



Ten Year Long Term Financial Plan Annual Review

2020/21



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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:

- Community Strategic Plan for at least the next ten years
- Delivery Program for four years
- Operational Plan annually
- Workforce management Plan
- Long Term Financial Plan for at least ten years
- Asset Management Plan

According to the Local Government Integrated Reporting and Planning Guidelines for New South Wales, the following is required:

- The Long Term Financial Plan must be updated at least annually as part of the development of the Operational Plan
- The Long Term Financial Plan must be reviewed in detail as part of the four yearly review of the Community Strategic Plan

The Long Term Financial Plan must include:

- Planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis
- Financial modelling for different scenarios
- Methods of monitoring financial performance

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 2030
INCOME STATEMENT - CONSOLIDATED

	Actuals 2018/19 \$	Revised Budget 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	32,000,000	31,015,342	31,697,422	33,075,576	34,021,257	35,020,117	36,046,640	37,103,170	38,190,596	39,315,434	40,473,183	41,653,993
User Charges & Fees	17,299,000	16,960,605	17,003,268	18,323,185	18,819,034	19,472,424	20,003,899	20,694,020	21,263,364	21,992,528	22,602,127	23,372,793
Interest & Investment Revenue	1,869,000	1,375,831	1,651,989	1,464,226	1,460,085	1,457,344	1,419,922	1,417,450	1,414,929	1,412,357	1,409,733	1,407,056
Other Revenues	2,880,000	2,390,110	1,925,430	1,877,806	1,887,806	1,898,139	1,933,996	1,971,077	2,009,423	2,049,074	2,090,074	2,135,406
Grants & Contributions provided for Operating Purposes	7,656,000	6,488,676	8,824,430	9,086,702	8,661,784	8,684,689	9,170,666	9,358,429	9,584,665	9,817,686	10,058,179	10,307,551
Grants & Contributions provided for Capital Purposes	8,998,000	22,149,277	25,900,830	9,893,314	2,948,819	2,275,512	1,968,513	1,933,066	2,333,126	1,983,703	2,279,808	2,036,452
Other Income:												
Net gains from the disposal of assets	92,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	70,794,000	80,379,841	87,003,369	73,720,809	67,798,785	68,808,224	70,543,636	72,477,211	74,796,102	76,570,783	78,913,104	80,913,251
Expenses from Continuing Operations												
Employee Benefits & On-Costs	24,677,000	25,720,408	27,171,876	27,753,926	28,485,797	29,128,805	29,941,612	30,777,980	31,667,687	32,614,853	33,590,428	34,597,826
Borrowing Costs	1,314,000	1,310,528	1,215,993	1,436,886	1,333,042	1,355,153	1,222,562	1,083,376	937,739	778,761	613,513	439,321
Materials & Contracts	13,753,000	13,482,378	12,381,623	13,097,808	13,147,925	13,366,181	13,461,181	13,825,350	12,963,078	14,525,298	15,007,392	15,044,418
Depreciation & Amortisation	12,917,000	12,586,567	13,012,415	13,240,132	13,471,835	13,707,592	13,947,475	14,191,555	14,439,908	14,692,606	14,949,727	15,211,347
Other Expenses	4,875,000	5,214,777	4,680,769	5,171,294	5,085,905	5,211,297	5,061,181	5,175,164	5,291,809	5,425,177	5,533,333	5,660,877
Joint Ventures & Associated Entities	5,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	57,541,000	58,314,658	58,462,676	60,700,046	61,524,504	62,769,028	63,634,011	65,053,425	65,300,221	68,036,695	69,694,393	70,953,788
Operating Result from Continuing Operations	13,253,000	22,065,183	28,540,693	13,020,763	6,274,280	6,039,197	6,909,625	7,423,786	9,495,881	8,534,088	9,218,711	9,959,462
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	13,253,000	22,065,183	28,540,693	13,020,763	6,274,280	6,039,197	6,909,625	7,423,786	9,495,881	8,534,088	9,218,711	9,959,462
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,255,000	(84,094)	2,639,863	3,127,449	3,325,461	3,763,685	4,941,112	5,490,720	7,162,755	6,550,385	6,938,903	7,923,010

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND

	Actuals 2018/19 \$	Revised Budget 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	21,922,000	21,098,185	21,095,884	22,141,350	22,743,752	23,389,309	24,051,563	24,732,515	25,432,706	26,158,288	26,904,388	27,663,575
User Charges & Fees	7,195,000	7,803,308	6,909,050	7,916,046	8,089,274	8,410,041	8,598,582	8,935,138	9,139,958	9,493,296	9,715,419	10,086,597
Interest & Investment Revenue	1,102,000	726,610	1,007,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910
Other Revenues	2,662,000	2,210,321	1,745,948	1,693,269	1,698,056	1,703,014	1,733,330	1,764,698	1,797,155	1,830,735	1,865,473	1,904,225
Grants & Contributions provided for Operating Purposes	7,184,000	6,321,176	8,658,930	8,919,402	8,492,630	8,513,625	8,997,636	9,183,373	9,407,522	9,638,394	9,876,673	10,122,100
Grants & Contributions provided for Capital Purposes	6,536,000	21,036,340	24,896,180	8,869,765	1,906,013	1,213,083	886,087	830,265	1,209,562	838,981	1,113,526	848,201
Other Income:												
Net gains from the disposal of assets	42,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	46,643,000	59,195,940	64,313,902	50,297,741	43,687,634	43,986,982	45,025,108	46,203,900	47,744,812	48,717,604	50,233,389	51,382,608
Expenses from Continuing Operations												
Employee Benefits & On-Costs	20,273,000	21,686,641	22,825,568	23,296,114	23,911,352	24,432,530	25,115,522	25,818,438	26,565,999	27,361,794	28,181,458	29,026,587
Borrowing Costs	50,000	96,556	66,211	364,922	338,994	441,828	400,080	357,220	313,216	268,034	221,639	175,726
Materials & Contracts	7,481,000	6,284,530	5,069,696	5,367,745	5,270,461	5,397,522	5,552,834	5,602,160	5,667,263	6,004,156	6,141,185	6,127,887
Depreciation & Amortisation	8,110,000	7,995,707	8,205,597	8,349,195	8,495,306	8,643,974	8,795,243	8,949,160	9,105,770	9,265,121	9,427,261	9,592,238
Other Expenses	3,113,000	3,614,532	3,435,699	3,600,349	3,613,317	3,706,280	3,687,930	3,767,854	3,849,592	3,947,188	4,018,682	4,108,654
Joint Ventures & Associated Entities	5,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	39,032,000	39,677,966	39,602,771	40,978,324	41,629,430	42,622,134	43,551,610	44,494,832	45,501,841	46,846,293	47,990,225	49,031,092
Operating Result from Continuing Operations	7,611,000	19,517,974	24,711,131	9,319,417	2,058,203	1,364,849	1,473,499	1,709,068	2,242,970	1,871,311	2,243,164	2,351,516
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	7,611,000	19,517,974	24,711,131	9,319,417	2,058,203	1,364,849	1,473,499	1,709,068	2,242,970	1,871,311	2,243,164	2,351,516
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,075,000	(1,518,366)	(185,049)	449,652	152,190	151,766	587,412	878,803	1,033,408	1,032,330	1,129,638	1,503,315

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND

	Actuals	Revised Budget	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,990,000	1,997,504	2,045,309	2,109,472	2,175,643	2,243,552	2,313,580	2,385,792	2,460,255	2,537,041	2,616,222	2,697,872
User Charges & Fees	9,070,000	8,474,167	9,354,158	9,644,137	9,943,105	10,251,341	10,569,133	10,896,776	11,234,576	11,582,848	11,941,916	12,312,116
Interest & Investment Revenue	561,000	453,721	449,079	511,316	507,175	504,434	477,012	474,540	472,019	469,447	466,823	464,146
Other Revenues	203,000	154,960	159,060	163,991	169,075	174,316	179,720	185,291	191,035	196,957	203,063	209,358
Grants & Contributions provided for Operating Purposes	417,000	112,000	111,000	112,830	114,715	116,656	118,656	120,716	122,837	125,022	127,273	129,591
Grants & Contributions provided for Capital Purposes	1,010,000	821,892	584,775	595,886	607,208	618,744	630,501	642,480	654,687	667,126	679,802	692,718
Other Income:												
Net gains from the disposal of assets	11,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	13,262,000	12,014,244	12,703,381	13,137,632	13,516,920	13,909,044	14,288,602	14,705,595	15,135,410	15,578,442	16,035,099	16,505,800
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,333,000	2,136,810	2,394,140	2,456,388	2,522,029	2,590,124	2,662,647	2,737,201	2,816,580	2,901,078	2,988,110	3,077,753
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	3,977,000	4,430,485	4,625,554	4,949,354	4,991,751	5,033,876	4,950,857	5,217,431	4,337,126	5,447,672	5,582,272	5,683,558
Depreciation & Amortisation	2,460,000	2,298,549	2,459,694	2,502,739	2,546,537	2,591,101	2,636,445	2,682,583	2,729,528	2,777,295	2,825,898	2,875,351
Other Expenses	1,225,000	917,069	732,540	898,172	851,753	870,795	807,809	827,807	848,301	869,304	890,827	912,885
Total Expenses from Continuing Operations	9,995,000	9,782,913	10,211,928	10,806,651	10,912,069	11,085,895	11,057,759	11,465,022	10,731,536	11,995,349	12,287,107	12,549,547
Operating Result from Continuing Operations	3,267,000	2,231,331	2,491,453	2,330,980	2,604,851	2,823,149	3,230,843	3,240,572	4,403,874	3,583,093	3,747,992	3,956,253
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-											
Net Operating Result for the Year	3,267,000	2,231,331	2,491,453	2,330,980	2,604,851	2,823,149	3,230,843	3,240,572	4,403,874	3,583,093	3,747,992	3,956,253
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,257,000	1,409,439	1,906,678	1,735,094	1,997,643	2,204,405	2,600,342	2,598,092	3,749,187	2,915,967	3,068,190	3,263,535

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND

	Actuals 2018/19 \$	Revised Budget 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,088,000	7,919,653	8,556,229	8,824,755	9,101,863	9,387,255	9,681,497	9,984,863	10,297,635	10,620,105	10,952,573	11,292,546
User Charges & Fees	1,034,000	683,130	740,060	763,002	786,655	811,041	836,183	862,105	888,830	916,384	944,792	974,081
Interest & Investment Revenue	206,000	195,500	195,000	195,000	195,000	195,000	185,000	185,000	185,000	185,000	185,000	185,000
Other Revenues	15,000	24,829	20,422	20,547	20,676	20,809	20,946	21,087	21,233	21,382	21,538	21,823
Grants & Contributions provided for Operating Purposes	55,000	55,500	54,500	54,470	54,439	54,407	54,374	54,341	54,306	54,270	54,233	55,860
Grants & Contributions provided for Capital Purposes	1,452,000	291,045	419,875	427,663	435,598	443,685	451,925	460,321	468,877	477,596	486,480	495,533
Other Income:												
Net gains from the disposal of assets	39,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,889,000	9,169,657	9,986,086	10,285,436	10,594,230	10,912,198	11,229,926	11,567,717	11,915,881	12,274,737	12,644,616	13,024,843
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,071,000	1,896,957	1,952,168	2,001,424	2,052,416	2,106,151	2,163,444	2,222,340	2,285,108	2,351,981	2,420,860	2,493,486
Borrowing Costs	1,264,000	1,213,972	1,149,782	1,071,964	994,048	913,325	822,482	726,156	624,523	510,727	391,874	263,595
Materials & Contracts	2,295,000	2,767,363	2,686,373	2,780,709	2,885,713	2,934,783	2,957,489	3,005,759	2,958,689	3,073,470	3,283,936	3,232,973
Depreciation & Amortisation	2,347,000	2,292,311	2,347,124	2,388,199	2,429,992	2,472,517	2,515,786	2,559,812	2,604,609	2,650,190	2,696,568	2,743,758
Other Expenses	537,000	683,176	512,530	672,774	620,836	634,222	565,442	579,504	593,915	608,685	623,823	639,338
Total Expenses from Continuing Operations	8,514,000	8,853,779	8,647,977	8,915,071	8,983,005	9,060,999	9,024,643	9,093,571	9,066,844	9,195,053	9,417,062	9,373,150
Operating Result from Continuing Operations	2,375,000	315,878	1,338,109	1,370,366	1,611,226	1,851,199	2,205,283	2,474,146	2,849,037	3,079,684	3,227,555	3,651,693
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,375,000	315,878	1,338,109	1,370,366	1,611,226	1,851,199	2,205,283	2,474,146	2,849,037	3,079,684	3,227,555	3,651,693
Net Operating Result before Grants and Contributions provided for Capital Purposes	923,000	24,833	918,234	942,703	1,175,628	1,407,514	1,753,358	2,013,825	2,380,160	2,602,088	2,741,075	3,156,160

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - CONSOLIDATED	Actual	Revised Budget	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	32,000,000	31,015,342	31,697,422	33,075,576	34,021,257	35,020,117	36,046,640	37,103,170	38,190,596	39,315,434	40,473,183	41,653,993
User Charges & Fees	17,299,000	16,960,605	17,003,268	18,323,185	18,819,034	19,472,424	20,003,899	20,694,020	21,263,364	21,992,528	22,602,127	23,372,793
Interest & Investment Revenue Received	1,869,000	1,375,831	1,651,989	1,464,226	1,460,085	1,457,344	1,419,922	1,417,450	1,414,929	1,412,357	1,409,733	1,407,056
Grants & Contributions	16,654,000	28,637,953	34,725,260	18,980,016	11,610,603	10,960,201	11,139,179	11,291,495	11,917,791	11,801,389	12,337,987	12,344,003
Other	2,972,000	2,390,110	1,925,430	1,877,806	1,887,806	1,898,139	1,933,996	1,971,077	2,009,423	2,049,074	2,090,074	2,135,406
Payments:												
Employee Benefits & On-Costs	(24,677,000)	(25,720,408)	(27,171,876)	(27,753,926)	(28,485,797)	(29,128,805)	(29,941,612)	(30,777,980)	(31,667,687)	(32,614,853)	(33,590,428)	(34,597,826)
Materials & Contracts	(13,753,000)	(13,482,378)	(12,381,623)	(13,097,808)	(13,147,925)	(13,366,181)	(13,461,181)	(13,825,350)	(12,963,078)	(14,525,298)	(15,007,392)	(15,044,418)
Borrowing Costs	(1,314,000)	(1,310,528)	(1,215,993)	(1,436,886)	(1,333,042)	(1,355,153)	(1,222,562)	(1,083,376)	(937,739)	(778,761)	(613,513)	(439,321)
Other	(4,875,000)	(5,214,777)	(4,680,769)	(5,171,294)	(5,085,905)	(5,211,297)	(5,061,181)	(5,175,164)	(5,291,809)	(5,425,177)	(5,533,333)	(5,660,877)
Net Cash provided (or used in) Operating Activities	26,175,000	34,651,750	41,553,108	26,260,895	19,746,115	19,746,789	20,857,099	21,615,342	23,935,789	23,226,694	24,168,438	25,170,809
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	824,850	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	289,670	103,002	220,427	172,078	120,228	122,651	125,122	127,643	130,215	132,839	135,516
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(47,328,328)	(49,935,230)	(32,879,001)	(15,433,563)	(15,824,885)	(15,207,260)	(10,255,461)	(10,442,194)	(10,288,932)	(10,694,396)	(13,153,555)
Deferred Debtors & Advances Made	-	-	(2,000,000)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(44,925,808)	(51,832,228)	(32,658,574)	(15,261,485)	(15,704,657)	(15,084,609)	(10,130,339)	(10,314,551)	(10,158,717)	(10,561,557)	(13,018,039)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	10,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,677,513)	(2,484,659)	(3,032,911)	(3,009,631)	(2,935,029)	(3,067,619)	(3,206,805)	(3,352,442)	(3,511,420)	(3,676,668)	(3,593,566)
Net Cash Flow provided (used in) Financing Activities	-	8,322,487	7,515,341	(3,032,911)	(3,009,631)	(2,935,029)	(3,067,619)	(3,206,805)	(3,352,442)	(3,511,420)	(3,676,668)	(3,593,566)
Net Increase/(Decrease) in Cash & Cash Equivalents	26,175,000	(1,951,571)	(2,763,780)	(9,430,590)	1,474,999	1,107,103	2,704,871	8,278,198	10,268,796	9,556,557	9,930,213	8,559,204
plus: Cash, Cash Equivalents & Investments-beginning of year	30,645,000	56,820,000	54,868,429	52,104,649	42,674,059	44,149,059	45,256,161	47,961,032	56,239,230	66,508,026	76,064,582	85,994,796
Cash & Cash Equivalents - end of the year	56,820,000	54,868,429	52,104,649	42,674,059	44,149,059	45,256,161	47,961,032	56,239,230	66,508,026	76,064,582	85,994,796	94,554,000
Debt Service Ratio	0.02	0.04	0.06	0.07	0.07	0.06	0.06	0.06	0.06	0.06	0.06	0.05
Less Depreciation & Amortisation	12,917,000	12,586,567	13,012,415	13,240,132	13,471,835	13,707,592	13,947,475	14,191,555	14,439,908	14,692,606	14,949,727	15,211,347
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Operating Result for the Year	13,258,000	22,065,183	28,540,693	13,020,763	6,274,280	6,039,197	6,909,625	7,423,786	9,495,881	8,534,088	9,218,711	9,959,462

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - GENERAL FUND	Actual	Revised Budget	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	21,922,000	21,098,185	21,095,884	22,141,350	22,743,752	23,389,309	24,051,563	24,732,515	25,432,706	26,158,288	26,904,388	27,663,575
User Charges & Fees	7,195,000	7,803,308	6,909,050	7,916,046	8,089,274	8,410,041	8,598,582	8,935,138	9,139,958	9,493,296	9,715,419	10,086,597
Interest & Investment Revenue Received	1,102,000	726,610	1,007,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910	757,910
Grants & Contributions	13,720,000	27,357,516	33,555,110	17,789,167	10,398,643	9,726,708	9,883,723	10,013,638	10,617,084	10,477,375	10,990,199	10,970,301
Other	2,704,000	2,210,321	1,745,948	1,693,269	1,698,056	1,703,014	1,733,330	1,764,698	1,797,155	1,830,735	1,865,473	1,904,225
Payments:												
Employee Benefits & On-Costs	(20,273,000)	(21,686,641)	(22,825,568)	(23,296,114)	(23,911,352)	(24,432,530)	(25,115,522)	(25,818,438)	(26,565,999)	(27,361,794)	(28,181,458)	(29,026,587)
Materials & Contracts	(7,481,000)	(6,284,530)	(5,069,696)	(5,367,745)	(5,270,461)	(5,397,522)	(5,552,834)	(5,602,160)	(5,667,263)	(6,004,156)	(6,141,185)	(6,127,887)
Borrowing Costs	(50,000)	(96,556)	(66,211)	(364,922)	(338,994)	(441,828)	(400,080)	(357,220)	(313,216)	(268,034)	(221,639)	(175,726)
Other	(3,113,000)	(3,614,532)	(3,435,699)	(3,600,349)	(3,613,317)	(3,706,280)	(3,687,930)	(3,767,854)	(3,849,592)	(3,947,188)	(4,018,682)	(4,108,654)
Net Cash provided (or used in) Operating Activities	15,726,000	27,513,681	32,916,728	17,668,612	10,553,509	10,008,823	10,268,742	10,658,228	11,348,741	11,136,432	11,670,425	11,943,754
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	636,750	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	2,100	2,100	2,100	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	-	(39,025,889)	(44,928,402)	(25,646,843)	(10,082,031)	(8,142,584)	(7,928,479)	(7,712,602)	(8,326,026)	(8,062,959)	(8,461,746)	(10,929,103)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(38,387,039)	(44,926,302)	(25,644,743)	(10,079,931)	(8,142,584)	(7,928,479)	(7,712,602)	(8,326,026)	(8,062,959)	(8,461,746)	(10,929,103)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	10,000,000	10,000,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(772,661)	(1,514,847)	(1,981,983)	(1,878,800)	(1,723,475)	(1,765,223)	(1,808,083)	(1,852,087)	(1,897,269)	(1,943,664)	(1,765,030)
Net Cash Flow provided (used in) Financing Activities	-	9,227,339	8,485,153	(1,981,983)	(1,878,800)	(1,723,475)	(1,765,223)	(1,808,083)	(1,852,087)	(1,897,269)	(1,943,664)	(1,765,030)
Net Increase/(Decrease) in Cash & Cash Equivalents	15,726,000	(1,646,019)	(3,524,422)	(9,958,114)	(1,405,221)	142,764	575,039	1,137,543	1,170,628	1,176,204	1,265,015	(750,379)
plus: Cash, Cash Equivalents & Investments-beginning of year	7,073,000	22,799,000	21,152,981	17,628,559	7,670,445	6,265,224	6,407,988	6,983,027	8,120,570	9,291,198	10,467,402	11,732,417
Cash & Cash Equivalents - end of the year	22,799,000	21,152,981	17,628,559	7,670,445	6,265,224	6,407,988	6,983,027	8,120,570	9,291,198	10,467,402	11,732,417	10,982,038
Debt Service Ratio	0.00	0.02	0.04	0.06	0.05	0.05	0.05	0.05	0.05	0.05	0.04	0.04
Less Depreciation & Amortisation	8,110,000	7,995,707	8,205,597	8,349,195	8,495,306	8,643,974	8,795,243	8,949,160	9,105,770	9,265,121	9,427,261	9,592,238
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	7,616,000	19,517,974	24,711,131	9,319,417	2,058,203	1,364,849	1,473,499	1,709,068	2,242,970	1,871,311	2,243,164	2,351,516

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - WATER FUND	Actual	Revised Budget	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	1,990,000	1,997,504	2,045,309	2,109,472	2,175,643	2,243,552	2,313,580	2,385,792	2,460,255	2,537,041	2,616,222	2,697,872
User Charges & Fees	9,070,000	8,474,167	9,354,158	9,644,137	9,943,105	10,251,341	10,569,133	10,896,776	11,234,576	11,582,848	11,941,916	12,312,116
Interest & Investment Revenue Received	561,000	453,721	449,079	511,316	507,175	504,434	477,012	474,540	472,019	469,447	466,823	464,146
Grants & Contributions	1,427,000	933,892	695,775	708,716	721,923	735,400	749,157	763,196	777,524	792,148	807,075	822,309
Other	214,000	154,960	159,060	163,991	169,075	174,316	179,720	185,291	191,035	196,957	203,063	209,358
Payments:												
Employee Benefits & On-Costs	(2,333,000)	(2,136,810)	(2,394,140)	(2,456,388)	(2,522,029)	(2,590,124)	(2,662,647)	(2,737,201)	(2,816,580)	(2,901,078)	(2,988,110)	(3,077,753)
Materials & Contracts	(3,977,000)	(4,430,485)	(4,625,554)	(4,949,354)	(4,991,751)	(5,033,876)	(4,950,857)	(5,217,431)	(4,337,126)	(5,447,672)	(5,582,272)	(5,683,558)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,225,000)	(917,069)	(732,540)	(898,172)	(851,753)	(870,795)	(807,809)	(827,807)	(848,301)	(869,304)	(890,827)	(912,885)
Net Cash provided (or used in) Operating Activities	5,727,000	4,529,880	4,951,147	4,833,719	5,151,388	5,414,250	5,867,288	5,923,155	7,133,402	6,360,388	6,573,890	6,831,604
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	175,100	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	287,570	100,902	218,327	169,978	120,228	122,651	125,122	127,643	130,215	132,839	135,516
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,149,015)	(3,935,140)	(3,678,172)	(3,633,655)	(5,442,969)	(6,633,900)	(1,937,385)	(1,354,999)	(1,489,999)	(1,504,816)	(1,494,703)
Deferred Debtors & Advances Made	-	-	(2,000,000)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,398,345)	(5,834,238)	(3,459,845)	(3,463,677)	(5,322,741)	(6,511,249)	(1,812,263)	(1,227,356)	(1,359,784)	(1,371,977)	(1,359,187)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	5,727,000	131,535	(883,091)	1,373,874	1,687,711	91,509	(643,961)	4,110,892	5,906,046	5,000,604	5,201,913	5,472,417
plus: Cash, Cash Equivalents & Investments-beginning of year	19,094,000	24,821,000	24,952,535	24,069,444	25,443,318	27,131,028	27,222,537	26,578,577	30,689,469	36,595,515	41,596,119	46,798,032
Cash & Cash Equivalents - end of the year	24,821,000	24,952,535	24,069,444	25,443,318	27,131,028	27,222,537	26,578,577	30,689,469	36,595,515	41,596,119	46,798,032	52,270,449
Balance of Sec 64 Water Reserve	4,097,804	4,480,404	3,505,179	2,544,065	1,651,273	2,270,017	1,400,518	2,042,998	2,697,685	3,364,811	4,044,613	4,737,331
Balance of Unrestricted Cash	20,723,196	20,472,131	20,564,265	22,899,253	25,479,755	24,952,520	25,178,059	28,646,471	33,897,830	38,231,308	42,753,419	47,533,118
Less Depreciation & Amortisation	2,460,000	2,298,549	2,459,694	2,502,739	2,546,537	2,591,101	2,636,445	2,682,583	2,729,528	2,777,295	2,825,898	2,875,351
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,267,000	2,231,331	2,491,453	2,330,980	2,604,851	2,823,149	3,230,843	3,240,572	4,403,874	3,583,093	3,747,992	3,956,253

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - SEWER FUND	Actual	Revised Budget	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,088,000	7,919,653	8,556,229	8,824,755	9,101,863	9,387,255	9,681,497	9,984,863	10,297,635	10,620,105	10,952,573	11,292,546
User Charges & Fees	1,034,000	683,130	740,060	763,002	786,655	811,041	836,183	862,105	888,830	916,384	944,792	974,081
Interest & Investment Revenue Received	206,000	195,500	195,000	195,000	195,000	195,000	185,000	185,000	185,000	185,000	185,000	185,000
Grants & Contributions	1,507,000	346,545	474,375	482,133	490,037	498,092	506,299	514,662	523,183	531,866	540,713	551,393
Other	54,000	24,829	20,422	20,547	20,676	20,809	20,946	21,087	21,233	21,382	21,538	21,823
Payments:												
Employee Benefits & On-Costs	(2,071,000)	(1,896,957)	(1,952,168)	(2,001,424)	(2,052,416)	(2,106,151)	(2,163,444)	(2,222,340)	(2,285,108)	(2,351,981)	(2,420,860)	(2,493,486)
Materials & Contracts	(2,295,000)	(2,767,363)	(2,686,373)	(2,780,709)	(2,885,713)	(2,934,783)	(2,957,489)	(3,005,759)	(2,958,689)	(3,073,470)	(3,283,936)	(3,232,973)
Borrowing Costs	(1,264,000)	(1,213,972)	(1,149,782)	(1,071,964)	(994,048)	(913,325)	(822,482)	(726,156)	(624,523)	(510,727)	(391,874)	(263,595)
Other	(537,000)	(683,176)	(512,530)	(672,774)	(620,836)	(634,222)	(565,442)	(579,504)	(593,915)	(608,685)	(623,823)	(639,338)
Net Cash provided (or used in) Operating Activities	4,722,000	2,608,189	3,685,233	3,758,564	4,041,218	4,323,716	4,721,069	5,033,958	5,453,646	5,729,874	5,924,123	6,395,451
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	13,000	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,153,424)	(1,071,688)	(3,553,986)	(1,717,877)	(2,239,332)	(644,881)	(605,474)	(761,169)	(735,974)	(727,834)	(729,749)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,140,424)	(1,071,688)	(3,553,986)	(1,717,877)	(2,239,332)	(644,881)	(605,474)	(761,169)	(735,974)	(727,834)	(729,749)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(904,852)	(969,812)	(1,050,928)	(1,130,831)	(1,211,554)	(1,302,396)	(1,398,722)	(1,500,355)	(1,614,151)	(1,733,004)	(1,828,536)
Net Cash Flow provided (used in) Financing Activities	-	(904,852)	(969,812)	(1,050,928)	(1,130,831)	(1,211,554)	(1,302,396)	(1,398,722)	(1,500,355)	(1,614,151)	(1,733,004)	(1,828,536)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,722,000	(437,087)	1,643,733	(846,350)	1,192,510	872,830	2,773,792	3,029,762	3,192,122	3,379,749	3,463,285	3,837,166
plus: Cash, Cash Equivalents & Investments-beginning of year	4,478,000	9,200,000	8,762,913	10,406,646	9,560,296	10,752,806	11,625,637	14,399,428	17,429,191	20,621,313	24,001,062	27,464,347
Cash & Cash Equivalents - end of the year	9,200,000	8,762,913	10,406,646	9,560,296	10,752,806	11,625,637	14,399,428	17,429,191	20,621,313	24,001,062	27,464,347	31,301,512
Balance of Sec 64 Sewer Reserve	2,232,916	2,501,066	2,910,941	2,678,604	2,604,202	2,137,887	2,579,812	3,030,133	3,489,010	3,956,606	4,433,086	4,918,619
Balance of Unrestricted Cash	6,967,084	6,261,847	7,495,705	6,881,692	8,148,604	9,487,750	11,819,616	14,399,058	17,132,303	20,044,456	23,031,261	26,382,893
Debt Service Ratio	0.12	0.25	0.22	0.22	0.21	0.20	0.20	0.19	0.19	0.18	0.17	0.17
Less Depreciation & Amortisation	2,347,000	2,292,311	2,347,124	2,388,199	2,429,992	2,472,517	2,515,786	2,559,812	2,604,609	2,650,190	2,696,568	2,743,758
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,375,000	315,878	1,338,109	1,370,366	1,611,226	1,851,199	2,205,283	2,474,146	2,849,037	3,079,684	3,227,555	3,651,693

Griffith City Council - Long Term Infrastructure Plan
10 Year Capital Works Program
General Fund

Item	Ranking/ Priority	Department	Linkage to Delivery Program/ Community Strategic Plan	Project	Comments	Year 1 Funding				Project Total	1	2	3	4	5	6	7	8	9	10	
						General Purpose Revenue	Grants/ Contributions	Reserves	Loans		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
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	7,960				92,661	7,960	8,239	8,527	8,825	9,134	9,454	9,785	10,127	10,127	10,482	
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	102,975				593,625	102,975		110,308		118,165		126,581		135,597		
3	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	
4	2	Fleet	8.1.12	Plant Replacement Program - General (Net)	Needed to maintain service level, fund from general purpose revenue	262,050		500,000		13,638,290	762,050	1,739,650	1,029,400	1,731,600	1,296,100	1,176,800	2,058,400	1,575,200	1,208,900	1,060,190	
5	3	Fleet	8.1.12	Depot Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	270,000				1,715,130	270,000	590,000	330,000	345,130	30,000	30,000	30,000	30,000	30,000	30,000	
6	3	Fleet	8.1.12	Relocation & Upgrade of 2 Emulsion Tanks-Depot	Needed to maintain service level, fund from general purpose revenue	167,250	24,750			192,000	192,000										
7	3	Fleet	8.1.12	Parks & Gardens/Works Office & Sheds Development-Depot	Needed to maintain service level, fund from several reserves	0		1,500,000		1,500,000	1,500,000										
8	2	Aquatic Facilities	4.4.1	GRALC Redevelopment	Needed to improve service level, fund from external loan 50% & Grant 50%	0	3,500,000		3,000,000	6,500,000	6,500,000										
9	3	Aquatic Facilities	4.4.2	Aquatic Facility Asset Maintenance (Capital)	Needed to maintain service level, fund from Facilities Reserve	0		118,500		484,500	118,500	11,500	103,500	27,000	90,000	7,000	42,500	12,500	42,000	30,000	
10	3	Aquatic Facilities	4.4.2	Aquatic Facility Equipment Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	104,000				672,000	104,000	96,500	48,000	71,500	45,000	114,500	19,000	113,500	41,500	18,500	
11	5	Aquatic Facilities	4.4.2	GRALC CCTV Upgrade	Needed to maintain service level, fund from general purpose revenue	19,160				19,160	19,160										
12	2	Parks & Gardens	5.3.1	West End Sports Precinct	Needed to maintain service level, fund from grant, loan, contributions & Section 7.12	0	10,250,000	800,000		16,050,000	11,050,000	5,000,000									
13	2	Parks & Gardens	5.2.1	Playground Equipment Replacement - General	Needed to maintain service level, fund from Section 7.12 Contribution	0				875,023		154,000	80,000	82,400	85,284	88,269	91,358	94,556	97,865	101,291	
14	2	Parks & Gardens	5.2.1	Playground Equipment Replacement - City Park	Needed to maintain service level, fund from Section 7.12 Contribution	0		86,800		131,700	86,800	44,900									
15	2	Parks & Gardens	5.2.1	Irrigation System Installation - Replacements/Upgrades	Needed to maintain service level, fund from general purpose revenue	26,340				309,005	26,340	27,262	28,216	29,204	30,226	31,284	32,379	33,512	34,685	35,899	
16	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	
17	2	Parks & Gardens	5.3.1	Refurbish Sporting Ovals	Needed to maintain service level, fund from Parks & Gardens Infrastructure Reserve	0				227,730		39,500	42,320		45,330		48,560			52,020	
18	5	Parks & Gardens	5.2.1	New Community Stage - Community Gardens & New Toilet Block - City Park (Carryover from 2019/20)	Lower priority but necessary in medium / longer term, fund from SCCF Grant	0	489,000			489,000	489,000										
19	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	0				300,000		300,000									
20	5	Parks & Gardens	8.3.1	New Rose Garden - Additional Scope	Lower priority but necessary in medium / longer term, fund from grant	0				300,000		300,000									
21	3	Parks & Gardens	5.2.4	Upgrade Jubilee Park Amenities (Carryover form 2019/20)	Needed to maintain service level, fund from general purpose revenue, SCCF grant & section 7.12 Contribution	0	558,260	441,740		1,000,000	1,000,000										
22	5	Parks & Gardens	5.2.4	Additional Amenities Option-Jubilee Park	Needed to maintain service level, fund from section 7.12 Contribution	0				300,000		300,000									
23	2	Roads & Bridges	8.2.3	Blackspot Works - 1:1 RMS	50% funded from RMS, priority safety projects with 50% contribution from R2R	0				400,000										400,000	
24	2	Roads & Bridges	8.2.3	Rural Unsealed - Specified Maintenance	Partially funded from FAGS grant road component & general purpose revenue	1,243,950				14,480,540	1,243,950	1,287,488	1,332,550	1,379,189	1,427,461	1,477,422	1,529,132	1,582,651	1,582,651	1,638,044	
25	2	Roads & Bridges	8.2.3	Reseals Urban	Partially funded from FAGS grant road component & general purpose revenue	438,660				5,106,342	438,660	454,013	469,904	486,350	503,372	520,990	539,225	558,098	558,098	577,631	
26	2	Roads & Bridges	8.2.3	Reseals Rural	Partially funded from FAGS grant road component & general purpose revenue	886,485				10,319,372	886,485	917,512	949,625	982,862	1,017,262	1,052,866	1,089,716	1,127,856	1,127,856	1,167,331	
27	2	Roads & Bridges	4.2.1	Traffic Safety Projects - RMS	RMS funded (50%) + GCC (50%)	0				500,000		100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
28	3	Roads & Bridges	8.2.3	Kerb & Gutter Renewal	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				484,974		109,032		116,798		125,116		134,028			
29	3	Roads & Bridges	8.2.3	Guard Rail Construction	Needed to maintain service level, fund from general purpose revenue	0				500,000		100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
30	4	Roads & Bridges	8.2.1	Jones Road Causeway Widening & Road Upgrade	Funded from grant & R2R, seen as a priority road maintenance issue	0	1,500,000			1,913,700	1,500,000	413,700									
31	3	Roads & Bridges	8.2.3	Road Rehabilitations	Funded from R2R, seen as a priority road maintenance issue	0				5,668,685			400,000	521,607	824,513	824,513	824,513	824,513	824,513	624,513	824,513
32	3	Roads & Bridges	8.2.3	Road Resealing Program	Funded from R2R, seen as a priority road maintenance issue	0				0											
33	3	Roads & Bridges	8.2.1	Walla Ave/Bromley Rd/Kidman Way Southern Bypass (Industrial Link)	Funded from Fixing Country Roads Grant & R2R & general purpose revenue	0	1,207,337			2,207,337	1,207,337	1,000,000									
34	3	Roads & Bridges	8.2.1	Rectify Illegal Earthworks by Previous Landholder-Walla Ave	Needed to improve service level, fund from R2R	0				878,957		878,957									
35	4	Roads & Bridges	8.2.1	Construct Roundabout - Murrumbidgee Avenue/Thorne Road	Funded from Safe Roads NSW (SFNSW) Grant	0	250,000			1,600,000	250,000	1,350,000									
36	3	Roads & Bridges	8.2.3	Upgrade CBD Roads - Roads/Kerb & Gutter/Drainage	Needed to improve service level, fund from Loan & Major Projects reserve	0		2,000,000		4,000,000	2,000,000	2,000,000									
37	3	City Strategy	2.3.4	Griffith CBD Strategy	Needed to improve service level, fund from Loan & Major Projects reserve	0		250,000		2,250,000	250,000	250,000	1,750,000								
38	4	Roads & Bridges	8.2.3	Seal Boorga Road - From New Farms Rd to Dickie Rd (Carryover form 2019/20)	Needed to improve service level, fund from grant, contribution & R2R	0	3,398,900			7,352,200	3,398,900	3,398,900	554,400								
39	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										
40	3	Roads & Bridges	8.2.3	Citrus Road Upgrade (Farms 9, 10 & 11)	Needed to maintain service level, fund from R2R	0	240,000			360,000	240,000	120,000									
41	4	Cultural Services	4.6.1	Griffith Youth & Community Centre (GYCC)-Carryover form 2019/20	Needed to improve service level, fund from grant	0	2,920,000	730,000		3,650,000	3,650,000										
42	4	Cultural Services	4.6.1	New Car Park-Griffith Youth & Community Centre (GYCC)	Needed to improve service level, fund from general purpose revenue	250,000				250,000	250,000										
43	4	Cultural Services	4.6.1	Western Riverina Country Universities Centre-Addition to Griffith Youth & Community Centre	Needed to improve service level, fund from general purpose revenue & grant	440,000	440,000			880,000	880,000										
44	6	Other Community Services	4.3.1	New Christmas Trees/Decorations - Griffith & Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue & Grant (Community Project Funding)	40,000				40,000	40,000										
45	3	Civil Infrastructure & Asset Management	8.1.09	Drone Replacement	Needed to maintain service level, fund from general purpose revenue	6,000				13,126	6,000				7,126						
46	3	City Strategy	2.3.4	Lake Wyangan Environmental Strategy Implementation	Needed to improve service level, fund from Internal Loan from Water Fund	0			2,000,000	2,000,000	2,000,000										
47	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				
48	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			
49	3	Street Lighting	10.2.2	Additional Lights - General	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	26,340				309,005	26,340	27,262	28,216	29,204	30,226	31,284	32,379	33,512	34,685	35,899	
50	2	Works Management	8.2.3	Miscellaneous Capital Works Replacement Items	Needed to maintain service level, fund from general purpose revenue	13,040				151,796	13,040	13,496	13,969	14,458	14,964	15,487	16,029	16,591	16,591	17,171	
51	3	Governance	8.1.17	Governance Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	0				415,600		166,200	30,000	20,000	13,000	81,400	30,000	30,000	15,000	30,000	
52	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									

53	3	Library	4.4.6	Library Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	171,500				555,520	171,500	165,000	13,900	17,300	63,600	29,820	18,100	13,000	6,300	57,000	
54	3	Library	10.4.1	70kW Solar System - Library Building	Needed to maintain service level, fund from general purpose revenue	0				70,000			70,000								
55	3	IT Services	3.1.13	Annual PC Replacement/Renewal Program	Needed to maintain service level, fund from general purpose revenue	118,835				1,363,065	118,835	122,400	126,072	129,854	133,750	137,763	141,895	146,152	150,537	155,806	
56	3	IT Services	3.1.13	Servers & Network Upgrades	Needed to maintain service level, fund from general purpose revenue	17,900				205,331	17,900	18,438	18,992	19,561	20,148	20,753	21,375	22,016	22,677	23,471	
57	3	IT Services	3.1.13	iPad Hardware Replacement	Needed to maintain service level, fund from general purpose revenue	10,300				118,143	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,504	
58	3	IT Services	3.1.13	Replace CCTV Systems - Servers & Cameras	Needed to maintain service level, fund from general purpose revenue	30,000				404,000	30,000	40,000	60,000	35,000	32,000	75,000	52,000	60,000	10,000	10,000	
59	3	Saleyards	8.1.11	Concrete Construction - Sheep Yard & Pavement Areas	Expenditure required to enable continued service provision, fund from fees and charges generated	0				445,670		77,330	40,700	42,130	43,600	45,125	46,700	48,335	50,000	51,750	
60	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	0				156,075		27,070	14,250	14,750	15,270	15,800	16,355	16,925	17,520	18,135	
61	3	Saleyards	8.1.11	Refurbish Sheep Loading Ramps	Needed to maintain service level, fund from general purpose revenue	45,000				135,000	45,000	45,000	45,000								
62	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	100,000		
63	3	Theatre	4.5.2	Theatre Asset Maintenance (Capital)	Needed to maintain service level, fund from Building Reserve & grant (2020/21 only)	0	75,000	155,000		1,114,350	230,000	57,000	37,630	399,600	15,120		375,000				
64	3	Stadium	5.3.4	Stadium Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	10,000				248,100	10,000	162,600	12,000	12,300	10,000	13,200	13,000	15,000			
65	3	Pioneer Park Museum	8.1.23	Pioneer Park Museum Buildings Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	12,000				156,000	12,000	35,000	22,000	29,500	10,500	14,000	33,000	0	0	0	
66	3	Aerodrome	8.1.15	Terminal Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	66,100				238,425	66,100	11,475	11,900	12,300	13,000	58,000	26,650	13,000	13,000	13,000	
67	3	Aerodrome	8.1.15	Renew Kangaroo Fencing	Needed to maintain service level, fund from general purpose revenue	300,000				300,000	300,000										
68	3	Animal Control	3.1.07	Pound Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	25,000				40,000	25,000	15,000									
69	3	Visitors Centre	8.1.23	Visitors Centre Building Asset Maintenance (Capital)	Needed to maintain service level, fund from general purpose revenue	56,000				141,000	56,000	69,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
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	13,000				43,000	13,000	20,000			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	Other Community Services	4.2.2	Replace "Alcohol Free Zone" Signs	Needed to maintain service level, fund from general purpose revenue	3,700				13,000	3,700				4,300				5,000		
73	3	Parking Areas	8.2.3	Reseal Car Parks	Lower priority but necessary in medium / longer term, fund from general purpose revenue	52,700				303,674	52,700		56,424		60,443		64,748		69,359		
74	3	Parking Areas	8.2.3	Construct New Carpark - Jubilee Park (Cutler Ave Griffith)	Needed to maintain service level, fund from general purpose revenue	90,000				250,000	90,000		160,000								
75	2	Parking Areas	8.2.3	Construct 53 Railway Street Carpark (Griffith)	Needed to maintain service level, fund from general purpose revenue	0				420,000						420,000					
76	2	Parking Areas	8.2.3	Construct 59 Railway Street Carpark (Griffith)	Needed to maintain service level, fund from general purpose revenue	0				465,000			465,000								
77	3	Footpaths & Cycleways	2.3.2	PAMP Implementation	Needed to maintain or improve accessibility service level, fund 50% from general purpose revenue / 50% RMS	13,170	13,170			292,342	26,340	27,258	28,212	29,200	30,222	30,222	30,222	30,222	30,222	30,222	
78	3	Footpaths & Cycleways	2.3.2	Cycleways (Reseals & New Paths)	Lower priority but necessary in medium / longer term, fund from general purpose revenue (50%) & RMS (50%)	60,980	60,980			1,430,768	121,960	126,230	130,648	135,221	139,952	144,851	149,920	155,168	160,598	166,219	
79	3	Footpaths & Cycleways	8.2.3	CBD Paving Replacement	Lower priority but necessary in medium / longer term, fund from general purpose revenue	57,380				673,147	57,380	59,388	61,467	63,618	65,845	68,149	70,535	73,003	75,559	78,203	
80	4	Urban Stormwater	8.1.17	Yoogali Levee	Needed to maintain service level, fund from Urban Stormwater Management Reserve (33.4%) & DPIE Grant (66.6%)	0	400,000	200,000		1,800,000	600,000	1,200,000									
81	4	Urban Stormwater	8.1.17	Hanwood Stormwater Pump & Levee	Needed to maintain service level, fund from general purpose revenue (33.4%) & DPIE Grant (66.6%)	0				1,500,000		900,000	600,000								
82	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		65,840		766,452	65,840	68,144	70,530	73,000	75,556	78,200	80,937	83,770	83,770	86,702	
83	4	General	8.1.17	Allocation of Wages/Salaries to Capital Works	Allocation of current staff to capital projects	55,350				627,475	55,350	56,789	58,294	59,868	61,544	63,267	65,102	67,055	69,067	71,139	
Total						5,563,125	25,377,397	6,847,880	5,000,000												

Total Capital	127,979,276	42,788,402	24,546,843	9,646,031	7,132,584	6,713,479	7,021,602	7,957,526	7,187,959	7,780,746	7,204,103
Infrastructure Backlog	9,528,605	4,875,725	3,304,650	572,100	372,130	120,000	37,000	72,500	42,500	72,000	60,000
Improved LOS	21,451,086	15,526,225	2,652,666	2,360,332	92,357	95,593	307,876	100,246	102,695	105,234	107,861
Growth Works	21,844,439	10,366,477	7,358,461	935,259	176,436	297,275	391,879	311,326	187,711	976,023	843,592
Asset Renewals	75,155,145	12,019,975	11,231,066	5,778,340	6,491,661	6,200,611	6,284,846	7,473,454	6,855,053	6,627,488	6,192,650
Total	127,979,276	42,788,402	24,546,843	9,646,031	7,132,584	6,713,479	7,021,602	7,957,526	7,187,959	7,780,746	7,204,103

Summary		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Capital Expenditure	127,979,276	42,788,402	24,546,843	9,646,031	7,132,584	6,713,479	7,021,602	7,957,526	7,187,959	7,780,746	7,204,103
New Capital Grant/Contribution Income	43,784,619	25,377,397	9,430,801	1,739,005	886,317	994,600	937,049	1,314,584	942,208	1,214,923	947,734
New Loans	5,000,000	5,000,000									
Funded by Rates, Fees & Charges or FAGS	59,825,993	5,563,125	6,693,829	5,823,045	5,664,267	5,407,589	5,911,083	6,379,586	6,054,925	6,290,167	6,038,376
Funded by existing Grants/Loans already accounted for	11,971,740	3,221,740	7,250,000	1,500,000							
Funded from existing Reserves	7,396,924	3,626,140	1,172,213	583,980	582,000	311,290	173,469	263,356	190,826	275,656	217,993
Funded by Asset/Land Sales	0										
Total Capital Spend Funded	127,979,276	42,788,402	24,546,843	9,646,031	7,132,584	6,713,479	7,021,602	7,957,526	7,187,959	7,780,746	7,204,103

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

Current Year Capital Item Requests Not Considered Further Due To Lack Of Funding					Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
84	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									
85	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									
86	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									
87	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									
88	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									
89	3	Council Chambers	8.1.17	Extensions To Outdoor Patio Area-Administration Building (near Finance Department)	Needed to maintain service level, fund from general purpose revenue				300,000	300,000									
90	6	Airport	8.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue				360,000	360,000									
Total									1,012,455	0	0	0	0	0	0	0	0	0	0
Total Capital Items Not Part of Original 2020/21 Capex Budget										1,012,455	1,012,455	0							

Longer Term Capital Items Not Considered Further Due To Lack Of Funding					Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
91	5	Fleet		Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue				90,000	90,000										
92	5	Fleet		Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue				30,000	30,000										
93	5	Fleet		Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue				22,000	22,000										
94	5	City Strategy		Investigation of Options for Short Stay Accommodation	Lower priority but necessary in medium / longer term, fund from general purpose revenue				100,000	100,000										
95	5	Street Lighting		Upgrade Streetlighting in Benerembah St	Lower priority but necessary in medium / longer term, fund from general purpose revenue				50,000	50,000										
96	5	IT Services		CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue				60,000	60,000										
97	5	Fleet		2 x New Boom Gates-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue				8,000	8,000										
98	6	Public Cemeteries		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				TBA	TBA										
99	6	Pioneer Park Museum		New Signage	Lower priority but necessary in medium / longer term, fund from general purpose revenue				6,000	6,000										
100	3	Parks & Gardens		New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue				250,000	250,000										
101	3	Parks & Gardens		Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue				390,265	390,265										
102	6	Parks & Gardens		City Entrance Improvement Strategy	Lower priority but necessary in medium / longer term, possible funding from major projects fund				100,000	100,000										
103	6	Parks & Gardens		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				TBA	TBA										
104	3	Pioneer Park Museum		Sewer Connection-Extension	Lower priority but necessary in medium / longer term, fund from general purpose revenue & PRMF Grant		175,000		85,000	260,000										
105	6	Economic Development		Installation of Wi-Fi in the CBD	Lower priority but necessary in medium / longer term, fund from general purpose revenue				33,000	33,000										
106	3	Urban Stormwater		Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue				30,000	30,000										
107	3	Urban Stormwater		Rae Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue				120,000	120,000										
108	5	Public Cemeteries		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										
109	5	Art Gallery		Installation of Storage Space-Shipping Container	Lower priority but necessary in medium / longer term, fund from general purpose revenue				5,000	5,000										
110	5	Art Gallery		Display Cases-National Contemporary Jewellery Collection	Lower priority but necessary in medium / longer term, fund from general purpose revenue				28,000	28,000										
111	5	Urban Stormwater		Urban Drainage Problems ("Nuisance Flooding")	Priority to be determined but necessary in medium / longer term, fund from Urban Stormwater Management Reserve once Yambill Street loan repayment is completed in 2019/20				263,360	3,065,715	263,360	272,578	282,118	291,992	302,212	312,789	323,737	335,067	335,067	346,795
112	6	Roads & Bridges		Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available				121,551	1,511,320	121,551	127,628	134,010	140,710	147,746	155,133	162,889	171,034	171,034	179,586
113	6	Economic Development		Signage Strategy Renewal	Lower priority but necessary in medium / longer term, fund from general purpose revenue				36,000	66,000	36,000		15,000		15,000					
114	3	Theatre		Elevated Work Platform	Needed to maintain service level, fund from general purpose revenue				35,631	35,631										
115	5	Urban Stormwater		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						
116	5	Urban Stormwater		Urban Drainage Problems Yenda Stage 2, 3A, 3B, 3C, 4, 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue				613,000	2,398,000	613,000	633,000	776,000	376,000						
117	5	Urban Stormwater		Urban Drainage Problems Yoogali Stage 2, 3, 4, 5, 6	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue				421,000	749,000	421,000	328,000								
118	5	Urban Stormwater		Urban Drainage Problems Hanwood Stage 1A, 1B, 1C, 2, 3, 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue				910,000	2,200,000	910,000	600,000	450,000	240,000						
119	5	City Strategy		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									6,196,583	175,000	0	0	0	0	0	0	0	0	0	
Total Capital Items Not Considered Further Due To Lack Of Funding										16,182,302	6,371,583	3,342,890	2,052,170	1,457,571	464,957	467,922	486,626	506,101	506,101	526,380

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		50 Metre Outdoor Pool	Refer item 8	6,500,000
B	Public Cemeteries		New Lawn Cemetery-Rifle Range Road	Refer item 3	1,500,000
C	City Strategy		Central Business District Upgrade & Carpark	Refer items 36, 37	6,250,000
D	Parks & Gardens		City Entrances Improvement Works	Refer item 102	100,000
E	Roads & Bridges		Southern Section Of Industrial Link Road	Refer item 33, 34, 35	4,686,294
F	Parks & Gardens		Multi Purpose Sports Facility-Secondary Education Option	Refer item 12	16,050,000
	Parks & Gardens		Multi Purpose Sports Facility-Showground Redevelopment (Crown Reserve)	Not in existing 10 Year Capex Program	-
G	City Strategy		Cultural Precincts-War Memorial, Pioneer Park, Clock Building, Art Gallery & Library	Refer item 119	2,000,000
H	City Strategy		Lake Wyangan-Walk/Cycle Track & Need for Other Upgraded Facilities	Refer revised capital expenditure budget in 2020/21. Part of ledger account 035122.0224.100	400,000
I	City Strategy		Hermits Cave Development	Not in existing 10 Year Capex Program	-
J	Parks & Gardens		Multi Purpose Community Facilities	Refer items 18, 41, 42, 43	5,269,000
K	Library		Installation of Solar Energy for Council Owned Buildings & Facilities	Refer item 54	70,000
L	Footpaths & Cycleways		Aged Care Facilities-Need for Public Pathways & Cycleways for Residents & Visitors	Refer items 77, 78, 79	2,396,257
M	City Strategy		Council Funding For Community Based Improvement Priorities	Not in existing 10 Year Capex Program	-
N	City Strategy		Affordable Housing Options	Refer to operating budget in 2018/19 & 2019/20. Ledger account 054117.0111.100	55,000
O	Roads & Bridges		Road Network Maintenance	Grant application lodged & being assessed by RMS. Not in existing 10 Year Capex Program	-

**10 Year Capital Works Program
Waste Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works			Year 1 Funding														
			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
										2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Plant																				
1	Plant Replacement Program - Waste (Net)	10.3.1			100%	245,000				3,696,500	245,000	570,000	111,000	480,000	490,000	111,000	43,500	545,000	356,000	745,000
Griffith																				
2	Widening and Re-Seal of Main Landfill Access Rd	10.3.1		100%		0			500,000	500,000	500,000									
3	Sealing of 453 Meters of Internal Road	10.3.1		100%		0				205,000		205,000								
4	Construction of EPA Compliant Bio Solids Pad	10.3.1		100%		0			350,000	350,000	350,000									
5	Pond	10.3.1		100%		0			450,000	450,000	450,000									
6	Landscaping Landfill Workshop/Tea Room Site	10.3.1	70%	30%		20,000				20,000	20,000									
7	Upgrading Landfill Workshop Shed Doors	10.3.1	40%	60%		30,000				30,000	30,000									
8	New Landfill Engineering & Restoration	10.3.1	20%	80%		200,000				200,000	200,000									
9	Existing Landfill Restoration	10.3.1		100%		60,000				60,000	60,000									
10	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
11	Open Quarry Pit 101	10.3.1		100%		0				400,000				400,000						
12	New Landfill Cell Construction	10.3.1		100%		0				2,700,000			200,000							2,500,000
13	Construct Outbound Weighbridge	10.3.3	100%			0				250,000					250,000					
14	Bin Replacements 240L Residential	10.3.3		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
15	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	12,500	12,500
16	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
17	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
18	Waste Sundry Tools	10.3.1	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
19	Signs	10.3.1	40%		60%	10,000				30,000	10,000		5,000		5,000		5,000			5,000
			Total Capital			840,000	0	1,300,000	0	12,241,500	2,140,000	1,100,000	436,000	1,010,000	1,215,000	691,000	368,500	875,000	681,000	3,725,000

Improved LOS	368,000	74,000	4,000	4,000	6,000	4,000	256,000	4,000	6,000	4,000	6,000	4,000	6,000
Growth Works	7,514,000	1,750,500	461,500	256,500	456,500	656,500	256,500	256,500	256,500	256,500	256,500	2,906,500	
Renewals	4,359,500	315,500	634,500	175,500	547,500	554,500	178,500	108,000	612,500	420,500	812,500		
Total	12,241,500	2,140,000	1,100,000	436,000	1,010,000	1,215,000	691,000	368,500	875,000	681,000	3,725,000		

Summary

Total Capital Expenditure	12,241,500	2,140,000	1,100,000	436,000	1,010,000	1,215,000	691,000	368,500	875,000	681,000	3,725,000
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	3,800,000	1,300,000	0	0	0	0	0	0	0	0	2,500,000
Funded by Rates, Fees & Charges	8,441,500	840,000	1,100,000	436,000	1,010,000	1,215,000	691,000	368,500	875,000	681,000	1,225,000
Total Capital Spend funded	12,241,500	2,140,000	1,100,000	436,000	1,010,000	1,215,000	691,000	368,500	875,000	681,000	3,725,000

**10 Year Capital Works Programme
Water Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works			Year 1 Funding					1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Griffith WTP																				
1	Upgrade (Elec/Mech/Civil) Griffith W.T.P	8.1.1	40%		60%	50,000					100,000	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					0									
4	Upgrade Sand Filters & Water T/Plant	8.1.1	50%		50%	0			1,500,000		4,500,000	1,500,000	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%	500,000					500,000	500,000								
7	New 15 ML Storage (Scenic Hill)	8.1.1		100%		0					4,000,000			4,000,000						
Yenda																				
8	Upgrade (Elec/Mech) Yenda W.T.P	8.1.1	25%	25%	50%	50,000					50,000									
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	300,000	100,000	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
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
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
Water Meter Etc Renewals																				
14	New Water Meters-Purchases	8.1.1	50%	50%		100,000					720,000	100,000	100,000	100,000	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
16	Backflows-Purchases	8.1.1	50%	50%							265,000	65,000	65,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Backflows-Installation	8.1.1	50%	50%		30,000					160,000	30,000	30,000	30,000	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
20	Miscellaneous New/Replacement Mains	8.1.1	100%			0					180,000		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%		300,000					1,940,000	300,000	570,000	570,000		500,000				
Miscellaneous																				
22	Scada/Telemetry System	8.1.1	40%	30%	30%	30,000					120,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
23	Capital Salaries	8.1.1	20%	50%	30%	63,140					722,238	63,140	65,422	67,155	68,969	70,900	72,885	74,999	77,249	79,566
24	Plant Replacement Program - Water (Net)	8.1.1			100%	312,000					2,694,000	312,000	155,750	69,000	324,000	213,000	302,000	230,000	362,750	362,750
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
26	Additional Unforeseen Capital Requirements	8.1.1	20%	30%	50%	50,000					540,000	50,000	50,000	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
28	Chlorine Probes Replace	8.1.1	50%		50%	0					37,500			12,500		12,500				12,500
Total Capital						2,370,140	0	1,500,000	0	31,105,738	3,935,140	3,678,172	3,633,655	5,442,969	6,633,900	1,937,385	1,354,999	1,489,999	1,504,816	1,494,703

Improved LOS	5,299,198	957,128	957,084	944,681	131,294	1,631,680	138,327	132,500	132,950	139,663	133,891
Growth Works	12,334,119	575,570	828,211	980,578	4,203,985	4,204,950	705,943	207,000	208,125	209,283	210,477
Renewals	13,472,421	2,402,442	1,892,877	1,708,397	1,107,691	797,270	1,093,116	1,015,500	1,148,925	1,155,870	1,150,336
Total	31,105,738	3,935,140	3,678,172	3,633,655	5,442,969	6,633,900	1,937,385	1,354,999	1,489,999	1,504,816	1,494,703

Summary

Total Capital Expenditure	31,105,738	3,935,140	3,678,172	3,633,655	5,442,969	6,633,900	1,937,385	1,354,999	1,489,999	1,504,816	1,494,703
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
Grants/ Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	6,117,000	1,560,000	1,557,000	1,500,000	0	1,500,000	0	0	0	0	0
Funded by Rates, Fees & Charges	24,988,738	2,375,140	2,121,172	2,133,655	5,442,969	5,133,900	1,937,385	1,354,999	1,489,999	1,504,816	1,494,703
Total Capital Spend funded	31,105,738	3,935,140	3,678,172	3,633,655	5,442,969	6,633,900	1,937,385	1,354,999	1,489,999	1,504,816	1,494,703

**10 Year Capital Works Programme
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	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Griffith																					
1	Griffith WRP Membrane Replacement	-		100%	0					1,900,000		1,900,000									
2	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	30,000
3	Griffith WRP - Various, landscaping	8.1.2	50%		20,000					120,000	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4	Upgrade of Pump Stations (Civil & Electrical)	8.1.2		100%	100,000					370,000	100,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
New Pump Stations																					
5	Pump Station G21 (Murrumbidgee Av)	8.1.2		100%	0					350,000		350,000									
6	Pump Station (Farm 12 Collina)	8.1.2		100%	0					450,000			450,000								
7	Pump Station G32 (South of GWRP)	8.1.2		100%	0					500,000			500,000								
Yenda																					
8	Yenda Sewage Treatment Plant	8.1.2		100%	0					40,000		10,000		10,000		10,000			10,000		
Lake Wyangan																					
9	New Rising Main (G7 To GWRP)	8.1.4		100%	0					900,000				900,000							
10	Trunk Reticulation	8.1.4		100%	0					300,000		300,000									
Sewer Renewals & New Sewers																					
11	Renewals of Gravity Sewers	8.1.2		100%	100,000					1,700,000	100,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
12	Renewals of Rising Mains	8.1.2		100%	600,000					2,850,000	600,000	600,000	600,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous																					
13	Upgrade SCADA & Telemetry Systems	8.1.1	80%		10,000					140,000	10,000	10,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
14	Plant Replacement Program - Sewer (Net)	8.1.2		100%	86,000					1,448,500	86,000	66,500	259,000	309,000	73,000	22,000	186,000	149,000	149,000	149,000	149,000
15	Purchase Low Pressure Grinder Pumps	8.1.2		100%	0					90,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Miscellaneous - Capital	8.1.2	80%		50,000					500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
17	Capital Salaries	8.1.2	20%	60%	50,688					579,464	50,688	52,486	53,877	55,332	56,881	58,474	60,169	61,974	63,834	65,749	
18	Sundry Tools	8.1.2	40%	20%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
19	Investigation & Forward Planning	8.1.2	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	10,000
Total Capital					1,071,688	0	0	0	0	12,787,964	1,071,688	3,553,986	1,717,877	2,239,332	644,881	605,474	761,169	735,974	727,834	729,749	

Improved LOS	797,893	79,138	79,497	106,775	75,066	75,376	75,695	76,034	76,395	76,767	77,150
Growth Works	2,967,678	33,413	694,492	545,326	1,396,199	47,129	48,084	49,101	50,184	51,300	52,449
Renewals	9,022,393	959,138	2,779,997	1,065,775	768,066	522,376	481,695	636,034	609,395	599,767	600,150
Total	12,787,964	1,071,688	3,553,986	1,717,877	2,239,332	644,881	605,474	761,169	735,974	727,834	729,749

Summary

Total Capital Expenditure	12,787,964	1,071,688	3,553,986	1,717,877	2,239,332	644,881	605,474	761,169	735,974	727,834	729,749
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
Grants/ Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	2,050,000	0	650,000	500,000	900,000	0	0	0	0	0	0
Funded by Rates, Fees & Charges	10,737,964	1,071,688	2,903,986	1,217,877	1,339,332	644,881	605,474	761,169	735,974	727,834	729,749
Total Capital Spend funded	12,787,964	1,071,688	3,553,986	1,717,877	2,239,332	644,881	605,474	761,169	735,974	727,834	729,749