,000	9,987,836	10,211,461	10,386,628	10,693,645	11,014,851	11,345,519	11,685,932	12,036,387	12,397,181	12,768,750	13,161,676		
Expenses from Continuing Operations														
Employee Benefits & On-Costs	1,779,000	1,953,456	1,958,221	1,995,339	2,025,424	2,069,316	2,114,196	2,165,371	2,217,825	2,271,591	2,334,059	2,398,246		
Borrowing Costs	1,214,000	1,149,782	1,071,964	1,005,803	923,814	831,687	734,056	631,099	515,957	395,738	266,073	127,536		
Materials & Contracts	2,533,000	2,763,258	2,894,096	2,907,439	2,902,316	3,020,562	3,109,510	3,086,146	3,154,953	3,392,137	3,353,433	3,326,761		
Depreciation & Amortisation	2,422,000	2,347,124	2,421,516	2,463,893	2,507,011	2,550,883	2,595,524	2,640,945	2,687,162	2,734,187	2,782,036	2,830,721		
Other Expenses	626,000	617,281	635,634	592,833	607,599	770,234	720,746	736,645	670,440	687,141	704,258	721,803		
Total Expenses from Continuing Operations	8,574,000	8,830,901	8,981,431	8,965,306	8,966,164	9,242,683	9,274,031	9,260,205	9,246,337	9,480,794	9,439,859	9,405,066		
Operating Result from Continuing Operations	1,551,000	1,156,935	1,230,030	1,421,322	1,727,480	1,772,168	2,071,488	2,425,727	2,790,050	2,916,387	3,328,891	3,756,610		
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,551,000	1,156,935	1,230,030	1,421,322	1,727,480	1,772,168	2,071,488	2,425,727	2,790,050	2,916,387	3,328,891	3,756,610		
Net Operating Result before Grants and Contributions provided for Capital Purposes	909,000	724,060	807,305	1,126,322	1,427,065	1,466,235	1,759,932	2,108,442	2,466,926	2,587,314	2,993,756	3,405,297		

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031

CASH FLOW STATEMENT - CONSOLIDATED

	Actual 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Cash Flows from Operating Activities														
Receipts:														
Rates & Annual Charges	32,496,000	32,267,566	33,066,366	33,898,250	34,832,822	35,791,603	36,776,748	37,789,057	38,834,895	39,909,599	41,008,551	42,141,441		
User Charges & Fees	15,080,000	17,012,592	17,792,303	18,941,753	19,574,590	20,084,837	20,753,033	21,299,733	22,005,509	22,590,951	23,336,669	23,963,288		
Interest & Investment Revenue Received	949,000	1,562,643	937,526	978,385	980,644	998,222	1,010,750	1,143,229	1,155,657	1,178,033	1,210,356	1,227,625		
Grants & Contributions	15,589,000	33,903,799	44,423,533	16,816,862	10,074,287	12,035,231	11,621,520	12,285,188	11,918,959	12,463,535	12,476,183	12,774,235		
Other	3,497,000	1,915,531	1,988,504	1,928,817	1,940,161	1,971,408	2,003,721	2,037,322	2,071,702	2,107,439	2,147,334	2,194,069		
Payments:														
Employee Benefits & On-Costs	(24,029,000)	(26,814,621)	(27,527,586)	(27,952,014)	(28,375,699)	(28,798,827)	(29,444,322)	(30,177,864)	(30,929,742)	(31,700,419)	(32,571,205)	(33,465,157)		
Materials & Contracts	(12,941,000)	(15,074,344)	(16,797,226)	(17,093,208)	(13,935,498)	(14,323,188)	(14,757,833)	(14,958,093)	(15,357,135)	(15,949,728)	(16,151,552)	(16,185,357)		
Borrowing Costs	(1,274,000)	(1,215,992)	(1,190,555)	(1,141,487)	(1,428,674)	(1,294,436)	(1,153,805)	(1,006,938)	(846,957)	(680,950)	(506,255)	(331,987)		
Other	(4,508,000)	(5,298,713)	(5,110,373)	(5,143,832)	(5,260,236)	(5,804,599)	(5,728,312)	(5,850,688)	(5,728,421)	(5,856,580)	(5,988,406)	(6,123,310)		
Net Cash provided (or used in) Operating Activities	24,859,000	38,258,461	47,582,491	21,233,525	18,402,396	20,660,252	21,081,500	22,560,946	23,124,467	24,061,880	24,961,675	26,194,848		
Cash Flows from Investing Activities														
Receipts:														
Sale of Real Estate Assets	-	1,983,000	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	524,950	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	103,002	2,100	2,100	-	-	-	-	-	-	-	-	-	-
Payments:														
Purchase of Infrastructure, Property, Plant & Equipment	-	(53,376,945)	(64,915,007)	(20,336,019)	(15,316,428)	(16,549,645)	(12,794,105)	(11,221,196)	(10,561,493)	(10,882,903)	(10,512,032)	(10,992,036)		
Deferred Debtors & Advances Made	-	-	(2,000,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(50,765,993)	(66,912,907)	(20,333,919)	(15,316,428)	(16,549,645)	(12,794,105)	(11,221,196)	(10,561,493)	(10,882,903)	(10,512,032)	(10,992,036)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from Borrowings & Advances	-	13,000,000	6,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:														
Repayment of Borrowings & Advances	-	(2,306,828)	(3,138,666)	(3,295,764)	(3,366,869)	(3,501,107)	(3,641,739)	(3,788,606)	(3,948,586)	(4,114,594)	(4,031,996)	(3,107,974)		
Other Financing Activity Payments-Capitalised Interest	-	-	(420,227)	(410,783)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	10,693,172	2,441,107	(3,706,547)	(3,366,869)	(3,501,107)	(3,641,739)	(3,788,606)	(3,948,586)	(4,114,594)	(4,031,996)	(3,107,974)		
Net Increase/(Decrease) in Cash & Cash Equivalents	24,859,000	(1,814,360)	(16,889,308)	(2,806,941)	(280,901)	609,499	4,645,655	7,551,143	8,614,388	9,064,383	10,417,647	12,094,838		
plus: Cash, Cash Equivalents & Investments-beginning of year	44,933,000	69,792,000	67,977,640	51,088,332	48,281,391	48,000,491	48,609,990	53,255,645	60,806,789	69,421,177	78,485,560	88,903,206		
Cash & Cash Equivalents - end of the year	69,792,000	67,977,640	51,088,332	48,281,391	48,000,491	48,609,990	53,255,645	60,806,789	69,421,177	78,485,560	88,903,206	100,998,044		
Debt Service Ratio	0.02	0.05	0.06	0.07	0.07	0.07	0.07	0.07	0.06	0.06	0.06	0.04		
Less Depreciation & Amortisation	14,471,000	13,012,415	14,558,869	14,814,016	15,087,677	15,351,711	15,620,366	15,893,722	16,171,863	16,454,870	16,742,830	17,035,830		
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Net Cash Operating Result for the Year	10,388,000	25,246,046	33,023,622	6,419,510	3,314,719	5,308,540	5,461,134	6,667,223	6,952,604	7,607,010	8,218,845	9,159,018		

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031

CASH FLOW STATEMENT - GENERAL FUND

	Actual 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	22,124,000	21,666,028	22,241,764	22,744,429	23,340,631	23,950,871	24,577,000	25,219,504	25,884,422	26,566,756	27,261,547	27,978,129
User Charges & Fees	5,909,000	6,918,374	7,045,185	7,861,474	8,150,822	8,306,933	8,610,014	8,780,280	9,097,953	9,283,261	9,616,440	9,817,733
Interest & Investment Revenue Received	548,000	944,894	496,210	516,210	516,210	516,210	516,210	616,210	616,210	616,210	616,210	616,210
Grants & Contributions	13,472,000	32,382,743	43,298,408	15,999,957	9,240,765	11,184,738	10,753,693	11,399,657	11,015,345	11,541,452	11,535,236	11,804,018
Other	3,256,000	1,754,509	1,819,429	1,756,303	1,764,094	1,791,666	1,820,183	1,849,682	1,880,189	1,911,737	1,947,179	1,988,931
Payments:												
Employee Benefits & On-Costs	(19,757,000)	(22,492,774)	(23,258,399)	(23,664,953)	(24,019,998)	(24,346,801)	(24,893,807)	(25,515,265)	(26,152,258)	(26,805,178)	(27,541,345)	(28,296,975)
Materials & Contracts	(6,551,000)	(7,565,604)	(8,959,832)	(9,210,739)	(6,098,889)	(6,301,313)	(6,405,988)	(6,547,116)	(6,745,089)	(6,975,570)	(7,103,029)	(7,164,056)
Borrowing Costs	(60,000)	(66,210)	(118,591)	(131,225)	(500,881)	(459,258)	(416,752)	(373,345)	(329,016)	(283,746)	(239,242)	(204,045)
Other	(2,939,000)	(3,852,411)	(3,675,342)	(3,731,817)	(3,813,178)	(4,026,627)	(4,043,533)	(4,128,188)	(4,132,262)	(4,220,801)	(4,312,023)	(4,405,313)
Net Cash provided (or used in) Operating Activities	16,002,000	29,689,549	38,888,831	12,139,639	8,579,576	10,616,419	10,517,020	11,301,418	11,135,492	11,634,121	11,780,974	12,134,631
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets		135,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		411,950	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts		2,100	2,100	2,100	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment		(46,173,576)	(56,097,805)	(12,396,088)	(7,505,600)	(9,026,877)	(9,854,297)	(9,030,730)	(8,116,491)	(8,694,232)	(8,375,751)	(8,450,627)
Deferred Debtors & Advances Made	-											
Net Cash provided (or used in) Investing Activities	-	(45,624,526)	(56,095,705)	(12,393,988)	(7,505,600)	(9,026,877)	(9,854,297)	(9,030,730)	(8,116,491)	(8,694,232)	(8,375,751)	(8,450,627)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances		11,800,000	6,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances		(1,337,016)	(1,975,800)	(2,051,276)	(2,039,912)	(2,081,536)	(2,124,042)	(2,167,449)	(2,211,777)	(2,257,048)	(2,077,005)	(1,013,913)
Other Financing Activity Payments-Capitalised Interest	-	-	(402,293)	(410,783)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	10,462,984	3,621,907	(2,462,059)	(2,039,912)	(2,081,536)	(2,124,042)	(2,167,449)	(2,211,777)	(2,257,048)	(2,077,005)	(1,013,913)
Net Increase/(Decrease) in Cash & Cash Equivalents	16,002,000	(5,471,993)	(13,584,966)	(2,716,408)	(965,936)	(491,995)	(1,461,319)	103,239	807,225	682,841	1,328,217	2,670,091
plus: Cash, Cash Equivalents & Investments-beginning of year	14,940,000	30,942,000	25,470,007	11,885,041	9,168,632	8,202,696	7,710,702	6,249,382	6,352,622	7,159,847	7,842,688	9,170,905
Cash & Cash Equivalents - end of the year	30,942,000	25,470,007	11,885,041	9,168,632	8,202,696	7,710,702	6,249,382	6,352,622	7,159,847	7,842,688	9,170,905	11,840,996
Debt Service Ratio	0.00	0.03	0.05	0.05	0.06	0.06	0.06	0.05	0.05	0.05	0.05	0.02
Less Depreciation & Amortisation	9,575,000	8,205,597	9,661,337	9,830,777	10,017,231	10,192,533	10,370,902	10,552,393	10,737,060	10,924,958	11,116,145	11,310,678
Net Gains/Losses from the Disposal of Assets												
Net Operating Result for the Year	6,427,000	21,483,952	29,227,494	2,308,862	(1,437,655)	423,886	146,118	749,026	398,433	709,163	664,828	823,954

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031

CASH FLOW STATEMENT - WATER FUND

	Actual 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Cash Flows from Operating Activities														
Receipts:														
Rates & Annual Charges	2,002,000	2,045,309	2,010,905	2,072,491	2,135,308	2,200,025	2,266,700	2,335,392	2,406,163	2,479,074	2,554,191	2,631,579		
User Charges & Fees	8,238,000	9,354,158	9,967,128	10,276,109	10,594,668	10,923,103	11,261,719	11,610,833	11,970,768	12,341,862	12,724,460	13,118,918		
Interest & Investment Revenue Received	292,000	433,999	326,316	337,175	339,434	352,012	359,540	387,019	394,447	411,823	439,146	451,415		
Grants & Contributions	1,421,000	1,033,681	648,900	466,800	476,349	486,100	496,057	506,224	516,608	527,211	538,040	549,099		
Other	224,000	140,600	142,526	146,491	150,579	154,793	159,137	163,795	168,231	172,989	177,894	182,950		
Payments:														
Employee Benefits & On-Costs	(2,493,000)	(2,368,391)	(2,310,966)	(2,291,721)	(2,330,278)	(2,382,709)	(2,436,320)	(2,497,228)	(2,559,659)	(2,623,650)	(2,695,801)	(2,769,935)		
Materials & Contracts	(3,857,000)	(4,745,482)	(4,943,298)	(4,975,030)	(4,934,293)	(5,001,313)	(5,242,335)	(5,324,831)	(5,457,093)	(5,582,021)	(5,695,091)	(5,694,540)		
Borrowing Costs	-	-	-	(4,459)	(3,979)	(3,491)	(2,997)	(2,494)	(1,984)	(1,466)	(940)	(406)		
Other	(943,000)	(829,021)	(799,397)	(819,183)	(839,459)	(1,007,738)	(964,033)	(985,855)	(925,719)	(948,638)	(972,125)	(996,194)		
Net Cash provided (or used in) Operating Activities	4,884,000	5,064,853	5,042,114	5,208,672	5,588,329	5,720,782	5,897,468	6,192,855	6,511,762	6,777,185	7,069,774	7,472,886		
Cash Flows from Investing Activities														
Receipts:														
Sale of Real Estate Assets	-	1,848,000	-	-	-	-	-	-	-	-	-	-		
Sale of Infrastructure, Property, Plant & Equipment	-	73,000	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors Receipts	-	100,902	-	-	-	-	-	-	-	-	-	-		
Payments:														
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,398,383)	(4,825,151)	(4,443,319)	(5,697,174)	(6,765,849)	(2,216,573)	(1,467,600)	(1,585,440)	(1,395,345)	(1,428,738)	(1,673,914)		
Deferred Debtors & Advances Made	-	-	(2,000,000)	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Investing Activities	-	(3,376,481)	(6,825,151)	(4,443,319)	(5,697,174)	(6,765,849)	(2,216,573)	(1,467,600)	(1,585,440)	(1,395,345)	(1,428,738)	(1,673,914)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from Borrowings & Advances	-	330,000	-	-	-	-	-	-	-	-	-	-		
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Repayment of Borrowings & Advances	-	-	(30,783)	(31,256)	(31,736)	(32,223)	(32,718)	(33,221)	(33,731)	(34,249)	(34,775)	(35,309)		
Other Financing Activity Payments-Capitalised Interest	-	-	(4,932)	-	-	-	-	-	-	-	-	-		
Net Cash Flow provided (used in) Financing Activities	-	330,000	(35,715)	(31,256)	(31,736)	(32,223)	(32,718)	(33,221)	(33,731)	(34,249)	(34,775)	(35,309)		
Net Increase/(Decrease) in Cash & Cash Equivalents	4,884,000	2,018,372	(1,818,752)	734,097	(140,581)	(1,077,290)	3,648,177	4,692,034	4,892,591	5,347,591	5,606,261	5,763,663		
plus: Cash, Cash Equivalents & Investments-beginning of year	22,401,000	27,285,000	29,303,372	27,484,620	28,218,717	28,078,136	27,000,846	30,649,023	35,341,057	40,233,649	45,581,240	51,187,501		
Cash & Cash Equivalents - end of the year	27,285,000	29,303,372	27,484,620	28,218,717	28,078,136	27,000,846	30,649,023	35,341,057	40,233,649	45,581,240	51,187,501	56,951,164		
Balance of Sec 64 Water Reserve	5,008,000	5,008,000	4,032,775	3,071,661	2,178,869	2,797,613	1,928,114	2,570,594	3,225,281	3,892,407	4,572,209	5,264,927		
Balance of Unrestricted Cash	22,277,000	24,295,372	23,451,845	25,147,056	25,899,267	24,203,233	28,720,909	32,770,463	37,008,368	41,688,833	46,615,292	51,686,237		
Less Depreciation & Amortisation	2,474,000	2,459,694	2,476,016	2,519,346	2,563,435	2,608,295	2,653,940	2,700,384	2,747,641	2,795,724	2,844,650	2,894,431		
Net Gains from the Disposal of Assets														
Net Operating Result for the Year	2,410,000	2,605,159	2,566,098	2,689,326	3,024,894	3,112,487	3,243,528	3,492,471	3,764,122	3,981,460	4,225,125	4,578,455		

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2031

CASH FLOW STATEMENT - SEWER FUND

	Actual 2019/20 \$	Revised Budget 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years		2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$
Cash Flows from Operating Activities														
Receipts:														
Rates & Annual Charges	8,370,000	8,556,229	8,813,697	9,081,331	9,356,884	9,640,707	9,933,047	10,234,161	10,544,311	10,863,769	11,192,814	11,531,733		
User Charges & Fees	933,000	740,060	779,990	804,170	829,099	854,801	881,300	908,620	936,787	965,828	995,768	1,026,637		
Interest & Investment Revenue Received	109,000	183,750	115,000	125,000	125,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000		
Grants & Contributions	696,000	487,375	476,225	350,105	357,173	364,394	371,771	379,306	387,006	394,871	402,907	421,118		
Other	17,000	20,422	26,549	26,023	25,489	24,949	24,401	23,845	23,282	22,713	22,261	22,188		
Payments:														
Employee Benefits & On-Costs	(1,779,000)	(1,953,456)	(1,958,221)	(1,995,339)	(2,025,424)	(2,069,316)	(2,114,196)	(2,165,371)	(2,217,825)	(2,271,591)	(2,334,059)	(2,398,246)		
Materials & Contracts	(2,533,000)	(2,763,258)	(2,894,096)	(2,907,439)	(2,902,316)	(3,020,562)	(3,109,510)	(3,086,146)	(3,154,953)	(3,392,137)	(3,353,433)	(3,326,761)		
Borrowing Costs	(1,214,000)	(1,149,782)	(1,071,964)	(1,005,803)	(923,814)	(831,687)	(734,056)	(631,099)	(515,957)	(395,738)	(266,073)	(127,536)		
Other	(626,000)	(617,281)	(635,634)	(592,833)	(607,599)	(770,234)	(720,746)	(736,645)	(670,440)	(687,141)	(704,258)	(721,803)		
Net Cash provided (or used in) Operating Activities	3,973,000	3,504,059	3,651,546	3,885,215	4,234,491	4,323,051	4,667,011	5,066,672	5,477,212	5,650,574	6,110,927	6,587,331		
Cash Flows from Investing Activities														
Receipts:														
Sale of Infrastructure, Property, Plant & Equipment		40,000												
Deferred Debtors Receipts			-	-	-	-	-	-	-	-	-	-	-	-
Payments:														
Purchase of Infrastructure, Property, Plant & Equipment		(1,804,986)	(3,992,051)	(3,496,612)	(2,113,654)	(756,919)	(723,235)	(722,866)	(859,562)	(793,326)	(707,543)	(867,495)		
Deferred Debtors & Advances Made														
Net Cash provided (or used in) Investing Activities	-	(1,764,986)	(3,992,051)	(3,496,612)	(2,113,654)	(756,919)	(723,235)	(722,866)	(859,562)	(793,326)	(707,543)	(867,495)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from Borrowings & Advances	-	870,000	-	-	-	-	-	-	-	-	-	-	-	-
Payments:														
Repayment of Borrowings & Advances		(969,812)	(1,132,083)	(1,213,232)	(1,295,221)	(1,387,348)	(1,484,979)	(1,587,936)	(1,703,078)	(1,823,297)	(1,920,216)	(2,058,752)		
Other Financing Activity Payments-Capitalised Interest	-	-	(13,002)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(99,812)	(1,145,085)	(1,213,232)	(1,295,221)	(1,387,348)	(1,484,979)	(1,587,936)	(1,703,078)	(1,823,297)	(1,920,216)	(2,058,752)		
Net Increase/(Decrease) in Cash & Cash Equivalents	3,973,000	1,639,261	(1,485,590)	(824,629)	825,616	2,178,784	2,458,797	2,755,870	2,914,572	3,033,951	3,483,168	3,661,084		
plus: Cash, Cash Equivalents & Investments-beginning of year	7,592,000	11,565,000	13,204,261	11,718,671	10,894,042	11,719,658	13,898,442	16,357,239	19,113,110	22,027,681	25,061,632	28,544,801		
Cash & Cash Equivalents - end of the year	11,565,000	13,204,261	11,718,671	10,894,042	11,719,658	13,898,442	16,357,239	19,113,110	22,027,681	25,061,632	28,544,801	32,205,885		
Balance of Sec 64 Sewer Reserve	2,859,000	2,859,000	3,268,875	3,036,538	2,962,136	2,495,821	2,937,746	3,388,067	3,846,944	4,314,540	4,791,020	5,276,553		
Balance of Unrestricted Cash	8,706,000	10,345,261	8,449,796	7,857,504	8,757,522	11,402,621	13,419,493	15,725,043	18,180,737	20,747,092	23,753,781	26,929,332		
Debt Service Ratio	0.12	0.23	0.23	0.22	0.21	0.21	0.20	0.20	0.19	0.18	0.18	0.17		
Less Depreciation & Amortisation	2,422,000	2,347,124	2,421,516	2,463,893	2,507,011	2,550,883	2,595,524	2,640,945	2,687,162	2,734,187	2,782,036	2,830,721		
Net Gains from the Disposal of Assets		-	-	-	-	-	-	-	-	-	-	-		
Net Operating Result for the Year	1,551,000	1,156,935	1,230,030	1,421,322	1,727,480	1,772,168	2,071,488	2,425,727	2,790,050	2,916,387	3,328,891	3,756,610		

Griffith City Council - Long Term Infrastructure Plan 10 Year Capital Works Program General Fund											13									
											1	2	3	4	5	6	7	8	9	10
Item	Ranking/ Priority	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
						General Purpose Revenue	Grants/ Contributions	Reserves	Loans											
1	1	Public Cemeteries	8.1.14	Lawn Beams - Blumer Ave site	Unavoidable, as expenditure required to enable continued service provision, fund from fees and charges generated	8,239				96,650	8,239	8,527	8,825	9,134	9,454	9,785	10,127	10,482	10,849	11,228
2	1	Public Cemeteries	8.1.14	Vault Construction - Blumer Ave site	Unavoidable, as expenditure required to enable continued service provision, fund from fees and charges generated	0				635,905		110,308		118,165		126,581		135,597		145,255
3	1	Public Cemeteries	8.1.14	Griffith Cemetery Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	25,000				25,000	25,000									
4	1	Public Cemeteries	8.1.13	New Cemetery - Stage 1 Rifle Range Road	Funded from general purpose revenue. Expenditure unavoidable to provide capacity for this essential service to the community	0				1,500,000								750,000	750,000	
5	2	Fleet	8.1.12	Plant Replacement Program - General (Net)	Needed to maintain service level, fund from general purpose revenue	1,767,100				14,509,144	1,767,100	1,111,400	1,718,068	1,322,100	1,190,100	2,034,068	1,633,000	1,261,100	1,115,108	1,357,100
6	3	Fleet	8.1.12	Depot Masterplan	Needed to maintain service level, fund from general purpose revenue & contribution	0				1,265,130				590,000	330,000	345,130				
7	3	Fleet	8.1.12	Depot Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	16,450				593,080	16,450	351,500	15,130	30,000	30,000	30,000	30,000	30,000	30,000	30,000
8	3	Fleet	8.1.12	Parks & Gardens/Works Office & Sheds Development-Depot (Carryover from 2020/21)	Needed to maintain service level, fund from loan & Section 7.12 Contribution	0		1,080,000		1,080,000	1,080,000									
9	3	Aquatic Facilities	4.4.2	Aquatic Facility Asset Maintenance (Capital)	Needed to maintain service level, fund from Facilities reserve	0				362,500		103,500	27,000	90,000	7,000	42,500	12,500	42,000	30,000	8,000
10	3	Aquatic Facilities	4.4.2	Aquatic Facility Equipment Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	96,500				651,500	96,500	33,000	71,500	45,000	114,500	19,000	113,500	41,500	78,500	38,500
11	2	Parks & Gardens	5.3.1	West End Sports Precinct - Carryover from 2020/21	Needed to maintain service level, fund from Section 7.12 Contribution, grant & loan	0	8,878,000	5,122,000	4,000,000	18,000,000	18,000,000									
12	2	Parks & Gardens	5.2.1	Playground Equipment Replacement - General	Needed to maintain service level, fund from Section 7.12 Contribution	0	220,650	155,650		1,202,159	376,300	80,000	82,400	85,284	88,269	91,358	94,556	97,865	101,291	104,836
13	2	Parks & Gardens	5.2.1	Playground Equipment Replacement - City Park	Needed to maintain service level, fund from Section 94 Open Space Contribution	0		44,900		244,900	44,900					100,000				100,000
14	2	Parks & Gardens	5.2.1	Irrigation System Installation - Replacements/Upgrades	Needed to maintain service level, fund from general purpose revenue	27,300				320,267	27,300	28,256	29,244	30,268	31,327	32,424	33,559	34,733	35,949	37,207
15	2	Parks & Gardens	8.1.17	Upgrade Toilet Blocks - General	Needed to maintain service level, fund from general purpose revenue (50%) & PRMF (50%)	0				365,350		105,350		120,000				140,000		
16	2	Parks & Gardens	5.3.1	Refurbish Sporting Ovals	Needed to maintain service level, fund from Parks & Gardens Infrastructure reserve	0		40,900		284,855	40,900	42,320		45,330		48,560		52,020		55,725
17	5	Parks & Gardens	5.3.1	New Machinery Shed - Wade Park Yenda	Needed to maintain service level, fund from Parks & Gardens Infrastructure reserve	0		40,000		40,000	40,000									
18	5	Parks & Gardens	8.3.1	New Rose Garden - Adjacent to Visitors Information Centre	Lower priority but necessary in medium / longer term, fund from general purpose revenue	300,000				300,000	300,000									
19	5	Parks & Gardens	8.3.1	New Rose Garden - Additional Scope	Lower priority but necessary in medium / longer term. Will only go ahead if grant is successful	0	300,000			300,000	300,000									
20	2	Roads & Bridges	8.2.3	Blackspot Works - 1:1 TNSW	50% funded from TNSW, priority safety projects with 50% contribution from R2R	0				400,000								400,000		
21	2	Roads & Bridges	8.2.3	Rural Unsealed - Specified Maintenance	Partially funded from FAGS grant road component & general purpose revenue	1,287,500				14,874,773	1,287,500	1,332,563	1,379,202	1,427,474	1,477,436	1,529,146	1,582,666	1,582,666	1,638,060	1,638,060
22	2	Roads & Bridges	8.2.3	Reseals Urban	Partially funded from FAGS grant road component & general purpose revenue	454,000				5,245,162	454,000	469,890	486,336	503,358	520,975	539,210	558,082	558,082	577,615	577,615
23	2	Roads & Bridges	8.2.3	Reseals Rural	Partially funded from FAGS grant road component & general purpose revenue	797,500				10,380,091	797,500	849,613	982,850	1,017,250	1,052,853	1,089,703	1,127,843	1,127,843	1,167,317	1,167,317
24	2	Roads & Bridges	4.2.1	Traffic Safety Projects - TNSW	TNSW funded (50%) + GCC (50%)	50,000	50,000			550,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
25	3	Roads & Bridges	8.2.3	Kerb & Gutter Renewal	Lower priority but necessary in medium / longer term, fund from general purpose revenue	109,000				628,516	109,000		116,798		125,116		134,028		143,574	
26	3	Roads & Bridges	8.2.3	Guard Rail Construction	Needed to maintain service level, fund from general purpose revenue	100,000				550,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
27	3	Roads & Bridges	8.2.3	Road Rehabilitations	Funded from R2R, seen as a priority road maintenance issue	0				5,571,591				824,513	824,513	824,513	824,513	624,513	824,513	824,513
28	3	Roads & Bridges	8.2.3	Barber Road Rehabilitation	Grant still to be confirmed-Application lodged	802,399	5,287,601			6,090,000	6,090,000									
29	3	Roads & Bridges	8.2.3	Bringagee Road Rehabilitation	Grant still to be confirmed-Application lodged	0	2,500,000			5,000,000	2,500,000	2,500,000								
30	3	Roads & Bridges	8.2.3	Kurrajong Avenue Rehabilitation	Grant still to be confirmed-Application lodged	1,189,149	2,921,707			4,110,856	4,110,856									
31	3	Roads & Bridges	8.2.3	Road Resealing Program	Funded from R2R, seen as a priority road maintenance issue	0	120,000			220,000	120,000	100,000								
32	3	Roads & Bridges	8.2.1	Walla Ave/Bromley Rd/Kidman Way Southern Bypass (Industrial Link)	Funded from Fixing Country Roads Grant	0	1,000,000			1,000,000	1,000,000									
33	3	Roads & Bridges	8.2.1	Rectify Illegal Earthworks by Previous Landholder - Walla Ave	Needed to improve service level, fund from R2R	0	950,000			950,000	950,000									
34	4	Roads & Bridges	8.2.1	Construct Roundabout - Murrumbidgee Avenue/Thorne Road	Funded from Transport for NSW (TNSW) Grant	0	1,350,000			1,350,000	1,350,000									
35	3	Roads & Bridges	8.2.3	Upgrade CBD Roads - Roads/Kerb & Gutter/Drainage	Needed to improve service level, fund from Loan & Major Projects reserve	609,096				609,096	609,096									
36	4	Roads & Bridges	8.2.3	Seal Boorga Road - From New Farms Rd to Dickie Rd (Carryover from 2019/20)	Needed to improve service level, fund from grant, contribution & R2R	0	3,398,900			4,271,746	3,398,900	872,846								
37	5	Roads & Bridges	8.2.3	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									
38	3	Roads & Bridges	8.2.3	Citrus Road Upgrade (Farms 9, 10 & 11)	Partially funded from FAGS grant road component & general purpose revenue	120,000				120,000	120,000									
39	4	Roads & Bridges	8.2.3	Kooyoo Street Plaza Development - Roads/Kerb & Gutter/Drainage	Needed to improve service level, fund from grant & Major Projects reserve	0	1,500,000	200,000		1,700,000	1,700,000									
40	4	City Strategy	2.3.4	Kooyoo Street Plaza Development - Streetscape	Needed to improve service level, fund from grant	0	500,000			500,000	500,000									
41	3	Civil Infrastructure & Asset Management	8.1.09	Drone Replacement	Needed to maintain service level, fund from general purpose revenue	0				15,590					7,125					8,465
42	3	City Strategy	9.4.1	Upgrade Hermit's Cave - Concept Plan	Needed to maintain service level, fund from general purpose revenue	50,000				50,000	50,000									
43	3	City Strategy	2.3.4	Lake Wyangan Environmental Strategy Implementation - Carryover from 2020/21	Needed to improve service level, fund from Internal Loan from Water Fund	0			1,500,000	1,500,000	1,500,000									
44	3	City Strategy	8.2.3	New Traffic Counters	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				33,930		15,800				18,130				
45	3	City Strategy	8.2.3	Replace Survey Equipment	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				40,000							40,000			
46	3	Street Lighting	10.2.2	Additional Lights - General	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	27,300				320,267	27,300	28,256	29,244	30,268	31,327	32,424	33,559	34,733	35,949	37,207
47	2	Works Management	8.2.3	Miscellaneous Capital Works Replacement Items	Needed to maintain service level, fund from general purpose revenue	13,500				155,968	13,500	13,973	14,462	14,968	15,492	16,034	16,595	16,595	17,176	17,176
48	3	Governance	8.1.17	Governance Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	100,000				535,600	100,000	171,200	50,000	13,000	81,400	30,000	30,000	15,000	30,000	15,000
49	5	Governance	3.1.11	Council Identification Sign & Time Capsule Project	Needed to maintain service level, fund from general purpose revenue	0				25,000		25,000								

50	3	Library	4.4.6	Library Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	0				569,020		152,100	219,100	63,600	29,820	18,100	13,000	6,300	57,000	14	10,000
51	3	Library	10.4.3	70kW Solar System - Library Building	Needed to maintain service level, fund from general purpose revenue	0				70,000		70,000									
52	3	IT Services	3.1.13	Annual PC Replacement/Renewal Program	Needed to maintain service level, fund from general purpose revenue	122,400				1,463,255	122,400	126,700	131,770	137,040	142,520	148,225	154,150	160,320	166,730	173,400	
53	3	IT Services	3.1.13	Servers & Network Upgrades	Needed to maintain service level, fund from general purpose revenue	18,450				211,735	18,450	18,992	19,561	20,148	20,753	21,375	22,016	22,677	23,471	24,292	
54	3	IT Services	3.1.13	iPad Hardware Replacement	Needed to maintain service level, fund from general purpose revenue	10,609				121,820	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,504	13,977	
55	3	IT Services	3.1.13	Replace CCTV Systems - Servers & Cameras	Needed to maintain service level, fund from general purpose revenue	40,000				384,000	40,000	60,000	35,000	32,000	75,000	52,000	60,000	10,000	10,000	10,000	
56	4	IT Services	4.2.3	New CCTV & Lighting (CBD) - Carryover from 2020/21	Needed to improve service level, fund from grant	0	101,250			347,287	101,250	246,037									
57	3	Saleyards	8.1.11	Concrete Construction - Sheep Yard & Pavement Areas	Expenditure required to enable continued service provision, fund from fees and charges generated	77,330				497,420	77,330	40,700	42,130	43,600	45,125	46,700	48,335	50,000	51,750	51,750	
58	3	Saleyards	8.1.11	Shade Structures / Yard Improvements / Signs / Misc	Expenditure required to enable continued service provision & mitigate WHS concerns raised, fund from fees and charges generated	27,070				174,210	27,070	14,250	14,750	15,270	15,800	16,355	16,925	17,520	18,135	18,135	
59	3	Saleyards	8.1.11	Refurbish Sheep Loading Ramps	Needed to maintain service level, fund from general purpose revenue	45,000				240,000	45,000	45,000						50,000	50,000	50,000	
60	3	Saleyards	8.1.11	Saleyard Expansion - Sheep Yards	Needed to maintain service level, fund from general purpose revenue	0				510,000		10,000	100,000	100,000	100,000	100,000	100,000				
61	3	Theatre	4.5.2	Theatre Asset Maintenance (Capital)	Needed to maintain service level, fund from Building reserve	0	25,000			997,350	25,000	132,630	399,600	15,120		375,000			50,000		
62	3	Stadium	5.3.4	Stadium Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	32,600				108,100	32,600	12,000	12,300	10,000	13,200	13,000	15,000				
63	3	Pioneer Park Museum	8.1.23	Pioneer Park Museum Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	68,500				188,000	68,500	47,000	18,000	10,500	16,000	26,000			2,000		
64	3	Pioneer Park Museum	8.1.23	PPM Cottage Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	15,000				15,000	15,000										
65	3	Pioneer Park Museum	8.1.23	Shearers Quarters Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	25,000				25,000	25,000										
66	4	Pioneer Park Museum	8.1.23	Pioneer Park Museum Sewer Upgrade - Carryover from 2020/21	Needed to maintain service level, fund from grant and contribution	0	57,209			57,209	57,209										
67	3	Aerodrome	8.1.15	Terminal Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue, 50% grant funding for 2022/23	15,000				1,203,300	15,000	965,300	20,000	13,000	69,000	13,000	13,000	13,000	13,000	69,000	
68	3	Animal Control	3.1.07	Pound Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	17,000				67,000	17,000	50,000									
69	3	Visitors Centre	8.1.23	Visitors Centre Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	50,850				229,350	50,850	50,500	2,000	42,000	9,000	2,000	2,000	17,000	2,000	52,000	
70	3	Senior Citizens Centre	8.1.23	Senior Citizens Centre Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	0				27,000			17,000	5,000			5,000				
71	3	Housing	8.1.23	State Bank House Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	0				8,000							8,000				
72	3	Housing	8.1.23	239 Banna Ave Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	35,000				35,000	35,000										
73	3	Other Community Services	4.2.2	Replace "Alcohol Free Zone" Signs	Needed to maintain service level, fund from general purpose revenue	0				9,300				4,300				5,000			
74	3	Parking Areas	8.2.3	Reseal Car Parks	Lower priority but necessary in medium / longer term, fund from general purpose revenue	54,515				305,489	54,515	56,424		60,443		64,748		69,359			
75	4	Parking Areas	8.2.3	Construct 53 Railway Street Carpark - Griffith	Needed to improve service level, fund from grant	0	500,000			500,000	500,000										
76	4	Footpaths & Cycleways	2.3.2	Asphalt 4.7km Existing Shared Pathway - Along Wyangan Ave to Jones Rd	Needed to improve service level, fund from grant	0	350,000			350,000	350,000										
77	4	Footpaths & Cycleways	2.3.2	Shared Pathway - Merrigal St (West End to Jubilee)	Needed to improve service level, fund from grant	0				390,000				390,000							
78	3	Footpaths & Cycleways	2.3.2	PAMP Implementation	Needed to maintain or improve accessibility service level, fund 50% from general purpose revenue / 50% TNSW	13,630	13,630			296,226	27,260	28,212	29,200	30,222	30,222	30,222	30,222	30,222	30,222	30,222	
79	3	Footpaths & Cycleways	2.3.2	Cycleways - Reseals & New Paths (Includes Council Resolution: MM02 9/06/2020)	Lower priority but necessary in medium / longer term, fund from general purpose revenue (50%) & TNSW (50%)	63,115	63,115			1,475,026	126,230	130,648	135,221	139,952	144,851	149,920	155,168	160,598	166,219	166,219	
80	3	Footpaths & Cycleways	8.2.3	CBD Paving Replacement	Lower priority but necessary in medium / longer term, fund from general purpose revenue	59,400				696,845	59,400	61,479	63,631	65,858	68,163	70,549	73,018	75,573	78,218	80,956	
81	4	Urban Stormwater	8.1.17	Yoogali Levee (Includes Council Resolution CC01 9/06/20)	Needed to maintain service level, fund from Urban Stormwater Management reserve (33.4%) & DPIE Grant (66.6%)	0	1,078,033	539,017		1,617,050	1,617,050										
82	4	Urban Stormwater	8.1.17	Hanwood Stormwater Pump & Pipes - Stage 1A	Needed to maintain service level, fund from General Purpose Revenue/Floodplain & Drainage Mitigation reserve (33.4%) & DPIE Grant (66.6%)	0	900,000	600,000		1,500,000	1,500,000										
83	4	Urban Stormwater	8.1.17	Drainage Improvements/Replacements	Priority to be determined but necessary in medium / longer term, fund from Urban Stormwater Management reserve	0		68,150		799,522	68,150	70,536	73,006	75,562	78,207	80,944	83,777	86,709	89,744	92,885	
84	5	Urban Stormwater	8.1.17	Detention Basin Upgrades - Irrigation Systems	Needed to maintain service level, fund from general purpose revenue	87,000				151,200	87,000	64,200									
85	4	General	8.1.17	Capital Wages to be Allocated to Projects Above	Allocation of current staff to capital projects	239,591				947,659	239,591	143,153	146,016	55,558	56,808	58,228	59,684	61,176	62,858	64,587	
						Total					9,117,093	32,090,095	7,915,617	5,500,000							

Total Capital	125,261,999	54,622,805	11,060,088	6,600,600	7,756,877	6,963,297	8,357,230	7,246,491	7,903,232	7,570,751	7,180,627
Infrastructure Backlog	6,675,791	5,518,449	673,212	42,130	120,000	37,000	72,500	42,500	72,000	60,000	38,000
Improved LOS	9,633,041	7,467,722	648,500	92,377	633,114	180,398	186,551	102,718	105,258	107,886	108,515
Growth Works	17,464,012	13,456,604	476,570	176,436	444,775	264,379	397,608	187,711	976,378	843,958	239,592
Asset Renewals	91,439,155	28,130,031	9,261,806	6,289,657	6,558,988	6,481,520	7,700,570	6,913,561	6,749,597	6,558,907	6,794,519
Total	125,211,999	54,572,805	11,060,088	6,600,600	7,756,877	6,963,297	8,357,230	7,246,491	7,903,232	7,570,751	7,180,627

Summary		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Total Capital Expenditure	125,261,999	54,622,805	11,060,088	6,600,600	7,756,877	6,963,297	8,357,230	7,246,491	7,903,232	7,570,751	7,180,627
New Capital Grant/Contribution Income	44,941,625	32,090,095	4,127,988	107,211	1,827,100	1,164,550	1,572,084	942,208	1,214,923	947,734	947,734
New Loans	5,500,000	5,500,000									
Funded by Rates, Fees & Charges or FAGS	64,343,721	9,117,093	6,903,114	5,911,383	5,618,481	5,625,272	6,421,784	6,113,450	6,409,715	6,351,983	5,871,448
Funded by existing Grants/Loans Already Accounted For	1,080,000	1,080,000									
Funded from existing Reserves	9,396,653	6,835,617	28,986	582,006	311,296	173,476	363,363	190,833	278,595	271,035	361,446
Funded by Asset/Land Sales	0										
Total Capital Spend Funded	125,261,999	54,622,805	11,060,088	6,600,600	7,756,877	6,963,297	8,357,230	7,246,491	7,903,232	7,570,751	7,180,627

Legend	Priority
1. Council is committed to the expenditure	1
2. Projects are essential to keep existing resources engaged or service levels maintained in a key function or infrastructure area	2
3. Will be necessary to continue to provide the required level of service in the future	3
4. Funding has already been secured to complete the project	4
5. Is necessary expenditure but maybe able to be deferred	5
6. Project is not essential to providing a service or function	6

						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total										
Current Year Capital Item Requests Not Considered Further Due To Lack Of Funding											2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
86	5	Parks & Gardens	5.2.1	Play Equipment - Dog Of Leash Area (Community Gardens)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	1,500				1,500	1,500									
87	5	Governance	8.1.17	Supply & Install Key Cabinet - Administration Building	Lower priority but necessary in medium / longer term, fund from general purpose revenue	25,000				25,000	25,000									
88	5	Parks & Gardens	8.1.17	Upgrade Toilet Block & Control Room - Ted Scobie Oval	Needed to maintain service level, fund from general purpose revenue	0				500,000					500,000					
89	5	Parks & Gardens	8.1.17	Replace Shelters - Lake Wyangan Picnic Area	Needed to maintain service level, fund from general purpose revenue	0				40,000		20,000		20,000						
Total						26,500	0	0	0											
Total Capital Items Not Part of Original 2021/22 Capex Budget											566,500	26,500	20,000	0	20,000	500,000	0	0	0	0

Longer Term Capital Items Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total											
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31						
90	5	Parks & Gardens	5.2.1	Shade Sale Extension-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000										
91	5	Parks & Gardens	5.2.1	Mushroom Sprinkler Water Feature-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000										
92	5	Parks & Gardens	5.2.1	New Sprinkler System - Sidlow Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	52,455				52,455	52,455										
93	5	Parks & Gardens	5.2.1	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				50,000	50,000										
94	5	Public Cemeteries	8.1.14	Public Mausoleum-Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000										
95	6	Airport	8.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000										
96	5	Fleet	8.1.12	Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	90,000				90,000	90,000										
97	5	Fleet	8.1.12	Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000										
98	5	Fleet	10.4.3	Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				22,000				22,000							
99	5	IT Services	4.2.3	CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	60,000				60,000	60,000										
100	5	Fleet	8.1.12	2 x New Boom Gates-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				12,000			12,000								
101	6	Public Cemeteries	8.1.14	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				0	TBA										
102	3	Parks & Gardens	8.1.17	New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue	250,000				250,000	250,000										
103	3	Parks & Gardens	8.1.17	Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue	390,265				390,265	390,265										
104	6	Parks & Gardens	5.2.2	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				0	TBA										
105	3	Urban Stormwater	8.1.17	Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000										
106	3	Urban Stormwater	8.1.17	Rae Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000										
107	5	Public Cemeteries	8.1.14	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				20,000	20,000										
108	5	Urban Stormwater	8.1.17	Urban Drainage Problems ("Nuisance Flooding")	Lower priority but necessary in medium / longer term, fund from general purpose revenue	263,360				3,089,580	263,360	272,578	282,118	291,992	302,212	312,789	323,737	335,067	346,795	358,933	
109	6	Roads & Bridges	8.2.3	Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available	121,551				1,528,851	121,551	127,628	134,010	140,710	147,746	155,133	162,889	171,034	179,586	188,565	
110	5	Urban Stormwater	8.1.17	Detention Systems North of CBD	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	368,777				1,554,372	368,777	381,684	395,043	408,869							
111	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000										
112	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 3A	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000										
113	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 3B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000										
114	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 3C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,000,000				1,000,000	1,000,000										
115	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,400,000				1,400,000	1,400,000										
116	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yenda Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	700,000				700,000	700,000										
117	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yoogali Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	800,000				800,000	800,000										
118	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yoogali Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000									
119	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yoogali Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				700,000			700,000								
120	5	Urban Stormwater	8.1.17	Urban Drainage Problems Yoogali Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				350,000				350,000							
121	5	Urban Stormwater	8.1.17	Urban Drainage Problems Hanwood Stage 1B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000										
122	5	Urban Stormwater	8.1.17	Urban Drainage Problems Hanwood Stage 1C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000									
123	5	Urban Stormwater	8.1.17	Urban Drainage Problems Hanwood Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				1,200,000			1,200,000								
124	5	Urban Stormwater	8.1.17	Urban Drainage Problems Hanwood Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				900,000				900,000							
125	5	Urban Stormwater	8.1.17	Urban Drainage Problems Hanwood Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				480,000					480,000						
126	5	City Strategy	8.3.4	Cultural Precinct Masterplan Implementation (Includes the Clock Restaurant)	Escalated level of service, possible funding from major projects fund	2,000,000				3,000,000	2,000,000	1,000,000									
Total						9,963,952	0	0	0												
Total Capital Items Not Considered Further Due To Lack Of Funding											21,999,523	10,716,407	2,981,890	2,723,170	2,113,571	929,957	467,922	486,626	506,101	526,380	547,498

Items Identified At Strategic Planning Think Tank-Held on 15 December 2016					
Item	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Estimated Cost
A	Aquatic Facilities	4.4.1	50 Metre Outdoor Pool	Completed in 2020/21	8,150,000
B	Public Cemeteries	8.1.13	New Lawn Cemetery-Rifle Range Road	Refer item 4	1,500,000
C	City Strategy	8.2.3	Central Business District Upgrade & Carpark	69 Railway St completed in 2020/21. 53 Railway St to be completed in 2021/22. Refer item 75	500,000
D	Parks & Gardens	8.3.2	City Entrances Improvement Works	Completed in 2020/21	100,000
E	Roads & Bridges	8.2.1	Southern Section Of Industrial Link Road	Refer item 32, 33, 34	2,983,441
F	Parks & Gardens	5.3.1	Multi Purpose Sports Facility-Secondary Education Option	Refer item 11	18,000,000
	Parks & Gardens	8.3.1	Multi Purpose Sports Facility-Showground Redevelopment (Crown Reserve)	Not in existing 10 Year Capex Program	-
G	City Strategy	8.3.4	Cultural Precincts-War Memorial, Pioneer Park, Clock Building, Art Gallery & Library	Refer item 126	2,000,000
H	City Strategy	2.3.4 & 2.3.2	Lake Wyangan-Walk/Cycle Track & Need for Other Upgraded Facilities	Refer item 43 & 76	1,850,000
I	City Strategy	9.4.1	Hermits Cave Development	Refer item 42	50,000
J	Parks & Gardens	4.6.1	Multi Purpose Community Facilities	Completed in 2020/21	4,780,000
K	Library	10.4.3	Installation of Solar Energy for Council Owned Buildings & Facilities	Council Chambers completed in 2020/21. Library to be completed in 2022/23. Refer item 51	70,000
L	Footpaths & Cycleways	2.3.2	Aged Care Facilities-Need for Public Pathways & Cycleways for Residents & Visitors	Refer items 77, 78, 79, 80	2,508,853
M	City Strategy	2.3	Council Funding For Community Based Improvement Priorities	Not in existing 10 Year Capex Program	-
N	City Strategy	4.1.1	Affordable Housing Options	Capital Works to be completed in 2020/21. Rest (operational budget to be matched with grant) to be completed in 2022/23	12,594,545
O	Roads & Bridges	8.2.3	Road Network Maintenance	Grant application lodged & being assessed by TfNSW. Not in existing 10 Year Capex Program	-

10 Year Capital Works Program
Waste Fund

			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/ Community Strategic Plan	Improved LOS	Growth Works	Asset Renewal	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1	2	3	4	5	6	7	8	9	10
Plant																				
1	Plant Replacement Program - Waste (Net)	10.3.1			100%	360,000				4,476,500	360,000	461,000	480,000	490,000	366,000	43,500	545,000	461,000	480,000	790,000
Griffith																				
2	Security Fence around the premiter of the Landfill	10.3.1		100%		0		100,000		350,000	100,000	50,000	100,000	50,000		50,000				
3	Extention of existing Weighbridge	10.3.1		100%		0		150,000		150,000	150,000									
4	Replacement of Street Bins in Banna Avenue	10.3.1		100%		0		300,000		300,000	300,000									
5	Landscaping Landfill Workshop/Tea Room Site	10.3.1	70%	30%		20,000				20,000	20,000									
6	New Landfill Engineering & Restoration	10.3.1	20%	80%		200,000				200,000	200,000									
7	Existing Landfill Restoration	10.3.1		100%		60,000				60,000	60,000									
8	Preparation Quarry Floor	10.3.1		100%		200,000				2,600,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	400,000
9	Open Quarry Pit 101	10.3.1		100%		0				400,000			400,000							
10	New Landfill Cell Construction	10.3.1		100%		0				2,700,000		500,000			2,200,000					
11	Construct Outbound Weighbridge	10.3.1	100%			0				250,000						250000				
12	Bin Replacements 240L Residential	10.3.1		10%	90%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
13	Bin Replacements 240L Commercial	10.3.3		10%	90%	12,500				125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12500	12,500
14	Bin Replacements 660L Commercial	10.3.3		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 1100L Commercial	10.3.3		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
16	Waste Sundry Tools	10.3.3	40%		60%	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	Signs	10.3.1	40%		60%	10,000				30,000	10,000			5,000		5,000		5,000		5,000
Total Capital						925,000	0	550,000	0	12,286,500	1,475,000	1,336,000	905,000	1,270,000	2,891,000	673,500	870,000	791,000	805,000	1,270,000

Improved LOS	356,000	62,000	4,000	4,000	6,000	4,000	256,000	4,000	6,000	4,000	6,000
Growth Works	6,791,000	982,500	806,500	356,500	706,500	2,456,500	306,500	256,500	256,500	256,500	406,500
Renewals	5,139,500	430,500	525,500	544,500	557,500	430,500	111,000	609,500	528,500	544,500	857,500
Total	12,286,500	1,475,000	1,336,000	905,000	1,270,000	2,891,000	673,500	870,000	791,000	805,000	1,270,000

Summary											
Total Capital Expenditure	12,286,500	1,475,000	1,336,000	905,000	1,270,000	2,891,000	673,500	870,000	791,000	805,000	1,270,000
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/ Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	3,250,000	550,000	500,000	0	0	2,200,000	0	0	0	0	
Funded by Rates, Fees & Charges	9,036,500	925,000	836,000	905,000	1,270,000	691,000	673,500	870,000	791,000	805,000	1,270,000
Total Capital Spend funded	12,286,500	1,475,000	1,336,000	905,000	1,270,000	2,891,000	673,500	870,000	791,000	805,000	1,270,000

10 Year Capital Works Programme
Water Fund

																				18
			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/ Community Strategic Plan	Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Griffith WTP																				
1	Upgrade (Elec/Mech/Civil) Griffith W.T.P	8.1.1	40%		60%	50,000				50,000	50,000									
2	Upgrade Capacity Griffith W.T.P (15MI)	8.1.1		100%		0				4,150,000		150,000		4,000,000						
3	Construction of a Second Outlet from GWTP to Trunk Main	8.1.1			100%	0				400,000		200,000	200,000							
4	Upgrade Sand Filters & Water T/Plant	8.1.1	50%		50%	0		1,500,000		3,000,000	1,500,000	1,500,000								
Griffith Reservoirs																				
5	Refurbish Reservoir 30MI (1986)	8.1.1			100%	0				177,000					177,000					
6	Refurbish Reservoir 14MI (1977)	8.1.1			100%	350,000				700,000	350,000	350,000								
7	Refurbish Reservoir 9MI (1949)	8.1.1			100%	100,000				100,000	100,000									
8	New 15 ML Storage (Scenic Hill)	8.1.1		100%		0				4,000,000			4,000,000							
Yenda																				
9	Membrane Replacement/Raw Water Pumps	8.1.1			100%	0				100,000		100,000								
Reticulation Renewals																				
10	Potable Reticulation Mains Renewals	8.1.1			100%	300,000				2,800,000	300,000	300,000	300,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000
11	Potable Trunk Mains Renewal	8.1.1			100%	300,000				3,000,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Raw Mains Renewals	8.1.1			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
13	Potholing for Forward Design of Water Mains	8.1.1			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																				
14	New Water Meters-Purchases	8.1.1	50%	50%		100,000				680,000	100,000	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
15	New Water Meters-Installation	8.1.1	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
16	Backflows-Purchases	8.1.1	50%	50%		65,000				210,000	65,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Backflows-Installation	8.1.1	50%	50%		30,000				140,000	30,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Electronic Water Meter Reading Program	8.1.1	100%			0				1,500,000				1,500,000						
Mains Extensions - Potable																				
19	New Reticulation Mains (Potable)	8.1.1		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
20	Miscellaneous New/Replacement Mains	8.1.1	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																				
21	New Trunk Mains (Potable)	8.1.1		100%		500,000				1,570,000	500,000	570,000			500,000					
Miscellaneous																				
22	Scada/Telemetry System	8.1.1	40%	30%	30%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
23	Capital Wages to be Allocated to Projects	8.1.1	20%	50%	30%	120,901				1,086,203	120,901	123,319	96,674	98,849	101,073	103,600	106,190	108,845	111,838	114,914
24	Plant Replacement Program - Water (Net)	8.1.1			100%	336,750				3,395,900	336,750	272,500	350,500	317,000	376,000	314,000	429,250	224,000	266,900	509,000
25	Sundry Tools	8.1.1	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
26	Additional Unforeseen Capital Requirements	8.1.1	20%	30%	50%	50,000				545,000	50,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
27	Investigation & Forward Planning	8.1.1	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
28	Chlorine Probes Replace	8.1.1	50%		50%	0				37,500		12,500			12,500			12,500		
29	Replace Hot Standby Server	8.1.1	50%		50%	7,500				7,500	7,500									
30	Kooyoo Street Plaza Development-Water Infrastructure	8.1.1	50%	25%	25%	200,000				200,000	200,000									
31	New Storage Shed - Griffith W.T.P	8.1.1		100%		500,000				500,000	500,000									
			Total Capital			3,325,151	0	1,500,000	0	31,499,103	4,825,151	4,443,319	5,697,174	6,765,849	2,216,573	1,467,600	1,585,440	1,395,345	1,428,738	1,673,914

Improved LOS	4,648,741	1,071,930	955,914	136,835	1,637,270	143,965	138,220	138,738	145,519	139,868	140,483
Growth Works	12,621,602	1,335,951	1,008,660	4,217,837	4,218,925	720,037	221,300	222,595	223,923	225,419	226,957
Renewals	14,228,761	2,417,270	2,478,746	1,342,502	909,655	1,352,572	1,108,080	1,224,107	1,025,904	1,063,451	1,306,474
Total	31,499,103	4,825,151	4,443,319	5,697,174	6,765,849	2,216,573	1,467,600	1,585,440	1,395,345	1,428,738	1,673,914
Summary											
Total Capital Expenditure	31,499,103	4,825,151	4,443,319	5,697,174	6,765,849	2,216,573	1,467,600	1,585,440	1,395,345	1,428,738	1,673,914
New Loans Funded from Unspent	0	0	0	0	0	0	0	0	0	0	0
Loans Funded from Grants/ Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	8,500,000	1,500,000	1,500,000	0	5,500,000	0	0	0	0	0	0
Funded by Rates, Fees & Charges	22,999,103	3,325,151	2,943,319	5,697,174	1,265,849	2,216,573	1,467,600	1,585,440	1,395,345	1,428,738	1,673,914
Total Capital Spend funded	31,499,103	4,825,151	4,443,319	5,697,174	6,765,849	2,216,573	1,467,600	1,585,440	1,395,345	1,428,738	1,673,914

10 Year Capital Works Programme
Sewer Fund

			Type of Works			Year 1 Funding														
Item	Project	Linkage to Delivery Program/ Community Strategic Plan	Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1	2	3	4	5	6	7	8	9	10
											2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Griffith																				
1	Griffith WRP Membrane Replacement	-			100%	0				1,900,000		1,900,000								
2	Griffith WRP - Centifuge Fix/Replacement				100%	0		500,000		500,000	500,000									
3	Replacement of GWRP Electrical/Mechanical Equipment	8.1.2			100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
4	Griffith WRP - Various, Landscaping	8.1.2	50%		50%	20,000				110,000	20,000	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)	8.1.2			100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
6	Upgrade of G4 Pump Station	8.1.2			100%	0		1,500,000		1,500,000	1,500,000									
New Pump Stations																				
7	Pump Station G21 (Murrumbidgee Av)	8.1.2		100%		0		350,000		350,000	350,000									
8	Pump Station (Farm 12 Collina)	8.1.2		100%		0				450,000			450,000							
9	Pump Station G32 (South of GWRP)	8.1.2		100%		0				500,000		500,000								
Yenda																				
10	Yenda Sewage Treatment Plant	8.1.2			100%	20,000				50,000	20,000		10,000		10,000		10,000			
Lake Wyangan																				
11	New Rising Main (G7 To GWRP)	8.1.4		100%		0				900,000			900,000							
12	Trunk Reticulation	8.1.4		100%		300,000				300,000	300,000									
Sewer Renewals & New Sewers																				
13	Renewals of Gravity Sewers	8.1.2			100%	100,000				1,800,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
14	Renewals of Rising Mains	8.1.2			100%	600,000				2,400,000	600,000	600,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous																				
15	Upgrade SCADA & Telemetry Systems	8.1.1	80%		20%	10,000				140,000	10,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Plant Replacement Program - Sewer (Net)	8.1.2			100%	111,500				1,340,450	111,500	61,000	138,000	139,000	93,000	100,000	224,000	165,000	76,100	232,850
17	Purchase Low Pressure Grinder Pumps	8.1.2		100%		10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Miscellaneous - Capital	8.1.2	80%		20%	50,000				500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
19	Capital Wages to be Allocated to Projects	8.1.2	20%	60%	20%	128,051				1,135,313	128,051	130,612	100,654	102,919	105,235	107,866	110,562	113,326	116,443	119,645
20	Sundry Tools	8.1.2	40%	20%	40%	15,000				150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
21	Investigation & Forward Planning	8.1.2	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
22	Kooyoo Street Plaza Development-Sewer Infrastructure	8.1.2	50%	25%	25%	200,000				200,000	200,000									
23	Replace Hot Standby Server	8.1.2	50%		50%	7,500				7,500	7,500									
Total Capital						1,642,051	0	2,350,000	0	15,033,263	3,992,051	3,496,612	2,113,654	756,919	723,235	722,866	859,562	793,326	707,543	867,495

Improved LOS	1,007,813	198,360	122,122	84,131	84,584	85,047	85,573	86,112	86,665	87,289	87,929
Growth Works	3,361,188	789,831	591,367	1,423,392	74,751	76,141	77,720	79,337	80,996	82,866	84,787
Renewals	10,664,263	3,003,860	2,783,122	606,131	597,584	562,047	559,573	694,112	625,665	537,389	694,779
Total	15,033,263	3,992,051	3,496,612	2,113,654	756,919	723,235	722,866	859,562	793,326	707,543	867,495
Summary											
Total Capital Expenditure	15,033,263	3,992,051	3,496,612	2,113,654	756,919	723,235	722,866	859,562	793,326	707,543	867,495
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/ Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	3,750,000	2,350,000	500,000	900,000	0	0	0	0	0	0	0
Funded by Rates, Fees & Charges	11,283,263	1,642,051	2,996,612	1,213,654	756,919	723,235	722,866	859,562	793,326	707,543	867,495
Total Capital Spend funded	15,033,263	3,992,051	3,496,612	2,113,654	756,919	723,235	722,866	859,562	793,326	707,543	867,495