



# **Warrumbungle Shire Council**

## **Operational Plan and Delivery Program**

**2020/21 – 2023/24**

**Part 2**





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## **Part 2: Council’s Operational Plan & Delivery Program**

### **2.1. 2020/21 Budget and Delivery Program Highlights**

#### **Introduction**

Council’s *Long Term Financial Plan*, the 2012/13 *TCorp Financial Sustainability of the New South Wales Local Government Sector* and *Fit for the Future Report* has identified many financial challenges faced by Warrumbungle Shire Council and other similar sized rural Councils. The TCorp Report which is an independent review of Council’s finances deemed Council’s financial sustainability rating to be “weak” and outlook to be “negative”. It is clear from these documents, one developed internally by Council staff, and the other two by an external agency that Council faces many challenges ahead.

Although Council has continued to make considerable progress in addressing its long term financial position, the fact remains that there are external influences outside Council’s control that impact on Council’s financial position. These include:

- The fact that Warrumbungle Shire Council is a sparsely populated rural local government area (LGA) with a large transport infrastructure network and no corresponding economies of scale;
- An ageing but stable population;
- Cost shifting by other levels of government;
- Difficulties recruiting and retaining staff in a competitive market;
- Revenue constraints such as rate pegging; and
- Council’s reliance on grant funding.
- Possible extension to freezing of Federal Assistance Grants (FAGS) by the Commonwealth.

It is under these constraints and considerations that the 2020/21 Operational Plan (budget) and 2020/21 -2023/24 Delivery Programs have both been prepared.

## Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- Operating deficit before capital grants for 2020/21 is \$2.55m;
- An unrestricted cash budget deficit of \$1.4m in the 2020/21 financial year ;
- A combined unrestricted cash deficit of \$5.1m over the four years of the Delivery Program, and Council's cash at bank will decrease by \$0.5m (\$9.3m to \$8.8m) by the end of 2020/21;
- An ambitious capital program over the four years of \$54m;

Despite the continuing challenges that Council faces, Council's four year Delivery Program seeks to achieve the following major capital works:

- RFS Enhancements and vehicles - \$4.8m
- Operating Plant replacement of \$7.2m;
- Resheeting and resealing of local sealed roads - \$7.28m;
- Regional Roads rehabilitation and resealing - \$7.74m;
- Town Streets - \$2.57m;
- Warrumbungle Water - \$7.1m;
- Warrumbungle Sewer - \$12.3m

The capital deliverables above are in addition to Council's normal operations which include:

Transport services including the management, and maintenance of over 2,600 km of roads, 128 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;

Aged care, child care and youth related services, including Warrumbungle Community Care, Yuluwirri Kids and Connect Five supported play groups;

The management, and maintenance of a range of buildings and structures from town halls, playgrounds, community facilities, and meeting rooms, to aerodromes all of which provide valuable services to the community;

General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycle ways and planting of trees;

Promotion of economic development and tourism within the Shire;

Provision of water, sewerage and waste services to the residents of the Shire;

Town planning, regulatory services, town beautification and environmental management;

Emergency services;

Library services;

Road safety programs;

Management of Public Cemeteries;

Provision of ovals and other sport and recreation facilities including pools and parks;

Health, environmental and emergency bush fire services.

## Fit for the Future

The Fit For the Future (FFF) initiative was implemented by the NSW State Government through their Office of Local Government (OLG) to ensure the long term sustainability of all local government councils. The initiative required councils to demonstrate that their operations fulfilled a number of requirements or to demonstrate how they would change operations to meet those requirements. Failure to do so could see the Council enter administration or be amalgamated.

The Warrumbungle Shire Council was deemed FFF in December 2016 with a plan focusing on sustainability through incremental improvements.

With the goal of Council to provide the Warrumbungle community greater benefits in an efficient, effective and sustainable manner, Council sees the FFF process as a perfect opportunity (and sounding board) in moving forward and further improving Council's financial performance and position. Council's strategy to remain FFF is based on a plan of continuing vigilance over external and internal factors such as:

- Operational efficiencies
- Service levels and requirements
- Productivity
- Outsourcing
- Economies of scale
- Review of Fees and Charges

To this end Council has implemented a process whereby "Improvement Action Plan" (IAPs) documents are prepared, reviewed and considered by Council prior to being recommended for implementation. Where appropriate, some of these IAPs have already been incorporated directly into the budget, while others maybe separately identified as further FFF adjustments due to the difficulty in allocating certain savings to the relevant area at this point in time.

Unfortunately, the deterioration in local government funding environment most recently due to lessening Grant Funding (due to higher competition, the growing need for co contribution and reduced availability) which means that Council must now cut harder, faster and seek new revenue to improve its financial performance going forward.

## 2.2 Income Statement (2021/22 – 2023/24)

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	13,989	14,351	14,722	15,102
User Charges and Fees	4,903	5,027	5,155	5,286
Interest & Investment Revenue	491	516	534	558
Other Revenues	1,300	1,333	1,366	1,400
Grants & Contributions (Operational)	14,802	15,253	15,719	16,201
Grants & Contributions (Capital)	5,040	8,607	3,085	1,908
Gains/(Losses) from Disposal of Assets	220	221	221	222
Net Share in JVs	-	-	-	-
<b>Total Income From Continuing Operations</b>	<b>40,745</b>	<b>45,308</b>	<b>40,802</b>	<b>40,677</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	15,143	15,564	15,995	16,438
Borrowing Costs	163	116	69	33
Materials & Contracts	6,136	6,095	5,930	6,120
Depreciation & Impairment	11,501	11,674	11,849	12,027
Other Expenses	5,313	5,559	5,569	5,778
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	-	-	-	-
<b>Total Expenditure From Continuing Operations</b>	<b>38,256</b>	<b>39,008</b>	<b>39,412</b>	<b>40,396</b>
<b>Net Operating Result for the Year</b>	<b>2,489</b>	<b>6,300</b>	<b>1,390</b>	<b>281</b>
<b>Net Operating Result before Capital Grant &amp; Contributions</b>	<b>(2,551)</b>	<b>(2,307)</b>	<b>(1,695)</b>	<b>(1,627)</b>



## 2.3 2020/21 Operational Plan (Budget Numbers)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
<b>General Revenue</b>							
Rates Revenue	8,390,359	-	-	8,390,359	-	-	8,390,359
Interest Revenue	280,000	-	-	280,000	-	-	280,000
General Grants	7,553,824	-	-	7,553,824	-	-	7,553,824
<b>Total General Revenue</b>	<b>16,224,182</b>	<b>-</b>	<b>-</b>	<b>16,224,182</b>	<b>-</b>	<b>-</b>	<b>16,224,182</b>
<b>Executive</b>							
<b>General Manager</b>							
Management And Leadership	167,202	(1,421,963)	-	(1,254,761)	-	-	(1,254,761)
Governance	66,700	(347,021)	-	(280,321)	-	-	(280,321)
HR Management	181,178	(498,342)	-	(317,164)	-	-	(317,164)
Payroll Services	-	(22,475)	-	(22,475)	-	-	(22,475)
WH&S And Risk Management	113,694	(225,636)	-	(111,942)	-	-	(111,942)
Learning And Development Services	89,653	(529,300)	-	(439,647)	-	-	(439,647)
<b>Total Executive</b>	<b>618,427</b>	<b>(3,044,737)</b>	<b>-</b>	<b>(2,426,310)</b>	<b>-</b>	<b>-</b>	<b>(2,426,310)</b>
<b>Technical Services</b>							
<b>Technical Services Management</b>	-	(400,568)	-	(400,568)	-	-	(400,568)
<b>Total Technical Services Management</b>	-	<b>(400,568)</b>	-	<b>(400,568)</b>	-	-	<b>(400,568)</b>
<b>Design Services</b>							
Design Services Management	-	(48,872)	-	(48,872)	-	-	(48,872)
Emergency Services Management	-	(133,640)	-	(133,640)	-	-	(133,640)
Survey Investigation And Design	-	(123,122)	(41,000)	(164,122)	-	-	(164,122)
Asset Management	-	(129,822)	-	(129,822)	-	-	(129,822)
NSW Fire Brigade	-	(55,000)	-	(55,000)	-	-	(55,000)
Road Safety Officer	111,722	(175,290)	-	(63,568)	-	-	(63,568)
<b>Total Design Services</b>	<b>111,722</b>	<b>(665,746)</b>	<b>(41,000)</b>	<b>(595,024)</b>	<b>-</b>	<b>-</b>	<b>(595,024)</b>

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
<b>Road Operations</b>							
Road Operations Management	116,873	(316,190)	-	(199,317)	-	-	(199,317)
Regional Roads M&R	3,579,000	(1,593,700)	(1,985,300)	-	(60,867)	(60,867)	-
Local Roads M&R	1,352,803	(2,387,492)	(1,436,000)	(2,470,689)	(583,732)	-	(3,054,421)
Aerodromes	6,000	(133,013)	(35,000)	(162,013)	-	-	(162,013)
RMCC And Other Road Contracts	1,000,000	(950,000)	-	50,000	-	-	50,000
Private Works	65,500	(65,500)	-	-	-	-	-
<b>Total Road Operations</b>	<b>6,120,176</b>	<b>(5,445,895)</b>	<b>(3,456,300)</b>	<b>(2,782,019)</b>	<b>(644,599)</b>	<b>(60,867)</b>	<b>(3,365,751)</b>
<b>Fleet Services</b>							
Fleet Services Management	60,000	(358,803)	-	(298,803)	-	(298,803)	-
Plant And Equipment	6,286,000	(2,457,272)	(2,415,000)	1,413,728	-	1,413,728	-
Depots	-	(165,848)	-	(165,848)	-	(165,848)	-
Workshops	-	(60,739)	-	(60,739)	-	(60,739)	-
<b>Total Fleet Services</b>	<b>6,346,000</b>	<b>(3,042,662)</b>	<b>(2,415,000)</b>	<b>888,338</b>	<b>-</b>	<b>888,338</b>	<b>-</b>
<b>Property And Risk</b>							
Property And Risk	746,391	(1,439,392)	(25,000)	(718,001)	(398,344)	-	(1,116,345)
Cemetery Services	100,000	(188,311)	(10,000)	(98,311)	-	-	(98,311)
Medical Facilities	60,000	(42,950)	-	17,050	-	-	17,050
Public Halls	47,000	(235,712)	(50,000)	(238,712)	-	-	(238,712)
<b>Total Property And Risk</b>	<b>953,391</b>	<b>(1,906,365)</b>	<b>(85,000)</b>	<b>(1,037,974)</b>	<b>(398,344)</b>	<b>-</b>	<b>(1,436,318)</b>
<b>Urban Services</b>							
Urban Services Management	6,900	(215,612)	-	(208,712)	-	-	(208,712)
Horticulture	-	(589,486)	(110,000)	(699,486)	-	-	(699,486)
Street Cleaning	-	(289,500)	-	(289,500)	-	-	(289,500)
Public Amenities	-	(291,107)	-	(291,107)	-	-	(291,107)
Ovals	20,000	(403,133)	(71,000)	(454,133)	-	-	(454,133)
Town Streets	35,000	(593,023)	(771,600)	(1,329,623)	-	-	(1,329,623)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Public Swimming Pools	120,000	(706,820)	(220,000)	(806,820)	-	-	(806,820)
<b>Total Urban Services</b>	<b>181,900</b>	<b>(3,088,681)</b>	<b>(1,172,600)</b>	<b>(4,079,381)</b>	-	-	<b>(4,079,381)</b>
<b>Total Tech Services</b>	<b>13,713,189</b>	<b>(14,549,918)</b>	<b>(7,169,900)</b>	<b>(8,006,629)</b>	<b>(1,042,943)</b>	<b>827,471</b>	<b>(9,877,043)</b>
<b>Development Services</b>							
<b>Development Services Management</b>							
Development Services Management	15,519	(515,273)	-	(499,754)	-	-	(499,754)
Building Control	62,347	(187,023)	-	(124,676)	-	-	(124,676)
Environmental Health Services	16,153	(94,683)	-	(78,530)	-	-	(78,530)
Town Planning	87,517	(277,927)	(40,000)	(230,410)	-	-	(230,410)
<b>Total Development Services Management</b>	<b>181,536</b>	<b>(1,074,906)</b>	<b>(40,000)</b>	<b>(933,370)</b>	-	-	<b>(933,370)</b>
<b>Regulatory Services</b>							
Compliance Services	49,390	(385,710)	(60,000)	(396,320)	-	-	(396,320)
Noxious Weeds	-	(120,000)	-	(120,000)	-	-	(120,000)
<b>Total Regulatory Services</b>	<b>49,390</b>	<b>(505,710)</b>	<b>(60,000)</b>	<b>(516,320)</b>	-	-	<b>(516,320)</b>
<b>Development And Tourism</b>							
Tourism And Development Services	79,470	(513,899)	(85,000)	(519,429)	-	-	(519,429)
Tourism And Economic Promotion	-	(148,422)	-	(148,422)	-	-	(148,422)
<b>Total Development And Tourism</b>	<b>79,470</b>	<b>(662,321)</b>	<b>(85,000)</b>	<b>(667,851)</b>	-	-	<b>(667,851)</b>
<b>Total Development Services</b>	<b>310,396</b>	<b>(2,242,937)</b>	<b>(185,000)</b>	<b>(2,117,541)</b>	-	-	<b>(2,117,541)</b>
<b>Corporate And Community Services</b>							
<b>Corporate Services</b>							
Corporate Services Management	89,087	(334,276)	-	(245,189)	-	-	(234,044)
Administration Services	480,688	(821,274)	-	(340,586)	-	-	(340,586)
Finance	878,630	(1,514,669)	-	(636,039)	-	-	(636,039)
Communications And IT	857,846	(1,057,942)	(37,500)	(237,596)	-	-	(237,596)
Supply Services	5,000	(305,995)	-	(300,995)	-	-	(300,995)
<b>Total Corporate Services</b>	<b>2,311,251</b>	<b>(4,034,156)</b>	<b>(37,500)</b>	<b>(1,760,405)</b>	-	-	<b>(1,749,260)</b>
<b>Corporate and Comm. Services Other</b>							
Bushfire And Emergency Services	1,629,624	(979,624)	(1,200,000)	(550,000)	-	-	(550,000)
<b>Total Corporate And Comm. Services</b>	<b>1,629,624</b>	<b>(979,624)</b>	<b>(1,200,000)</b>	<b>(550,000)</b>	-	-	<b>(550,000)</b>
<b>Children's And Community Services</b>							
Children's And Community Services Management	-	(110,036)	-	(110,036)	-	-	(110,036)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Connect 5	188,659	(188,545)	(10,000)	(9,886)	-	(9,886)	-
Youth Related Services	108,492	(115,616)	-	(7,124)	-	(7,124)	-
OOSH	81,471	(81,879)	-	(408)	-	(408)	-
Libraries	90,000	(724,996)	-	(634,996)	-	-	(634,996)
Community Development	-	(150,000)	-	(150,000)	-	-	(150,000)
Community Transport	399,058	(404,099)	(30,000)	(35,041)	-	(35,041)	-
Multiservice Outlet	849,478	(849,318)	(15,000)	(14,840)	-	(14,840)	-
Yuluwirri Kids	1,485,015	(1,484,693)	(20,000)	(19,678)	-	(19,678)	-
<b>Total Children's And Community Services</b>	<b>3,202,173</b>	<b>(4,109,182)</b>	<b>(75,000)</b>	<b>(982,009)</b>	-	<b>(86,977)</b>	<b>(895,032)</b>
<b>Total Corporate And Comm. Services</b>	<b>7,143,048</b>	<b>(9,122,962)</b>	<b>(1,312,500)</b>	<b>(3,292,414)</b>	-	<b>(86,977)</b>	<b>(3,205,437)</b>
<b>Total General Fund</b>	<b>38,009,242</b>	<b>(28,960,554)</b>	<b>(8,667,400)</b>	<b>381,289</b>	<b>(1,042,943)</b>	<b>740,494</b>	<b>(1,402,148)</b>
<b>Warrumbungle Water</b>	<b>5,157,019</b>	<b>(2,557,563)</b>	<b>(2,212,250)</b>	<b>387,205</b>	<b>(90,837)</b>	<b>296,368</b>	<b>-</b>
<b>Warrumbungle Sewer</b>	<b>4,012,600</b>	<b>(1,287,765)</b>	<b>(3,161,695)</b>	<b>(436,860)</b>	<b>181,007</b>	<b>(255,853)</b>	<b>-</b>
<b>Warrumbungle Waste</b>	<b>2,731,085</b>	<b>(2,533,044)</b>	<b>(60,000)</b>	<b>138,041</b>	<b>-</b>	<b>138,041</b>	<b>-</b>
<b>Total Warrumbungle Shire Council</b>	<b>49,909,946</b>	<b>(35,338,926)</b>	<b>(14,101,345)</b>	<b>469,675</b>	<b>(952,773)</b>	<b>919,050</b>	<b>(1,402,148)</b>

## 2.4 2020/21 to 2023/24 Delivery Program (DP Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
<b>2020/21</b>								
General Revenue	16,224,182	-	-	16,224,182	-	16,224,182	-	<b>16,224,182</b>
Executive	618,427	(3,044,737)	-	(2,426,310)	-	(2,426,310)	-	<b>(2,426,310)</b>
Technical Services	13,713,189	(14,549,918)	(7,169,900)	(8,006,629)	(1,042,943)	(9,049,572)	827,471	<b>(9,877,043)</b>
Development Services	310,396	(2,242,937)	(185,000)	(2,117,541)	-	(2,117,541)	-	<b>(2,117,541)</b>
Corporate Services	7,143,048	(9,122,962)	(1,312,500)	(3,292,414)	-	(3,292,414)	(86,977)	<b>(3,205,437)</b>
<b>Total General Fund</b>	<b>38,009,242</b>	<b>(28,960,554)</b>	<b>(8,667,400)</b>	<b>381,289</b>	<b>(1,042,943)</b>	<b>(661,655)</b>	<b>740,494</b>	<b>(1,402,148)</b>
Warrumbungle Water	5,157,019	(2,557,563)	(2,212,250)	387,205	(90,837)	296,368	296,368	-
Warrumbungle Sewer	4,012,600	(1,287,765)	(3,161,695)	(436,860)	181,007	(255,853)	(255,853)	-
Warrumbungle Waste	2,731,085	(2,533,044)	(60,000)	138,041	-	138,041	138,041	-
<b>Total BAC Fund</b>	<b>11,900,704</b>	<b>(6,378,373)</b>	<b>(5,433,945)</b>	<b>88,386</b>	<b>90,170</b>	<b>178,556</b>	<b>178,556</b>	-
<b>Total WSC 2020/21</b>	<b>49,909,946</b>	<b>(35,338,926)</b>	<b>(14,101,345)</b>	<b>469,675</b>	<b>(952,773)</b>	<b>(483,098)</b>	<b>919,050</b>	<b>(1,402,148)</b>

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
<b>2021/22</b>								
General Revenue	16,750,052	-	-	16,750,052	-	16,750,052	-	<b>16,750,052</b>
Executive	633,888	(3,058,813)	-	(2,424,925)	-	(2,424,925)	-	<b>(2,304,925)</b>
Technical Services	13,842,227	(14,865,139)	(8,769,100)	(9,792,012)	(1,084,658)	(10,876,671)	788,603	<b>(11,665,274)</b>
Development Services	318,156	(2,295,559)	(50,000)	(2,027,403)	-	(2,027,403)	-	<b>(2,027,403)</b>
Corporate Services	7,291,261	(9,327,410)	(1,307,000)	(3,343,149)	-	(3,343,149)	(102,612)	<b>(3,240,538)</b>
<b>Total General Fund</b>	<b>38,835,583</b>	<b>(29,546,921)</b>	<b>(10,126,100)</b>	<b>(837,438)</b>	<b>(1,084,658)</b>	<b>(1,922,096)</b>	<b>685,992</b>	<b>(2,608,088)</b>
Warrumbungle Water	6,292,042	(2,616,158)	(3,294,840)	381,045	(95,442)	285,603	285,603	-
Warrumbungle Sewer	6,695,249	(1,319,895)	(6,721,039)	(1,345,684)	181,007	(1,164,677)	(1,164,677)	-
Warrumbungle Waste	2,799,239	(2,585,323)	(20,000)	193,916	-	193,916	193,916	-
<b>Total BAC Fund</b>	<b>15,786,530</b>	<b>(6,521,375)</b>	<b>(10,035,879)</b>	<b>(770,724)</b>	<b>85,565</b>	<b>(685,158)</b>	<b>(685,158)</b>	-
<b>Total WSC 2021/22</b>	<b>54,622,113</b>	<b>(36,068,296)</b>	<b>(20,161,979)</b>	<b>(1,608,162)</b>	<b>(999,093)</b>	<b>(2,607,255)</b>	<b>833</b>	<b>(2,608,088)</b>

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
<b>2022/23</b>								
General Revenue	17,293,762	-	-	17,293,762	-	17,293,762	-	<b>17,293,762</b>
Executive	649,735	(2,695,940)	-	(2,046,205)	-	(2,046,205)	-	<b>(2,046,205)</b>
Technical Services	14,041,422	(15,193,108)	(6,754,300)	(7,905,986)	(985,848)	(8,891,835)	2,129,041	<b>(11,020,875)</b>
Development Services	326,110	(2,349,496)	(10,000)	(2,033,386)	-	(2,033,386)	-	<b>(2,033,386)</b>
Corporate Services	7,443,177	(9,536,969)	(1,379,334)	(3,473,126)	-	(3,473,126)	(118,556)	<b>(3,354,571)</b>
<b>Total General Fund</b>	<b>39,754,205</b>	<b>(29,775,512)</b>	<b>(8,143,634)</b>	<b>1,835,059</b>	<b>(985,848)</b>	<b>849,210</b>	<b>2,010,485</b>	<b>(1,161,275)</b>
Warrumbungle Water	4,231,658	(2,676,147)	(392,003)	1,163,507	(100,230)	1,063,277	1,063,277	-
Warrumbungle Sewer	3,418,665	(1,352,828)	(1,864,000)	201,838	191,736	393,574	393,574	-
Warrumbungle Waste	2,869,093	(2,649,908)	(20,000)	199,185	-	199,185	199,185	-
<b>Total BAC Fund</b>	<b>10,519,416</b>	<b>(6,678,883)</b>	<b>(2,276,003)</b>	<b>1,564,529</b>	<b>91,506</b>	<b>1,656,035</b>	<b>1,656,035</b>	-
<b>Total WSC 2022/23</b>	<b>50,273,620</b>	<b>(36,454,395)</b>	<b>(10,419,637)</b>	<b>3,399,588</b>	<b>(894,342)</b>	<b>2,505,246</b>	<b>3,666,520</b>	<b>(1,161,275)</b>

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
<b>2023/24</b>								
General Revenue	17,855,945	-	-	17,855,945	-	17,855,945	-	<b>17,855,945</b>
Executive	665,978	(2,881,403)	-	(2,215,425)	-	(2,215,425)	-	<b>(2,215,425)</b>
Technical Services	14,244,314	(15,554,030)	(6,524,700)	(7,834,417)	(470,301)	(8,304,718)	1,798,700	<b>(10,103,418)</b>
Development Services	334,263	(2,404,780)	(10,000)	(2,080,517)	-	(2,080,517)	-	<b>(2,080,517)</b>
Corporate Services	7,598,888	(9,751,766)	(1,482,000)	(3,634,878)	-	(3,634,878)	(249,807)	<b>(3,385,071)</b>
<b>Total General Fund</b>	<b>40,699,387</b>	<b>(30,591,980)</b>	<b>(8,016,700)</b>	<b>2,090,707</b>	<b>(470,301)</b>	<b>1,620,406</b>	<b>1,548,893</b>	<b>71,514</b>
Warrumbungle Water	4,352,166	(2,734,273)	(1,169,208)	448,685	(79,425)	369,259	369,259	-
Warrumbungle Sewer	2,324,236	(1,386,583)	(597,500)	340,153	-	340,153	340,153	-
Warrumbungle Waste	2,940,690	(2,716,108)	(20,000)	204,582	-	204,582	204,582	-
<b>Total BAC Fund</b>	<b>9,617,092</b>	<b>(6,836,965)</b>	<b>(1,786,708)</b>	<b>993,419</b>	<b>(79,425)</b>	<b>913,994</b>	<b>913,994</b>	<b>-</b>
<b>Total WSC 2023/24</b>	<b>50,316,479</b>	<b>(37,428,944)</b>	<b>(9,803,408)</b>	<b>3,084,127</b>	<b>(549,727)</b>	<b>2,534,400</b>	<b>2,462,886</b>	<b>71,514</b>



## 2.5 Revenue (Function View)

Description	Income from Council Activities			
	2020/21 OP	2021/22	2022/23	2023/24
<b>General Revenue</b>				
Rates Revenue	8,390,359	8,608,408	8,832,124	9,061,654
Interest Revenue	280,000	287,000	294,175	301,529
General Grants	7,553,824	7,854,644	8,167,463	8,492,761
<b>Total General Revenue</b>	<b>16,224,182</b>	<b>16,750,052</b>	<b>17,293,762</b>	<b>17,855,945</b>
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	167,202	171,382	175,667	180,058
Governance	66,700	68,368	70,077	71,829
HR Management	181,178	185,707	190,350	195,109
Payroll Services	-	-	-	-
WH&S And Risk Management	113,694	116,536	119,450	122,436
Learning And Development Services	89,653	91,894	94,192	96,546
<b>Total Executive</b>	<b>618,427</b>	<b>633,888</b>	<b>649,735</b>	<b>665,978</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>				
<b>Total Technical Services Management</b>	-	-	-	-
<b>Design Services</b>				
Design Services Management	-	-	-	-
Emergency Services Management	-	-	-	-
Survey Investigation And Design	-	-	-	-
Asset Management	-	-	-	-
NSW Fire Brigade	-	-	-	-
Road Safety Officer	111,722	114,515	117,378	120,312
<b>Total Design Services</b>	<b>111,712</b>	<b>114,515</b>	<b>117,378</b>	<b>120,312</b>
<b>Road Operations</b>				
Road Operations Management	116,873	119,795	122,790	125,859
Regional Roads M&R	3,579,000	3,549,708	3,587,621	3,626,421
Local Roads M&R	1,352,803	1,364,599	1,376,477	1,388,238
Aerodromes	6,000	6,150	6,304	6,461
RMCC And Other Road Contracts	1,000,000	1,025,000	1,050,625	1,076,891
Private Works	65,500	67,138	68,816	70,536
<b>Total Road Operations</b>	<b>6,120,176</b>	<b>6,132,389</b>	<b>6,212,632</b>	<b>6,294,407</b>

Description	Income from Council Activities			
	2020/21 OP	2021/22	2022/23	2023/24
<b>Fleet Services</b>				
Fleet Services Management	60,000	61,500	63,038	64,613
Plant And Equipment	6,286,000	6,370,150	6,455,609	6,542,397
Depots	-	-	-	-
Workshops	-	-	-	-
<b>Total Fleet Services</b>	<b>6,346,000</b>	<b>6,431,650</b>	<b>6,518,646</b>	<b>6,607,010</b>
<b>Property And Risk</b>				
Property And Risk	746,391	765,051	784,177	803,781
Cemetery Services	100,000	102,500	105,063	107,689
Medical Facilities	60,000	61,500	63,038	64,613
Public Halls	47,000	48,175	49,379	50,614
<b>Total Property And Risk</b>	<b>953,391</b>	<b>977,226</b>	<b>1,001,656</b>	<b>1,026,698</b>
<b>Urban Services</b>				
Urban Services Management	6,900	7,073	7,249	7,431
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	20,000	20,500	21,013	21,538
Town Streets	35,000	35,875	36,772	37,691
Public Swimming Pools	120,000	123,000	126,075	129,227
<b>Total Urban Services</b>	<b>181,900</b>	<b>186,448</b>	<b>191,109</b>	<b>195,886</b>
<b>Total Tech Services</b>	<b>13,713,189</b>	<b>13,842,227</b>	<b>14,041,422</b>	<b>14,244,314</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	15,519	15,907	16,305	16,712
Building Control	62,347	63,906	65,503	67,141
Environmental Health Services	16,153	16,557	16,971	17,395
Town Planning	87,517	89,705	91,948	94,246
<b>Total Development Services Management</b>	<b>181,536</b>	<b>186,074</b>	<b>190,726</b>	<b>195,494</b>
<b>Regulatory Services</b>				
Compliance Services	49,390	50,625	51,890	53,188
Noxious Weeds	-	-	-	-
<b>Total Regulatory Services</b>	<b>49,390</b>	<b>50,625</b>	<b>51,890</b>	<b>53,188</b>

Description	Income from Council Activities			
	2020/21 OP	2021/22	2022/23	2023/24
<b>Development And Tourism</b>				
Tourism And Development Services	79,470	81,457	83,493	85,580
Tourism And Economic Promotion	-	-	-	-
<b>Total Development And Tourism</b>	79,470	81,457	83,493	85,580
<b>Total Development Services</b>	<b>310,396</b>	<b>318,156</b>	<b>326,110</b>	<b>334,263</b>
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	89,087	91,314	93,597	95,937
Administration Services	480,688	492,705	505,023	517,648
Finance	878,630	900,596	923,111	946,188
Communications And IT	857,846	879,292	901,274	923,806
Supply Services	5,000	5,125	5,253	5,384
<b>Total Corporate Services</b>	<b>2,311,251</b>	<b>2,369,032</b>	<b>2,428,258</b>	<b>2,488,965</b>
<b>Corporate and Comm. Services Other</b>				
Bushfire And Emergency Services	1,629,624	1,640,001	1,650,635	1,661,533
<b>Total Corporate And Comm. Services</b>	<b>1,629,624</b>	<b>1,640,001</b>	<b>1,650,635</b>	<b>1,661,533</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	-	-	-	-
Connect 5	188,659	193,375	198,210	203,165
Youth Related Services	108,492	111,204	113,984	116,834
OOSH	81,471	83,508	85,595	87,735
Libraries	90,000	92,250	94,556	96,920
Community Development	-	-	-	-
Community Transport	399,058	409,034	419,260	429,742
Multiservice Outlet	849,478	870,715	892,483	914,795
Yuluwirri Kids	1,485,015	1,522,140	1,560,194	1,599,199
<b>Total Children's And Community Services</b>	<b>3,202,173</b>	<b>3,282,227</b>	<b>3,364,283</b>	<b>3,448,390</b>
<b>Total Corporate And Comm. Services</b>	<b>7,143,048</b>	<b>7,291,261</b>	<b>7,443,177</b>	<b>7,598,888</b>
<b>Total General Fund</b>	<b>38,009,242</b>	<b>38,835,583</b>	<b>39,754,205</b>	<b>40,699,387</b>
<b>Warrumbungle Water</b>	5,157,019	6,292,042	4,231,658	4,352,166
<b>Warrumbungle Sewer</b>	4,012,600	6,695,249	3,418,665	2,324,236
<b>Warrumbungle Waste</b>	2,731,085	2,799,239	2,869,093	2,940,690
<b>Total Warrumbungle Shire Council</b>	<b>49,909,946</b>	<b>54,622,113</b>	<b>50,273,620</b>	<b>50,316,479</b>

## 2.6 Expenditure (Function View)

Description	Expense from Council Activities			
	2020/21 OP	2021/22	2022/23	2023/24
<b>General Revenue</b>				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
<b>Total General Revenue</b>	-	-	-	-
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	(1,421,963)	(1,233,676)	(905,733)	(928,342)
Governance	(347,021)	(474,322)	(361,805)	(444,475)
HR Management	(498,342)	(510,767)	(523,502)	(536,556)
Payroll Services	(22,475)	(66,256)	(111,780)	(159,100)
WH&S And Risk Management	(225,636)	(231,263)	(237,031)	(242,943)
Learning And Development Services	(529,300)	(542,529)	(556,089)	(569,988)
<b>Total Executive</b>	<b>(3,044,737)</b>	<b>(3,058,813)</b>	<b>(2,695,940)</b>	<b>(2,881,403)</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>	(400,568)	(410,562)	(420,806)	(431,306)
<b>Total Technical Services Management</b>	(400,568)	(410,562)	(420,806)	(431,306)
<b>Design Services</b>				
Design Services Management	(48,872)	(50,084)	(51,326)	(52,599)
Emergency Services Management	(133,640)	(135,974)	(138,365)	(140,817)
Survey Investigation And Design	(123,122)	(126,178)	(129,309)	(132,520)
Asset Management	(129,822)	(133,068)	(136,394)	(139,804)
NSW Fire Brigade	(55,000)	(55,000)	(55,000)	(55,000)
Road Safety Officer	(175,290)	(179,664)	(184,148)	(188,744)
<b>Total Design Services</b>	<b>(665,746)</b>	<b>(679,967)</b>	<b>(694,543)</b>	<b>(709,483)</b>
<b>Road Operations</b>				
Road Operations Management	(316,190)	(323,845)	(331,691)	(339,733)
Regional Roads M&R	(1,593,700)	(1,630,708)	(1,668,621)	(1,707,422)
Local Roads M&R	(2,387,492)	(2,417,343)	(2,448,222)	(2,492,568)
Aerodromes	(133,013)	(136,338)	(139,747)	(143,240)
RMCC And Other Road Contracts	(950,000)	(973,750)	(998,094)	(1,023,046)
Private Works	(65,500)	(67,138)	(68,816)	(70,536)
<b>Total Road Operations</b>	<b>(5,445,895)</b>	<b>(5,549,121)</b>	<b>(5,655,190)</b>	<b>(5,776,546)</b>

	Expense from Council Activities			
Description	2020/21 OP	2021/22	2022/23	2023/24
<b>Fleet Services</b>				
Fleet Services Management	(358,803)	(367,748)	(376,917)	(386,315)
Plant And Equipment	(2,457,272)	(2,514,874)	(2,574,077)	(2,634,935)
Depots	(165,848)	(169,804)	(173,857)	(178,008)
Workshops	(60,739)	(62,232)	(63,763)	(65,332)
<b>Total Fleet Services</b>	<b>(3,042,662)</b>	<b>(3,114,659)</b>	<b>(3,188,614)</b>	<b>(3,264,590)</b>
<b>Property And Risk</b>				
Property And Risk	(1,439,392)	(1,467,581)	(1,500,934)	(1,547,085)
Cemetery Services	(188,311)	(193,005)	(197,817)	(202,748)
Medical Facilities	(42,950)	(43,997)	(45,070)	(46,170)
Public Halls	(235,712)	(241,531)	(247,495)	(253,607)
<b>Total Property And Risk</b>	<b>(1,906,365)</b>	<b>(1,946,115)</b>	<b>(1,991,316)</b>	<b>(2,049,611)</b>
<b>Urban Services</b>				
Urban Services Management	(215,612)	(220,802)	(226,122)	(231,575)
Horticulture	(589,486)	(603,866)	(618,600)	(633,697)
Street Cleaning	(289,500)	(296,738)	(304,156)	(311,760)
Public Amenities	(291,107)	(298,385)	(305,844)	(313,490)
Ovals	(403,133)	(413,096)	(423,307)	(433,772)
Town Streets	(593,023)	(607,849)	(623,046)	(638,623)
Public Swimming Pools	(706,820)	(723,981)	(741,563)	(759,577)
<b>Total Urban Services</b>	<b>(3,088,681)</b>	<b>(3,164,716)</b>	<b>(3,242,638)</b>	<b>(3,322,494)</b>
<b>Total Tech Services</b>	<b>(14,549,918)</b>	<b>(14,865,139)</b>	<b>(15,193,108)</b>	<b>(15,554,030)</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	(515,273)	(528,133)	(541,314)	(554,825)
Building Control	(187,023)	(191,688)	(196,469)	(201,369)
Environmental Health Services	(94,683)	(96,783)	(98,935)	(101,141)
Town Planning	(277,927)	(284,861)	(291,969)	(299,255)
<b>Total Development Services Management</b>	<b>(1,074,906)</b>	<b>(1,101,465)</b>	<b>(1,128,687)</b>	<b>(1,156,590)</b>
<b>Regulatory Services</b>				
Compliance Services	(385,710)	(395,285)	(405,100)	(415,160)
Noxious Weeds	(120,000)	(120,000)	(120,000)	(120,000)
<b>Total Regulatory Services</b>	<b>(505,710)</b>	<b>(515,285)</b>	<b>(525,100)</b>	<b>(535,160)</b>
<b>Development And Tourism</b>				
Tourism And Development Services	(513,899)	(526,689)	(539,798)	(553,235)
Tourism And Economic Promotion	(148,422)	(152,120)	(155,911)	(159,796)
<b>Total Development And Tourism</b>	<b>(662,321)</b>	<b>(678,809)</b>	<b>(695,709)</b>	<b>(713,030)</b>
<b>Total Development Services</b>	<b>(2,242,937)</b>	<b>(2,295,559)</b>	<b>(2,349,496)</b>	<b>(2,404,780)</b>

	Expense from Council Activities			
Description	2020/21 OP	2021/22	2022/23	2023/24
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	(334,276)	(342,508)	(350,946)	(359,594)
Administration Services	(821,274)	(841,768)	(862,774)	(884,305)
Finance	(1,514,669)	(1,551,828)	(1,589,905)	(1,628,923)
Communications And IT	(1,057,942)	(1,084,317)	(1,111,350)	(1,139,060)
Supply Services	(305,995)	(313,601)	(321,397)	(329,387)
<b>Total Corporate Services</b>	<b>(4,034,156)</b>	<b>(4,134,020)</b>	<b>(4,236,371)</b>	<b>(4,341,270)</b>
<b>Corporate and Comm. Services Other</b>				
Bushfire And Emergency Services	(979,624)	(1,003,751)	(1,028,479)	(1,053,823)
<b>Total Corporate And Comm. Services</b>	<b>(979,624)</b>	<b>(1,003,751)</b>	<b>(1,028,479)</b>	<b>(1,053,823)</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	(110,036)	(112,129)	(114,274)	(116,473)
Connect 5	(188,545)	(193,253)	(198,080)	(203,028)
Youth Related Services	(115,616)	(118,494)	(121,444)	(124,468)
OOSH	(81,879)	(83,918)	(86,008)	(88,150)
Libraries	(724,996)	(726,921)	(728,896)	(730,924)
Community Development	(150,000)	(150,000)	(150,000)	(150,000)
Community Transport	(404,099)	(414,132)	(424,424)	(434,982)
Multiservice Outlet	(849,318)	(869,005)	(889,183)	(909,866)
Yuluwirri Kids	(1,484,693)	(1,521,788)	(1,559,810)	(1,598,784)
<b>Total Children's And Community Services</b>	<b>(4,109,182)</b>	<b>(4,189,639)</b>	<b>(4,272,119)</b>	<b>(4,356,674)</b>
<b>Total Corporate And Comm. Services</b>	<b>(9,122,962)</b>	<b>(9,327,410)</b>	<b>(9,536,969)</b>	<b>(9,751,766)</b>
<b>Total General Fund</b>	<b>(29,960,554)</b>	<b>(29,546,921)</b>	<b>(29,775,512)</b>	<b>(30,591,980)</b>
<b>Warrumbungle Water</b>	<b>(2,557,563)</b>	<b>(2,616,158)</b>	<b>(2,676,147)</b>	<b>(2,734,273)</b>
<b>Warrumbungle Sewer</b>	<b>(1,287,765)</b>	<b>(1,319,895)</b>	<b>(1,352,828)</b>	<b>(1,386,583)</b>
<b>Warrumbungle Waste</b>	<b>(2,533,044)</b>	<b>(2,585,323)</b>	<b>(2,649,908)</b>	<b>(2,716,108)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(35,338,926)</b>	<b>(36,068,296)</b>	<b>(36,454,395)</b>	<b>(37,428,944)</b>

## 2.7 Council's Suggested 2020/21 – 2023/24 Capital Program

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
<b>Corporate Services</b>							
<b>Bushfire and Emergency Services</b>							
RFS - Enhancements	RFS	100%	E	500,000	500,000	500,000	500,000
RFS - Vehicles	RFS	100%	P	700,000	700,000	700,000	700,000
<b>Bushfire and Emergency Services Total</b>			-	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>Communications &amp; IT</b>							
Replacement PCs	General		R	10,000	10,000	10,000	10,000
Microsoft Server Licenses & SA	General		P	7,500	-	-	7,500
GPS Handheld units	General		E		-	-	10,000
InfoXpert (mobile & web portal modules)	General		P		-	-	7,500
Replacement IT Server Hardware	General		R		5,000	5,000	5,000
Video Conferencing System	General		E	10,000			
Antivirus Security Software	General		P		-	30,000	-
Software capitalisation	General		R	10,000	-	-	-
Video Recording Council Meetings	General		E	-	-	25,000	-
<b>Communications &amp; IT Total</b>				<b>37,500</b>	<b>15,000</b>	<b>70,000</b>	<b>40,000</b>
<b>Family Support Services</b>							
<b>Connect 5</b>							-
Connect 5 Capital - Purchase of Vehicle	RA	100%	P	10,000	-	17,334	-
<b>Connect 5 Total</b>				<b>10,000</b>	<b>-</b>	<b>17,334</b>	<b>-</b>
<b>Family Support Services Total</b>				<b>10,000</b>	<b>-</b>	<b>17,334</b>	<b>-</b>
<b>Warrumbungle Community Care</b>							
<b>Community Transport</b>							
Community	RA	100%	P				

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Transport Capital				30,000	50,000	50,000	200,000
<b>Community Transport Total</b>				<b>30,000</b>	<b>50,000</b>	<b>50,000</b>	<b>200,000</b>
<b>Multiservice Outlet</b>							
MSO Capital Replacements	RA	100%	R	15,000	22,000	22,000	22,000
<b>Multiservice Outlet Total</b>				<b>15,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
<b>Warrumbungle Community Care Total</b>				<b>45,000</b>	<b>72,000</b>	<b>72,000</b>	<b>222,000</b>
<b>Yuluwirri Kids</b>							
Capital Replacements	General		R	20,000	20,000	20,000	20,000
<b>Yuluwirri Kids Total</b>				<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Corporate Services Total</b>				<b>1,312,500</b>	<b>1,307,000</b>	<b>1,379,334</b>	<b>1,482,000</b>
<b>Development Services</b>							
<b>Tourism and Development Services</b>							
VIC Capital allowance	General		R	10,000	10,000	10,000	10,000
Rebuild of Advertising Board/Billboard	General		R	30,000			
Renovate and modernise the reception area of VIC - retile, bag, paint etc.	General		R		40,000		
Upgrade amenities block - retile, replace dividers and fowlerware etc.	General		E	45,000			
<b>Tourism and Development Services Total</b>				<b>85,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Regulatory Services</b>							
Ranger Vehicle Animal Cages	General		E	60,000	-	-	-
<b>Regulatory Services Total</b>				<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Town Planning</b>							
Coonabarabran Bypass Planning	General		E	20,000	-	-	-



Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Proposal							
DCP Review	General		E	20,000	-	-	-
<b>Town Planning Total</b>				<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Services Total</b>				<b>185,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Warrumbungle Waste</b>							
<b>Warrumbungle Waste</b>							
Waste Capital Allowance	RA	100%	R	20,000	20,000	20,000	20,000
Facilities/Office Upgrade	RA	100%	R	10,000			
Waste Master Plan	RA	100%	E	10,000			
Landfilling Plan Development	RA	100%	E	20,000			
<b>Warrumbungle Waste Total</b>				<b>60,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Technical Services</b>							
<b>Property</b>							
<b>Council Offices &amp; Other Property</b>							
Coona Sport & Recreation Centre - Strong	General		R	25,000	-	-	-
17 Cole Street - Kitchen Refurb	General		R	-	20,000	-	-
17a Cole Street - Bathroom Refurb	General		R	-	-	-	15,000
17a Cole Street - Kitchen Refurb	General		R	-	15,000	-	-
4 Irwin Street - Bathroom Refurb	General		R	-	-	30,000	-
Coolah Shire Hall - Carpet Replacement	General		R	-	-	50,000	-
Dunedoo Depot - Toilet Refurb	General		R	-	15,000	-	-
Mendooran Community Care - Replace Flooring	General		R	-	50,000	-	-
Mendooran Mechanics Institute - Kitchen Refurb	General		R	-	-	20,000	-
Coonabarabran Community Care - Replace Carpet	General		R	-	-	50,000	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Relocate RMS office in Coonabarabran	RMS RA Grants	100%	E		35,000		
<b>Council Offices &amp; Other Property Total</b>				<b>25,000</b>	<b>135,000</b>	<b>150,000</b>	<b>15,000</b>
<b>Public Halls</b>							
Baradine Hall - Roof Replacement	General		R	-	-	-	100,000
Binnaway Hall - Kitchen Refurb	General		R	-	-	50,000	-
Public Hall Capital allowance	General		R	-	375,000	325,000	275,000
Coonabarabran Town Hall	General		R	50,000			
<b>Public Halls Total</b>				<b>50,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>
<b>Cemetery Services</b>							
Cemeteries Capital allowance	General		R	10,000	25,000	-	-
Coonabarabran Native Grove Cemetery Expansion	General		E		-	-	55,000
<b>Total Cemetery Services</b>				<b>10,000</b>	<b>25,000</b>	<b>-</b>	<b>55,000</b>
<b>Property &amp; Risk Total</b>				<b>85,000</b>	<b>535,000</b>	<b>525,000</b>	<b>445,000</b>
<b>Asset Design Services</b>							
Design Projects Survey Equip-upgrades	General		E	16,000	16,000	16,000	16,000
Laptop Computer & Traffic Counter	General		P		7,500	-	7,500
Intramaps & Arc GIS - Software	General		P	25,000	25,000	25,000	25,000
<b>Asset Design Services Total</b>				<b>41,000</b>	<b>48,500</b>	<b>41,000</b>	<b>48,500</b>
<b>Fleet Services</b>							
Minor Plant Purchases	RA	100%	P	20,000	20,000	20,000	20,000
Plant & Equipment Purchases	RA	100%	P	2,345,000	2,345,000	1,065,000	1,405,000
Workshop equip renewal	RA	100%	R	20,000	20,000	20,000	20,000
Oil Water Separator Coolah Depot fuel bowzers	RA	100%	R		50,000		
Depot improvements -	RA	100%	R	30,000	30,000	30,000	30,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
WH&S							
<b>Fleet Services Total</b>				<b>2,415,000</b>	<b>2,465,000</b>	<b>1,135,000</b>	<b>1,475,000</b>
<b>Road Operations</b>							
<b>Local Roads</b>							
Bugaldie Goorianawa Rd - Rural Road Reseals	R2R	100%	R	153,000			
Cobborah Rd - Rural Road Reseals	R2R	100%	R	18,000			
Coolah Creek Rd - Rural Road Reseals	R2R	100%	R	98,000			
Spring Ridge Rd - Rural Road Reseals	General		R	177,000			
Neilrex Rd - Rural Road Reseals	R2R	100%	R		52,000		
Piambra Rd - Rural Road Reseals	R2R	100%	R		93,500		
Tongy Lane - Rural Road Reseals	R2R	100%	R		132,000		
Tucklan Rd - Rural Road Reseals	R2R	100%	R		172,500		
Moorefield Rd - Rural Road Reseals	R2R	100%	R			32,500	
Gamble Creek Rd - Rural Road Reseals	R2R	100%	R			80,100	
Merrygoen Rd - Rural Road Reseals	R2R	100%	R			134,300	
Premer Tambar Springs Rd - Rural Road Reseals	R2R	100%	R			85,600	
Rotherwood Rd - Rural Road Reseals	R2R	100%	R			119,600	
Reseal program - Rural Road Reseals	R2R	100%	R				450,000
Baradine Goorianawa Rd - Rural Road Bridges & Causeways	R2R	100%	R	80,000			
Cobborah Rd - Rural Road Bridges & Causeways	R2R	100%	R	80,000			

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Bugaldie Goorianawa Rd - Rural Road Bridges & Causeways	R2R	100%	R	80,000			
Cobborah Rd - Rural Road Bridges & Causeways	R2R	100%	R		80,000		
Rotherwood Rd - Rural Road Bridges & Causeways	R2R	100%	R			80,000	
Napier Ln - Rural Road Bridges & Causeways	R2R	100%	R				80,000
Piambra Rd - Rural Road Pavements	R2R	100%	R		200,000		
Tucklan Rd - Rural Road Pavements	R2R	100%	R		400,000		
Indians Ln - Rural Road Pavements	R2R	100%	R		100,000		
Cobborah Rd - Rural Road Pavements	R2R	100%	R		200,000		
Tongy Ln - Rural Road Pavements	R2R	100%	R		300,000		
Pavement Rehabilitation - Rural Road Pavements	R2R	100%	R			400,000	400,000
Gravel Resheeting Program - Rural Roads Gravel Resheeting	R2R	100%	R	750,000	750,000	750,000	750,000
<b>Local Roads Total</b>				<b>1,436,000</b>	<b>2,480,000</b>	<b>1,682,100</b>	<b>1,680,000</b>
<b>Regional Roads</b>							
Regional Roads Reseals	RMS RA Grants	100%	R	650,000	650,000	650,000	650,000
Billy Kings Creek 2 Bridges	RMS RA Grants	100%	E	366,300	-		
Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation	RMS RA Grants	100%	R	169,000			
Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation	RMS RA Grants	100%	R		169,000	169,000	169,000
Pavement Rehab MR55 (Black Stump Way) - Pavement	RMS RA Grants	100%	R	800,000	800,000	800,000	

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Rehabilitation							
Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation	RMS RA Grants	100%	R				800,000
Pavement Widening - Black Spot Projects	RMS RA Grants	100%	R	-	300,000	300,000	300,000
<b>Regional Roads Total</b>				<b>1,985,300</b>	<b>1,919,000</b>	<b>1,919,000</b>	<b>1,919,000</b>
<b>Aerodrome</b>							
Coolah aerodrome - replacement of runway lights	General		R	35,000			
<b>Aerodrome Total</b>				<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Road Operations Total</b>				<b>3,956,300</b>	<b>4,399,000</b>	<b>3,601,100</b>	<b>3,599,000</b>
<b>Urban Services</b>							
<b>Horticulture</b>							
Binnaway Progress Association - main street gardens - Parks & Gardens	General		E	5,000	5,000	5,000	5,000
Baradine Progress Association - main street gardens - Parks & Gardens	General		E	5,000	5,000	5,000	5,000
Mendooran Park - replace toilet roof - Parks & Gardens	General		R	30,000			
Mendooran Park - replace shade shelter - Parks & Gardens	General		R	40,000			
Coonabarabran Skate Park - irrigation - Parks & Gardens	General		E	30,000			
Mendooran Park - Softfall - Parks & Gardens	General		R		30,000		
<b>Horticulture Total</b>				<b>110,000</b>	<b>40,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Ovals</b>							
Binnaway Oval - Irrigation Upgrade	General		E	45,000			
Baradine Oval - replace spectator seating	General		R		15,000		
Baradine Oval -	General		R				

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
renew change rooms						150,000	
Baradine Oval toilets - renewal of tiles, fixtures, storage	General		R	26,000			
Binnaway Oval - renewal of change rooms	General		R				150,000
Coonabarabran Oval No 3 - renewal of change rooms	General		R		30,000	30,000	30,000
Coonabarabran Oval No 3 - Equipment Storage	General		R		200,000		
Bowen Oval - Equipment storage	General		R			200,000	
<b>Ovals Total</b>				<b>71,000</b>	<b>245,000</b>	<b>380,000</b>	<b>180,000</b>
<b>Swimming Pools</b>							
Leak and Joint Repairs- All Pools	General		R		100,000	100,000	100,000
Baradine pool - Renew scum gutters	General		R		30,000		
Baradine pool - Grouting & painting	General		R			30,000	
Baradine pool - Backwash water connection to sewer	General		R	40,000			
Baradine pool - Filter media replacement	General		R	25,000			
Baradine pool - Crack repair - concourse	General		R		20,000		
Baradine pool - Remove grandstand	General		R				10,000
Baradine pool - New seating	General		R				10,000
Baradine pool - New shade shelter	General		R				20,000
Binnaway pool - Concourse crack repair	General		R	15,000			
Binnaway pool - Upgrade chlorinator	General		R	10,000			
Binnaway pool - Remove pine tree	General		R		20,000		
Binnaway pool -	General		R				

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Grouting & painting						50,000	
Binnaway pool - Pipeline replacement	General		R				30,000
Coolah pool - Crack repair - toddlers pool	General		R		30,000		
Coolah pool - New acid tank	General		R	10,000			
Coolah pool - Replace skimmer box	General		R			10,000	
Coonabarabran pool upgrade - investigations	General		R		150,000		
Coonabarabran pool upgrade - designs	General		R			150,000	
Coonabarabran pool - Concrete infill - underwater lights	General		R	40,000			
Coonabarabran pool - Joint sealing main pool	General		R		20,000		
Coonabarabran pool - Renew office roof	General		R			50,000	
Dunedoo pool - Backwash water connection to sewer	General		R	50,000			
Dunedoo pool - Hazardous materials storage	General		R		10,000		
Dunedoo pool - Replace air blower	General		R		5,000		
Dunedoo pool - New acid tank	General		R		10,000		
Dunedoo pool - Crack repair - concourse	General		R			50,000	
Dunedoo pool - Remove trees	General		R				20,000
Dunedoo pool - New shade shelter	General		R				25,000
Mendooran pool - Grouting & painting	General		R	30,000			
Mendooran pool - New acid tank	General		R		5,000		
Mendooran pool - Change room painting	General		R			12,000	

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
<b>Swimming Pools Total</b>				<b>220,000</b>	<b>400,000</b>	<b>452,000</b>	<b>215,000</b>
<b>Town Streets - Baradine</b>							
Street Trees - Baradine	General		R	15,000	5,000		
Lachlan Street - Urban Road Reseals	General		R	8,500	16,500		
Walker Street - Urban Road Reseals	General		R	10,500	3,000		
Macquarie Street - Urban Road Reseals	General		R	500		13,000	
Darling Street - Urban Road Reseals	General		R			4,200	
Barwon Street - Urban Road Reseals	General		R			4,000	
Baradine streets reseals - Urban Road Reseals	General		R				20,000
Wellington Street - Footpaths	General		R	20,000	20,000		
Darling Street - Footpaths	General		R		4,500	13,000	
<b>Town Streets - Baradine Total</b>				<b>54,500</b>	<b>49,000</b>	<b>34,200</b>	<b>20,000</b>
<b>Town Streets - Binnaway</b>							
Street Trees - Binnaway	General		R	15,000		5,000	
Ironbark Street Binnaway (150m) - New Bitumen Seal	General		R			30,000	
Renshaw Street - Urban Road Reseals	General		R	13,100	18,700		
Castlereagh Av - Urban Road Reseals	General		R	5,200			
Yarran Street - Urban Road Reseals	General		R			2,600	
Andy's Lane - Urban Road Reseals	General		R			4,200	
Napier Street - Urban Road Reseals	General		R			11,000	



Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Binnaway street reseals - Urban Road Reseals	General		R				18,000
Norman St / Yeubla St pipe drainage - Drainage Structures	General		R			20,000	20,000
Renshaw Street - Footpaths	General		R	10,000	4,000		
Bullinda Street - Footpaths	General		R		6,000	13,000	
<b>Town Streets - Binnaway Total</b>				<b>43,300</b>	<b>28,700</b>	<b>85,800</b>	<b>38,000</b>
<b>Town Streets - Coolah</b>							
Street Trees - Coolah	General		R	20,000		5,000	
Martin Street - Streets rehabilitation	General		R	35,000	35,000		
Wotton Lane - Streets rehabilitation	General		R			35,000	
Martin Street - Urban Road Reseals	General		R	19,300	9,500		
Booyamurra Street - Urban Road Reseals	General		R	11,100	18,000	7,500	
Queensborough Street - Urban Road Reseals	General		R		4,000	19,600	
Charles Street - Urban Road Reseals	General		R			5,200	
Coolah street reseals - Urban Road Reseals	General		R				32,000
Booyamurra Street - Drainage Structures (incl. K&G)	General		R			50,000	
Binnia Street - Footpaths	General		R	20,000	20,000	6,500	
Hospital Street - Footpaths	General		R			15,300	
Streets rehabilitation	General		R				75,000
K&G rehabilitation	General		R				25,000
Footpath rehabilitation	General		R				40,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
<b>Town Streets - Coolah Total</b>				<b>105,400</b>	<b>86,500</b>	<b>144,100</b>	<b>172,000</b>
<b>Town Streets - Coonabarabran</b>							
Street Trees - Coona	General		R	50,000	8,000		
Crane Street - Urban Road Pavements	General		R	60,000	60,000	60,000	
George Street - Urban Road Reseals	General		R	10,500			
Dawson Street - Urban Road Reseals	General		R	14,400			
Robertson Street - Urban Road Reseals	General		R	7,200			
Castlereagh Street - Urban Road Reseals	General		R	6,500			
Ann Street - Urban Road Reseals	General		R	18,100			
Clarke Street - Urban Road Reseals	General		R	8,200			
Hagan Avenue - Urban Road Reseals	General		R	8,300			
Racecourse Street - Urban Road Reseals	General		R	8,600			
East Street - Urban Road Reseals	General		R	10,000			
Neate Street - Urban Road Reseals	General		R	5,200		17,200	
Reservoir Street - Urban Road Reseals	General		R		20,300	40,000	
Little Timor Street - Urban Road Reseals	General		R		7,600		
Robertson Street - Urban Road Reseals	General		R		11,000		
Essex Street - Urban Road Reseals	General		R		13,000	7,400	
Cowper Street - Urban Road Reseals	General		R		21,100	7,300	

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Crane Street - Urban Road Reseals	General		R		16,000		
Charles Street - Urban Road Reseals	General		R		11,100		
North Street - Urban Road Reseals	General		R			13,400	
King Street - Urban Road Reseals	General		R			15,300	
Coonabarabran street reseals - Urban Road Reseals	General		R				97,000
Robertson Street - Drainage Structures (incl. K&G)	General		R		24,000		
John Street - Drainage Structures (incl. K&G)	General		R		27,000		
Dalgarno Street - east of Clock Tower Motor Inn - Drainage Structures (incl. K&G)	General		R			60,000	
Cowper Street - Open channel construction - Drainage Structures	General		R	46,000	70,000		
Belar Street Coonabarabran - New K&G	General		R	50,000			
Cassilis Street - Footpaths	General		R	5,000	15,000	15,000	
John Street - Footpaths	General		R	12,000			
Streets rehabilitation	General		R				80,000
K&G rehabilitation	General		R				25,000
Footpath rehabilitation	General		R				40,000
<b>Town Streets - Coonabarabran Total</b>				<b>320,000</b>	<b>304,100</b>	<b>235,600</b>	<b>242,000</b>
<b>Town Streets - Dunedoo</b>							

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Street Trees - Dunedoo	General		R	20,000	7,000		
Talbragar Street - Urban Road Pavements	General		R	40,000	40,000	7,200	
Walleroo Street - Urban Road Pavements	General		R			32,800	
Bullinda Street Dunedoo - New Bitumen Seal	General		R		35,000		
Laneway off Wargundy between Digilah & Bolaro - New Bitumen Seal	General		R				35,000
Digilah Street - Urban Road Reseals	General		R	26,100	17,300		
Whiteley Street - Urban Road Reseals	General		R		1,700	26,800	
Wargundy Street - Urban Road Reseals	General		R		8,300		
Dunedoo street reseals - Urban Road Reseals	General		R				26,000
Walleroo Street - Drainage Structures (incl. K&G)	General		R	10,500			
Tallawang Street - Drainage Structures (incl. K&G)	General		R	31,000			
Wargundy Street - Drainage Structures (incl. K&G)	General		R	7,800			
Sullivan Street - Footpaths	General		R	15,000	10,000		
<b>Town Streets - Dunedoo Total</b>				<b>150,400</b>	<b>119,300</b>	<b>66,800</b>	<b>61,000</b>
<b>Town Streets – Mendooran</b>							
Street Trees - Mendooran	General		R	15,000		5,000	
Cobra Street - Urban Road Pavements	General		R	20,000	20,000	11,000	
Dalglish Street - Urban Road	General		R			8,500	

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Pavements							
Bandulla Street Mendooran - New Bitumen Seal	General		R	35,000			
Cobra Street - Urban Road Reseals	General		R	18,000	12,700		
Dalglish Street - Urban Road Reseals	General		R		6,300		
Napier Street - Urban Road Reseals	General		R			12,500	
Farnell Street - Urban Road Reseals	General		R			6,700	
Bandulla Street - Footpaths	General		R	10,000	10,000		
Urban Road Reseals - Urban Road Reseals	General		R				19,200
<b>Town Streets - Mendooran Total</b>				<b>98,000</b>	<b>49,000</b>	<b>43,700</b>	<b>19,200</b>
<b>Urban Services Total</b>				<b>1,172,600</b>	<b>1,321,600</b>	<b>1,452,200</b>	<b>957,200</b>
<b>Technical Services Total</b>				<b>7,169,900</b>	<b>8,769,100</b>	<b>6,754,300</b>	<b>6,524,700</b>
<b>Warrumbungle Water</b>							
<b>Water - Baradine</b>							
Baradine Water Treatment Plant-Renewals	RA	100%	R	30,000	30,000	30,000	30,000
Mains replacements - Baradine	RA	100%	R	60,000	30,000	30,000	30,000
Meter Replacements - Baradine	RA	100%	R	20,000	20,000		
Baradine WTP resheet asbestos building	RA	100%	R	-	80,000	-	-
Baradine clarifier replacement (Council contribution only for \$1.0m project)	Grant	75%	R	250,000	750,000	-	-
Baradine replace filter	RA	100%	R	50,000	150,000	-	-
<b>Water - Baradine Total</b>				<b>410,000</b>	<b>1,060,000</b>	<b>60,000</b>	<b>60,000</b>

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
<b>Water - Binnaway</b>							
Meter Replacements - Binnaway	RA	100%	R	12,500	12,500		
Water Treatment Plant- Renewals	RA	100%	R	30,000	20,000	20,000	20,000
Water main replacements- Binnaway	RA	100%	R	30,000	30,000	30,000	30,000
Relining of WTP lagoons- Scoping	RA	100%	R	5,000	-	-	-
<b>Water - Binnaway Total</b>				<b>77,500</b>	<b>62,500</b>	<b>50,000</b>	<b>50,000</b>
<b>Water - Coolah</b>							
Coolah - Chlorine room at bores	RA	100%	R	36,000	-	-	-
Meter Replacements - Coolah	RA	100%	R	20,000	20,000		
Mains Replacement and extensions - Coolah	RA	100%	R	50,000	50,000	50,000	50,000
Replacement of Martin St reservoir	RA	100%	R	-	-	-	800,000
<b>Water - Coolah Total</b>				<b>106,000</b>	<b>70,000</b>	<b>50,000</b>	<b>850,000</b>
<b>Water - Coonabarabran</b>							
Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total project \$750k)	Grant	75%	E	356,250	300,000	-	-
4 yearly res. Inspections and cleans (shire wide)	RA	100%	R	-	-	45,000	-
Meter Replacements - Coonabarabran	RA	100%	P	50,000	50,000	-	-
Water Treatment Plant Renewal	RA	100%	R	35,000	36,552	37,466	38,403
Mains replacements - Coonabarabran (incl George St)	RA	100%	R	80,000	83,288	84,537	85,805
Reservoir cleans (shire wide)	RA	100%	R	-	20,000	-	20,000
Reservoir upgrades - WHS, C18, fencing (shire wide)	RA	100%	E	85,000	-	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
Reservoir upgrades - internal structures (shire wide)	RA	100%	E	70,000	130,000	-	-
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	Grant	100%	E	700,000	1,385,000	-	-
<b>Water - Coonabarabran Total</b>				<b>1,376,250</b>	<b>2,004,840</b>	<b>167,003</b>	<b>144,208</b>
<b>Water - Dunedoo</b>							
Mains Replacements and extension - Dunedoo	RA	100%	R	50,000	30,000	30,000	30,000
Reservoirs-Rehabilitation	RA	100%	R	110,000	-	-	-
Meter replacements - Dunedoo	RA	100%	R	20,000	20,000		
<b>Water - Dunedoo Total</b>				<b>180,000</b>	<b>50,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Water - Mendooran</b>							
Meter replacements - Mendooran	RA	100%	R	12,500	12,500		
Water main replacements - Mendooran	RA	100%	R	20,000	35,000	35,000	35,000
Removal of dead ends - Benewa to Cobra	RA	100%	E	30,000	-	-	-
<b>Water - Mendooran Total</b>				<b>62,500</b>	<b>47,500</b>	<b>35,000</b>	<b>35,000</b>
<b>Warrumbungle Water Total</b>				<b>2,212,250</b>	<b>3,294,840</b>	<b>392,003</b>	<b>1,169,208</b>
<b>Warrumbungle Sewer</b>							
<b>Sewer - Baradine</b>							
Baradine - replace Pot valves & Cont.	RA	100%	R	120,000			60,000
Sewage Treatment Plant -Vacuum pumps renewal	RA	100%	R		25,000		
<b>Sewer - Baradine Total</b>				<b>120,000</b>	<b>25,000</b>	<b>-</b>	<b>60,000</b>
<b>Sewer - Binnaway</b>							
Binnaway - Sewerage (Council contribution only to	Grant	75%	E	45,443	125,000	1,500,000	167,500

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2020/21 (OP)	2021/22 (Delivery Program)	2022/23 (Delivery Program)	2023/24 (Delivery Program)
\$7.6m project) @25%							
<b>Sewer - Binnaway Total</b>				<b>45,443</b>	<b>125,000</b>	<b>1,500,000</b>	<b>167,500</b>
<b>Sewer - Coolah</b>							
Coolah Sewage Treatment Plant Upgrade	Grant	79%	R	247,503	3,244,662	115,800	-
Manhole rehab - Coolah	RA	100%	R	-	20,000	-	20,000
<b>Sewer - Coolah Total</b>				<b>247,503</b>	<b>3,264,662</b>	<b>115,800</b>	<b>20,000</b>
<b>Sewer – Coonabarabran</b>							
Mains-Relining various sections Coona	RA	100%	R		210,000		220,000
Pump stations-renewal	RA	100%	R	60,000	60,000	60,000	60,000
Manhole rehab - Coonabarabran	RA	100%	R	40,000	40,000	40,000	40,000
Telemetry Upgrade (All Towns) (Council Contribution only for 250k proj)	Grant	75%	E	118,750	100,000	-	-
Coonabarabran Sewage Treatment Plant Upgrade	Grant	50%	E	1,000,000	1,196,877	118,200	-
<b>Sewer - Coonabarabran Total</b>				<b>1,218,750</b>	<b>1,606,877</b>	<b>218,200</b>	<b>320,000</b>
<b>Sewer – Dunedoo</b>							
Dunedoo Sewage Treatment Plant Upgrade	Grant	76%	E	1,500,000	1,669,500		-
Manhole rehab - Dunedoo	RA	100%	R	30,000	30,000	30,000	30,000
<b>Sewer - Dunedoo Total</b>				<b>1,530,000</b>	<b>1,699,500</b>	<b>30,000</b>	<b>30,000</b>
<b>Warrumbungle Sewer Total</b>				<b>3,161,695</b>	<b>6,721,039</b>	<b>1,864,000</b>	<b>597,500</b>
<b>Grand Total:</b>				<b>14,101,345</b>	<b>20,161,979</b>	<b>10,419,637</b>	<b>9,803,408</b>



## 2.8 Balance Sheet

	2020/21	2021/22	2022/23	2023/24
<b>Assets</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current Assets</b>				
Cash and Cash Equivalents	8,804	6,185	8,661	11,164
Receivables	6,153	6,153	6,153	6,153
Inventories	958	958	958	958
<b>Total Current Assets</b>	<b>15,915</b>	<b>13,296</b>	<b>15,772</b>	<b>18,275</b>
<b>Non-Current Assets</b>				
Receivables	15	-	-	-
Inventories	299	299	299	299
Property, Plant & Equipment	507,446	515,383	513,403	510,630
Investments Equity Method	385	385	385	385
Right of use Asset	246	197	148	98
<b>Total Non-Current Assets</b>	<b>508,391</b>	<b>516,264</b>	<b>514,235</b>	<b>511,412</b>
<b>Total Assets</b>	<b>524,306</b>	<b>529,560</b>	<b>530,007</b>	<b>529,687</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Payables	2,319	2,319	2,319	2,319
Borrowings	999	894	550	474
Lease liability	47	49	51	53
Provisions	4,438	4,438	4,438	4,438
<b>Total Current Liabilities</b>	<b>7,803</b>	<b>7,700</b>	<b>7,358</b>	<b>7,284</b>
<b>Non-Current Liabilities</b>				
Borrowings	1,918	1,024	474	-
Lease liability	176	127	76	23
Provisions	2,391	2,391	2,391	2,391
<b>Total Non-Current Liabilities</b>	<b>4,485</b>	<b>3,542</b>	<b>2,941</b>	<b>2,414</b>
<b>Total Liabilities</b>	<b>12,288</b>	<b>11,242</b>	<b>10,299</b>	<b>9,698</b>
<b>Net Assets</b>	<b>512,018</b>	<b>518,318</b>	<b>519,708</b>	<b>519,989</b>
Retained Earnings	425,158	431,458	432,848	433,129
Revaluation Reserves	86,860	86,860	86,860	86,860
<b>Total Equity</b>	<b>512,018</b>	<b>518,318</b>	<b>519,708</b>	<b>519,989</b>

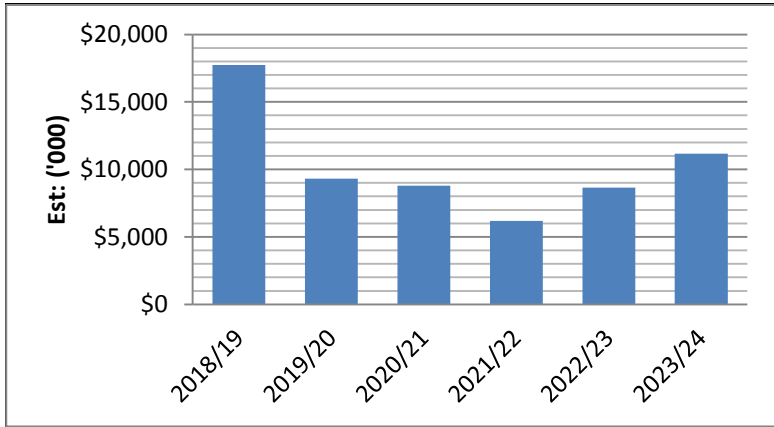
## 2.9 Cash flow Statement

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>				
<b><u>Receipts</u></b>				
Rates and Annual Charges	13,989	14,351	14,722	15,102
User Charges and Fees	4,903	5,027	5,155	5,286
Interest & Investment Revenue	491	516	534	558
Other Revenues	1,300	1,333	1,366	1,400
Grants & Contributions	19,842	23,860	18,804	18,109
<b><u>Payments</u></b>				
Employee Benefits & On-Costs	(15,143)	(15,564)	(15,995)	(16,438)
Materials & Contracts	(6,136)	(6,095)	(5,930)	(6,120)
Borrowing Costs	(163)	(116)	(69)	(33)
Other Expenses	(5,313)	(5,559)	(5,569)	(5,778)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>13,770</b>	<b>17,753</b>	<b>13,018</b>	<b>12,086</b>
<b>Cash Flows from Investing Activities</b>				
Sale of Infrastructure, PP&E	820	821	821	822
<b><u>Payments</u></b>				
Purchase of Infrastructure, PP&E	(14,101)	(20,162)	(10,420)	(9,803)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(13,281)</b>	<b>(19,341)</b>	<b>(9,599)</b>	<b>(8,982)</b>
<b>Cash Flows from Financing Activities</b>				
<b><u>Receipts</u></b>				
Proceeds from Borrowings & Advances	-	-	-	-
<b><u>Payments</u></b>				
Repayment of Borrowings & Advances	(943)	(984)	(894)	(550)
Repayment of Finance Lease Liabilities	(45)	(47)	(49)	(51)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>(988)</b>	<b>(1,031)</b>	<b>(943)</b>	<b>(601)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(499)</b>	<b>(2,620)</b>	<b>2,476</b>	<b>2,503</b>
Cash & Cash Equivalents – Opening balance	9,303	8,804	6,185	8,661
<b>Cash &amp; Cash Equivalents - End of Year</b>	<b>8,804</b>	<b>6,185</b>	<b>8,661</b>	<b>11,164</b>

## 2.10 Key Performance Ratios

Council generally measures its financial performance against a suite of KPIs some of which are prescribed by the Department of Local Government (DLG) while others although not prescribed are included by Council as Council believes they are relevant in explaining and measuring Council's financial performance and position. Details of these ratios and Council's historical and forecast performance can be found below. They assume the further fit for the future adjustments are adopted by Council.

### Cash and Investments Balance



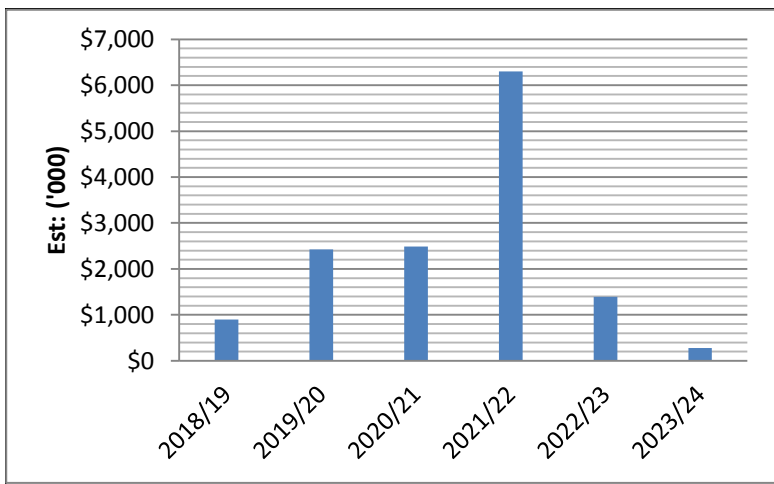
#### Description

This ratio shows Council's cash and investments balance.

#### Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to increase from \$9.303m in 2019/20 to \$11.164m during the Delivery Program period as Council catches up on Capital Projects.

### Operating Surplus/(Deficit)



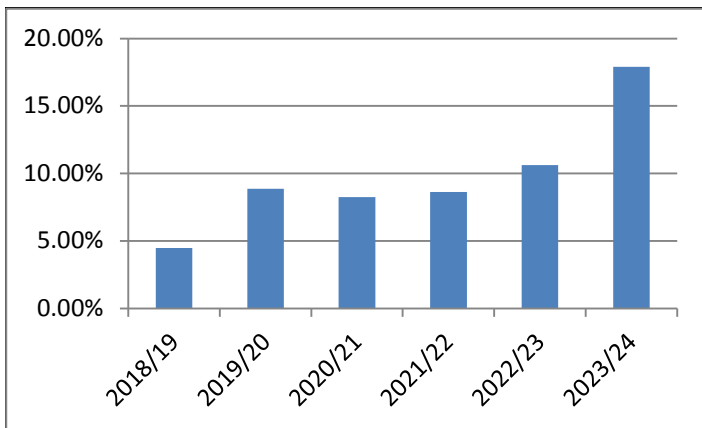
#### Description

This ratio shows Council's operating surplus or deficit (which includes non-cash items such as depreciation).

#### Comments

Council is expected to record a combined surplus of \$10.46m over the four years. The 2020/21 financial year is expected to generate a small surplus of \$2.5m, inline with estimate for 2019/20. 2021/22 estimated surplus is \$6.3m due to higher capital grants of \$8.61m. Final 2 years are forecasted to generate a surplus of \$1.39m and \$0.28m due to decreased Capital Grant. This is based on a very conservative forecast that Council will only receive minimum Capital Grants from 2020/21 onward and make no Operational Savings.

**Debt Service Ratio**



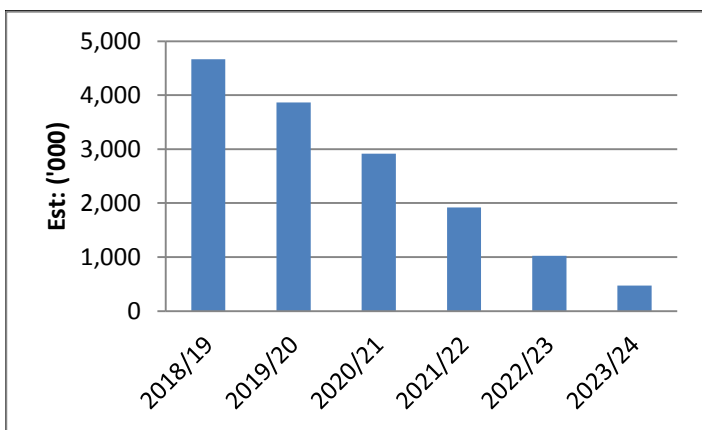
**Description**

This ratio assesses the impact of loan principal and interest repayments on the discretionary revenue of council. The OLG considers a ratio of greater than 2% as satisfactory.

**Comments**

The Delivery Program period shows an overall increase in the ratio, with significant increase in FY 2023/24 as the result of higher surplus and lower loan repayments. Overall, it remains well above 2%.

**Total Borrowings**



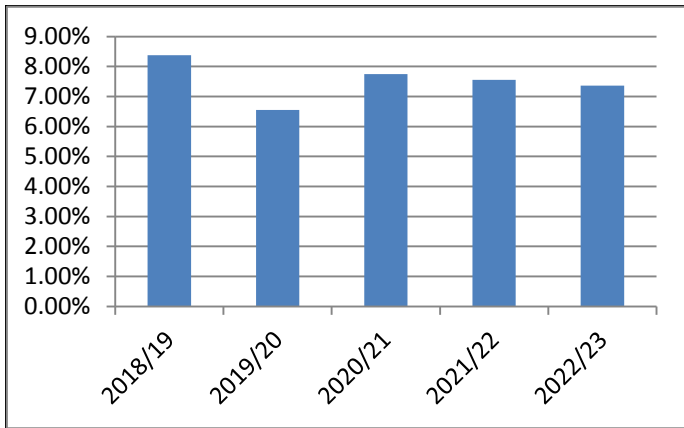
**Description**

This shows Council’s total level of borrowings

**Comments**

The level of borrowings will be decreased over the Delivery Program period i.e. from \$2.9m in 2020/21 to \$0.47m in 2023/24.

**Rates and Annual Charges Coverage Ratio**



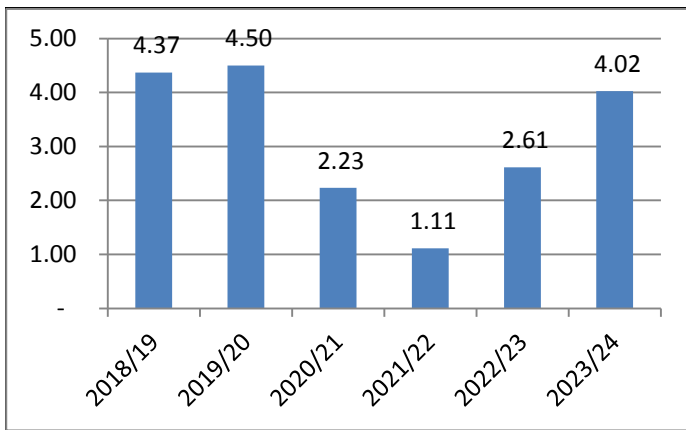
**Description**

This ratio assesses the degree of Council's dependence upon revenue from rates and annual charges and the security of Council's income. OLG considers a ratio of less than 10% as unsatisfactory

**Comments**

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 47% of Council's total revenue base (average over four years of the Delivery Program). This ratio is inversely affected by Grant funding so as Grant funding increases then this ratio worsens albeit that the actual amount may rise.

**Unrestricted Current Ratio**



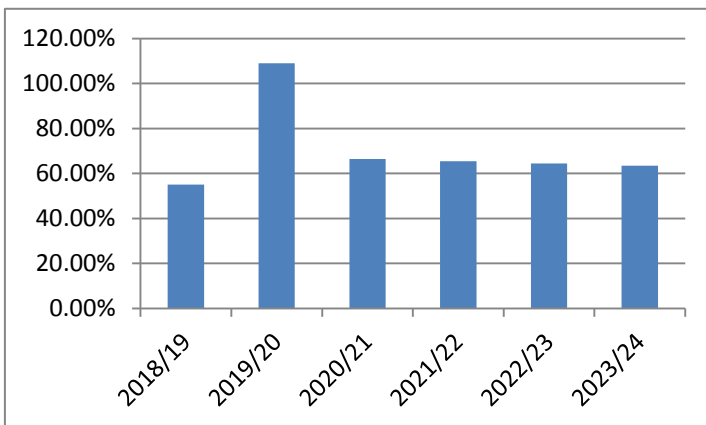
**Description**

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council. OLG considers a ratio of less than 1.5 as unsatisfactory

**Comments**

Council's unrestricted current ratio is expected to remain stable over the life of the DP, staying well over 1.5 except for 2021/22 due to lower cash balance mainly because of increased capital expenditure of \$20.16m.

**Building and Infrastructure Renewals Ratio**



**Description**

This ratio assesses the rate at which building and infrastructure assets are being renewed relative to the rate at which they are depreciating. A ratio of less than 100% is unsatisfactory, although the NSW mean has ranged lower than 100% over the last 3 years.

**Comments**

Council's renewals ratio is forecasted to peak at 109% in 2019/20 while it falls to 63% in 2023/24. Council's DP shows consistent Renewals ratios averaging at 65% for the OP/DP. This however, highly subjects to completion and revotes.