

# Warrumbungle Shire Council

Part 2 – Operational Plan 2021/22 and  
Delivery Program 2021/22 – 2024/25

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# COUNCIL'S OPERATIONAL PLAN & DELIVERY PROGRAM

## 2.1. 2021/22 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* have 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 2021/22 Operational Plan (budget) and 2021/22 to 2024/25 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 2021/22 is \$4.1M;
- An unrestricted cash budget deficit of \$585,000 in the 2021/22 financial year;
- Council's cash at bank will increase by \$22,000 (\$11.265M to \$11.287M) by the end of 2021/22;
- An ambitious capital program over the four years of \$56.1M;

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 - \$4M;
- Operating Plant replacement of \$8.6M;
- Resheeting, resealing, causeways & bridges on local roads - \$6.9M;
- Regional Roads rehabilitation and resealing - \$9.6M;
- Town Streets - \$2M;
- Warrumbungle Water - \$9.3M;
- Warrumbungle Sewer - \$11.1M.

**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 cycleways 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
- Resource sharing/Collaboration
- 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 – 2024/25)

	2021/22	2022/23	2023/24	2024/25
<b>Income from Continuing Operations</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates & Annual Charges	14,642	15,057	15,487	15,870
User Charges and Fees	5,248	5,308	5,484	5,593
Interest & Investment Revenue	232	237	241	246
Other Revenues	1,176	1,199	1,223	1,248
Grants & Contributions (Operational)	15,068	15,123	15,523	15,946
Grants & Contributions (Capital)	9,417	7,363	4,225	3,161
Gains/(Losses) from Disposal of Assets	803	819	835	852
Net Share in JVs	-	-	-	-
<b>Total Income From Continuing Operations</b>	<b>46,586</b>	<b>45,106</b>	<b>43,018</b>	<b>42,916</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	15,733	16,047	16,368	16,696
Borrowing Costs	104	58	34	10
Materials & Contracts	6,568	6,287	6,438	6,592
Depreciation & Impairment	13,037	13,255	13,477	13,703
Other Expenses	5,240	5,336	5,475	5,597
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	600	612	624	637
<b>Total Expenditure From Continuing Operations</b>	<b>41,282</b>	<b>41,595</b>	<b>42,416</b>	<b>43,235</b>
<b>Net Operating Result for the Year</b>	<b>5,304</b>	<b>3,511</b>	<b>602</b>	<b>(319)</b>
<b>Net Operating Result before Capital Grant &amp; Contributions</b>	<b>(4,113)</b>	<b>(3,852)</b>	<b>(3,623)</b>	<b>(3,480)</b>

## 2.3 2021/22 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	8,532,268	-		8,532,268	-	-	8,532,268
Interest Revenue	120,000	-		120,000	-	-	120,000
General Grants	7,699,287	-		7,699,287	-	-	7,699,287
<b>Total General Revenue</b>	<b>16,351,555</b>	<b>-</b>	<b>-</b>	<b>16,351,555</b>	<b>-</b>	<b>-</b>	<b>16,351,555</b>
<b>Executive</b>							
<b>General Manager</b>							
Management And Leadership	175,475	(1,110,600)		(935,125)	-	-	(935,125)
Governance	67,013	(634,130)		(567,117)	-	-	(567,117)
HR Management	108,842	(467,411)		(358,568)	-	-	(358,568)
Payroll Services	-	597,056		597,056	-	-	597,056
WH&S And Risk Management	119,533	(318,196)		(198,663)	-	-	(198,663)
Learning And Development Services	55,938	(207,628)		(151,690)	-	-	(151,690)
<b>Total Executive</b>	<b>526,801</b>	<b>(2,140,910)</b>	<b>-</b>	<b>(1,614,109)</b>	<b>-</b>	<b>-</b>	<b>(1,614,109)</b>
<b>Technical Services</b>							
Technical Services Management	-	(522,262)		(522,262)	-	-	(522,262)
<b>Total Technical Services Management</b>	<b>-</b>	<b>(522,262)</b>	<b>-</b>	<b>(522,262)</b>	<b>-</b>	<b>-</b>	<b>(522,262)</b>
<b>Design Services</b>							
Design Services Management	-	(48,941)		(48,941)	-	-	(48,941)
Emergency Services Management	-	(84,211)		(84,211)	-	-	(84,211)
Survey Investigation And Design	-	(208,257)	(48,500)	(256,757)	-	-	(256,757)
GIS	-	(201,022)		(201,022)	-	-	(201,022)
Asset Management	-	(204,922)		(204,922)	-	-	(204,922)
NSW Fire Brigade	-	(55,000)		(55,000)	-	-	(55,000)
<b>Total Design Services</b>	<b>-</b>	<b>(802,354)</b>	<b>(48,500)</b>	<b>(850,854)</b>	<b>-</b>	<b>-</b>	<b>(850,854)</b>
<b>Road Operations</b>							
Road Operations Management	39,379	(558,867)		(519,488)	-	-	(519,488)
Regional Roads M&R	5,682,000	(1,855,801)	(3,819,000)	7,199	(64,047)	(56,848)	-
Local Roads M&R	2,304,124	(2,577,489)	(2,430,000)	(2,703,365)	(611,250)	-	(3,314,615)
Aerodromes	40,000	(141,827)	(40,000)	(141,827)	-	-	(141,827)



Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
RMCC And Other Road Contracts	1,000,000	(1,021,836)		(21,836)	-	-	(21,836)
Private Works	108,000	(69,266)		38,734	-	-	38,734
<b>Total Road Operations</b>	<b>9,173,503</b>	<b>(6,225,087)</b>	<b>(6,289,000)</b>	<b>(3,340,584)</b>	<b>(675,297)</b>	<b>(56,848)</b>	<b>(3,959,033)</b>
<b>Fleet Services</b>							
Fleet Services Management	45,000	(340,691)		(295,691)	-	(295,691)	-
Plant And Equipment	6,094,000	(2,347,332)	(2,295,000)	1,451,668	-	1,451,668	-
Depots	-	(164,088)		(164,088)	-	(164,088)	-
Workshops	-	(55,232)		(55,232)	-	(55,232)	-
<b>Total Fleet Services</b>	<b>6,139,000</b>	<b>(2,907,343)</b>	<b>(2,295,000)</b>	<b>936,657</b>	<b>-</b>	<b>936,657</b>	<b>-</b>
<b>Property</b>							
Property	403,426	(802,296)	(33,200)	(432,070)	-	-	(432,070)
Cemetery Services	100,000	(161,320)	(63,000)	(124,320)	-	-	(124,320)
Medical Facilities	50,000	(39,629)		10,371	-	-	10,371
Public Halls	27,240	(179,758)	-	(152,518)	-	-	(152,518)
<b>Total Property</b>	<b>580,666</b>	<b>(1,183,003)</b>	<b>(96,200)</b>	<b>(698,537)</b>	<b>-</b>	<b>-</b>	<b>(698,537)</b>
<b>Urban Services</b>							
Urban Services Management	3,000	(201,632)		(198,632)	-	-	(198,632)
Horticulture	-	(579,124)	(110,000)	(689,124)	-	-	(689,124)
Street Cleaning	-	(282,421)		(282,421)	-	-	(282,421)
Public Amenities	-	(303,170)		(303,170)	-	-	(303,170)
Ovals	20,000	(402,276)	(35,000)	(417,276)	-	-	(417,276)
Town Streets	-	(642,328)	(263,900)	(906,228)	-	-	(906,228)
Public Swimming Pools	120,000	(664,189)	(45,000)	(589,189)	-	-	(589,189)
<b>Total Urban Services</b>	<b>143,000</b>	<b>(3,075,140)</b>	<b>(453,900)</b>	<b>(3,386,040)</b>	<b>-</b>	<b>-</b>	<b>(3,386,040)</b>
<b>Total Tech Services</b>	<b>16,036,168</b>	<b>(14,715,187)</b>	<b>(9,182,600)</b>	<b>(7,861,619)</b>	<b>(675,297)</b>	<b>879,809</b>	<b>(9,416,725)</b>
<b>Development Services</b>							
<b>Development Services Management</b>							
Development Services Management	22,519	(568,851)		(546,332)	-	-	(546,332)
Building Control	62,347	(238,694)		(176,347)	-	-	(176,347)
Environmental Health Services	16,153	(82,959)		(66,806)	-	-	(66,806)
Town Planning	141,363	(258,296)		(116,933)	-	-	(116,933)
<b>Total Development Services Management</b>	<b>242,382</b>	<b>(1,148,799)</b>	<b>-</b>	<b>(906,417)</b>	<b>-</b>	<b>-</b>	<b>(906,417)</b>

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

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>Regulatory Services</b>							
Compliance Services	34,669	(337,017)		(302,348)	-	-	(302,348)
Noxious Weeds	-	(120,000)		(120,000)	-	-	(120,000)
<b>Total Regulatory Services</b>	<b>34,669</b>	<b>(457,017)</b>	-	<b>(422,348)</b>	-	-	<b>(422,348)</b>
<b>Development And Tourism</b>							
Tourism And Development Services	79,470	(568,475)	(88,200)	(577,205)	-	-	(577,205)
Tourism And Economic Promotion	-	(116,400)		(116,400)	-	-	(116,400)
<b>Total Development And Tourism</b>	<b>79,470</b>	<b>(684,875)</b>	<b>(88,200)</b>	<b>(693,605)</b>	-	-	<b>(693,605)</b>
<b>Total Development Services</b>	<b>356,521</b>	<b>(2,290,691)</b>	<b>(88,200)</b>	<b>(2,022,370)</b>	-	-	<b>(2,022,370)</b>
<b>Corporate And Community Services</b>							
<b>Corporate Services</b>							
Corporate Services Management	53,984	(352,838)		(298,854)	-	-	(298,854)
Administration Services	372,944	(761,534)		(388,590)	-	-	(388,590)
Finance	761,644	(1,444,223)		(682,579)	-	-	(682,579)
Communications And IT	836,163	(834,779)	(260,000)	(258,616)	-	-	(258,616)
Organisational Risk	351,740	(721,670)		(369,930)	-	-	(369,930)
Supply Services	5,000	(278,005)		(273,005)	-	-	(273,005)
<b>Total Corporate Services</b>	<b>2,381,475</b>	<b>(4,393,048)</b>	<b>(260,000)</b>	<b>(2,271,574)</b>	-	-	<b>(2,271,574)</b>
<b>Corporate and Comm. Services Other</b>							
Bushfire And Emergency Services	1,713,306	(1,226,462)	(1,200,000)	(713,156)	-	-	(713,156)
<b>Total Corporate And Comm. Services</b>	<b>1,713,306</b>	<b>(1,226,462)</b>	<b>(1,200,000)</b>	<b>(713,156)</b>	-	-	<b>(713,156)</b>
<b>Children`s And Community Services</b>							
Children`s And Community Services Management	81,000	(192,519)		(111,519)	-	-	(111,519)
Connect 5	188,659	(217,959)	-	(29,300)	-	(29,300)	-
Community Connections	115,151	(137,641)		(22,490)	-	(22,490)	-
OOSH	81,471	(97,943)		(16,472)	-	(16,472)	-
Libraries	90,000	(726,682)		(636,682)	-	-	(636,682)
Community Development	-	(150,000)		(150,000)	-	-	(150,000)
Community Transport	358,388	(424,139)	-	(65,751)	-	(65,751)	-
Aged Care Services	191,413	(29,027)		162,386	-	162,386	-
Meals On Wheels	225,846	(248,250)	-	(22,404)	-	(22,404)	-
Respite	79,889	(92,791)	-	(12,902)	-	(12,902)	-
Home Maintenance	119,093	(138,061)		(18,968)	-	(18,968)	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Social Support	147,773	(190,132)	-	(42,359)	-	(42,359)	-
Yuluwirri Kids	1,622,102	(1,622,103)	-	(1)	-	(1)	-
<b>Total Children's And Community Services</b>	<b>3,300,785</b>	<b>(4,267,248)</b>	-	<b>(966,463)</b>	-	<b>(68,262)</b>	<b>(898,201)</b>
<b>Total Corporate And Comm Services</b>	<b>7,395,566</b>	<b>(9,886,758)</b>	<b>(1,460,000)</b>	<b>(3,951,192)</b>	-	<b>(68,262)</b>	<b>(3,882,931)</b>
<b>Total General Fund</b>	<b>40,666,611</b>	<b>(29,033,546)</b>	<b>(10,730,000)</b>	<b>902,265</b>	<b>(675,297)</b>	<b>811,547</b>	<b>(584,579)</b>
<b>Warrumbungle Water</b>	<b>6,658,847</b>	<b>(2,627,663)</b>	<b>(3,353,952)</b>	<b>677,232</b>	<b>(104,470)</b>	<b>572,762</b>	-
<b>Warrumbungle Sewer</b>	<b>4,595,295</b>	<b>(1,486,684)</b>	<b>(3,875,546)</b>	<b>(766,935)</b>	<b>181,007</b>	<b>(585,928)</b>	-
<b>Warrumbungle Waste</b>	<b>2,663,516</b>	<b>(2,494,754)</b>	<b>(78,800)</b>	<b>89,962</b>	-	<b>89,962</b>	-
<b>Total Warrumbungle Shire Council</b>	<b>54,584,269**</b>	<b>(35,642,647)</b>	<b>(18,039,098)</b>	<b>902,524</b>	<b>(598,760)</b>	<b>888,343</b>	<b>(584,579)</b>

\*\*Includes Internal Transactions but not non-cash (Depreciation & Written Down Value of Assets sold).

## 2.4 2021/22 TO 2024/25 DELIVERY PROGRAM (DP NUMBERS)

	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	16,351,555	-	-	16,351,555	-	16,351,555	-	<b>16,351,555</b>
Executive	526,801	(2,140,910)	-	(1,614,109)	-	(1,614,109)	-	<b>(1,614,109)</b>
Technical Services	16,036,168	(14,715,187)	(9,182,600)	(7,861,619)	(675,297)	(8,536,916)	879,809	<b>(9,416,725)</b>
Development Services	356,521	(2,290,691)	(88,200)	(2,022,370)	-	(2,022,370)	-	<b>(2,022,370)</b>
Corporate Services	7,395,566	(9,886,758)	(1,460,000)	(3,951,192)	-	(3,951,192)	(68,262)	<b>(3,882,931)</b>
<b>Total General Fund</b>	<b>40,666,611</b>	<b>(29,033,546)</b>	<b>(10,730,800)</b>	<b>902,265</b>	<b>(675,297)</b>	<b>226,968</b>	<b>811,547</b>	<b>(584,579)</b>
Warrumbungle Water	6,658,847	(2,627,663)	(3,353,952)	677,232	(104,470)	572,762	572,762	-
Warrumbungle Sewer	4,595,295	(1,486,684)	(3,875,546)	(766,935)	181,007	(585,928)	(585,928)	-
Warrumbungle Waste	2,663,516	(2,494,754)	(78,800)	89,962	-	89,962	89,962	-
<b>Total BAC Fund</b>	<b>13,917,658</b>	<b>(6,609,101)</b>	<b>(7,308,298)</b>	<b>259</b>	<b>76,537</b>	<b>76,796</b>	<b>76,796</b>	-
<b>Total WSC 2020/21</b>	<b>54,584,269</b>	<b>(35,642,647)</b>	<b>(18,039,098)</b>	<b>902,524</b>	<b>(598,760)</b>	<b>303,764</b>	<b>888,343</b>	<b>(584,579)</b>

<b>2022/23</b>								
General Revenue	16,828,759	-	-	16,828,759	-	16,828,759	-	<b>16,828,759</b>
Executive	575,636	(1,619,229)	-	(1,043,593)	-	(1,043,593)	-	<b>(1,043,593)</b>
Technical Services	14,806,315	(14,953,299)	(6,818,900)	(6,965,884)	(553,500)	(7,519,385)	2,226,287	<b>(9,745,672)</b>
Development Services	363,651	(2,336,293)	(10,000)	(1,982,642)	-	(1,982,642)	-	<b>(1,982,642)</b>
Corporate Services	7,226,986	(10,081,224)	(1,290,000)	(4,144,238)	-	(4,144,238)	(267,362)	<b>(3,876,876)</b>
<b>Total General Fund</b>	<b>39,801,347</b>	<b>(28,990,045)</b>	<b>(8,118,900)</b>	<b>2,692,402</b>	<b>(553,500)</b>	<b>2,138,901</b>	<b>1,958,925</b>	<b>179,976</b>
Warrumbungle Water	4,927,261	(2,677,221)	(2,916,667)	(666,627)	(107,341)	(773,968)	(773,968)	-
Warrumbungle Sewer	5,661,907	(1,516,419)	(5,294,174)	(1,148,686)	191,736	(956,950)	(956,950)	-
Warrumbungle Waste	2,716,786	(2,544,648)	(20,000)	152,138	-	152,138	152,138	-
<b>Total BAC Fund</b>	<b>13,305,954</b>	<b>(6,738,288)</b>	<b>(8,230,841)</b>	<b>(1,663,175)</b>	<b>84,395</b>	<b>(1,578,780)</b>	<b>(1,578,780)</b>	-
<b>Total WSC 2021/22</b>	<b>53,107,301</b>	<b>(35,728,333)</b>	<b>(16,349,741)</b>	<b>1,029,227</b>	<b>(469,105)</b>	<b>560,122</b>	<b>380,146</b>	<b>179,976</b>

<b>2023/24</b>								
General Revenue	17,321,598	-	-	17,321,598	-	17,321,598	-	<b>17,321,598</b>
Executive	579,155	(1,650,115)	-	(1,070,960)	-	(1,070,960)	-	<b>(1,070,960)</b>
Technical Services	14,592,903	(15,236,082)	(6,936,200)	(7,579,379)	(419,804)	(7,999,183)	2,021,212	<b>(10,020,395)</b>
Development Services	370,924	(2,382,812)	(10,000)	(2,021,888)	-	(2,021,888)	-	<b>(2,021,888)</b>
Corporate Services	7,332,387	(10,311,284)	(1,235,000)	(4,213,897)	-	(4,213,897)	(295,155)	<b>(3,918,743)</b>
<b>Total General Fund</b>	<b>40,196,967</b>	<b>(29,580,293)</b>	<b>(8,181,200)</b>	<b>2,435,474</b>	<b>(419,804)</b>	<b>2,015,670</b>	<b>1,726,058</b>	<b>289,613</b>
Warrumbungle Water	4,805,763	(2,727,930)	(1,728,000)	349,833	(54,380)	295,453	295,453	-
Warrumbungle Sewer	3,380,428	(1,546,749)	(1,647,776)	185,903	-	185,903	185,903	-
Warrumbungle Waste	2,771,122	(2,595,540)	(20,000)	155,582	-	155,582	155,582	-
<b>Total BAC Fund</b>	<b>10,957,314</b>	<b>(6,870,219)</b>	<b>(3,395,776)</b>	<b>691,319</b>	<b>(54,380)</b>	<b>636,939</b>	<b>636,939</b>	-
<b>Total WSC 2022/23</b>	<b>51,154,280</b>	<b>(36,450,512)</b>	<b>(11,576,976)</b>	<b>3,126,792</b>	<b>(474,184)</b>	<b>2,652,609</b>	<b>2,362,996</b>	<b>289,613</b>

<b>2024/25</b>								
General Revenue	17,830,629	-	-	17,830,629	-	17,830,629	-	<b>17,830,629</b>
Executive	582,745	(1,681,611)	-	(1,098,866)	-	(1,098,866)	-	<b>(1,098,866)</b>
Technical Services	14,792,065	(15,523,543)	(6,969,000)	(7,700,478)	(417,341)	(8,117,819)	2,040,388	<b>(10,158,207)</b>
Development Services	378,343	(2,430,259)	(10,000)	(2,061,916)	-	(2,061,916)	-	<b>(2,061,916)</b>
Corporate Services	7,439,895	(10,524,556)	(1,510,000)	(4,594,661)	-	(4,594,661)	(301,012)	<b>(4,293,649)</b>
<b>Total General Fund</b>	<b>41,023,677</b>	<b>(30,159,969)</b>	<b>(8,489,000)</b>	<b>2,374,708</b>	<b>(417,341)</b>	<b>1,957,367</b>	<b>1,739,377</b>	<b>217,990</b>
Warrumbungle Water	4,977,215	(2,781,919)	(1,314,000)	881,296	-	881,296	881,296	-
Warrumbungle Sewer	2,361,999	(1,577,685)	(293,354)	490,960	-	490,960	490,960	-
Warrumbungle Waste	2,826,544	(2,647,447)	(20,000)	159,097	-	159,097	159,097	-
<b>Total BAC Fund</b>	<b>10,165,758</b>	<b>(7,007,051)</b>	<b>(1,627,354)</b>	<b>1,531,353</b>	<b>-</b>	<b>1,531,353</b>	<b>1,531,353</b>	<b>-</b>
<b>Total WSC 2023/24</b>	<b>51,189,435</b>	<b>(37,167,020)</b>	<b>(10,116,354)</b>	<b>3,906,061</b>	<b>(417,341)</b>	<b>3,488,720</b>	<b>3,270,730</b>	<b>217,990</b>

## 2.5 REVENUE (FUNCTION VIEW)

Description	Income from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
<b>General Revenue</b>				
Rates Revenue	8,532,268	8,700,801	8,872,704	9,048,046
Interest Revenue	120,000	122,400	124,848	127,345
General Grants	7,699,287	8,005,558	8,324,045	8,655,238
<b>Total General Revenue</b>	<b>16,351,555</b>	<b>16,828,759</b>	<b>17,321,598</b>	<b>17,830,629</b>
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	175,475	175,475	175,475	175,475
Governance	67,013	112,397	112,397	112,397
HR Management	108,842	109,439	110,048	110,669
Payroll Services	-	-	-	-
WH&S And Risk Management	119,533	121,923	124,362	126,849
Learning And Development Services	55,938	56,401	56,873	57,354
<b>Total Executive</b>	<b>526,801</b>	<b>575,636</b>	<b>579,155</b>	<b>582,745</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	-	-	-	-
<b>Total Design Services</b>	-	-	-	-
<b>Road Operations</b>				
Road Operations Management	39,379	40,166	40,970	41,789
Regional Roads M&R	5,682,000	5,028,444	4,880,814	4,934,127
Local Roads M&R	2,304,124	1,535,840	1,512,432	1,497,503
Aerodromes	40,000	-	-	-
RMCC And Other Road Contracts	1,000,000	1,020,000	1,040,400	1,061,208
Private Works	108,000	110,160	112,363	114,610
<b>Total Road Operations</b>	<b>9,173,503</b>	<b>7,734,610</b>	<b>7,586,979</b>	<b>7,649,237</b>
<b>Fleet Services</b>				
Fleet Services Management	45,000	45,900	46,818	47,754
Plant And Equipment	6,094,000	6,090,860	6,212,657	6,336,890
Depots	-	-	-	-



Description	Income from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
Workshops	-	-	-	-
<b>Total Fleet Services</b>	<b>6,139,000</b>	<b>6,136,760</b>	<b>6,259,475</b>	<b>6,384,645</b>
<b>Property</b>				
Property	403,426	408,300	413,271	418,342
Cemetery Services	100,000	102,000	104,040	106,121
Medical Facilities	50,000	51,000	52,020	53,060
Public Halls	27,240	27,785	28,340	28,907
<b>Total Property</b>	<b>580,666</b>	<b>589,084</b>	<b>597,672</b>	<b>606,431</b>
<b>Urban Services</b>				
Urban Services Management	3,000	3,060	3,121	3,184
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	20,000	220,400	20,808	21,224
Town Streets	-	-	-	-
Public Swimming Pools	120,000	122,400	124,848	127,345
<b>Total Urban Services</b>	<b>143,000</b>	<b>345,860</b>	<b>148,777</b>	<b>151,753</b>
<b>Total Tech Services</b>	<b>16,036,168</b>	<b>14,806,315</b>	<b>14,592,903</b>	<b>14,792,065</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	22,519	22,969	23,429	23,897
Building Control	62,347	63,594	64,866	66,163
Environmental Health Services	16,153	16,476	16,806	17,142
Town Planning	141,363	144,190	147,074	150,016
<b>Total Development Services Management</b>	<b>242,382</b>	<b>247,230</b>	<b>252,174</b>	<b>257,218</b>
<b>Regulatory Services</b>				
Compliance Services	34,669	35,362	36,070	36,791
Noxious Weeds	-	-	-	-
<b>Total Regulatory Services</b>	<b>34,669</b>	<b>35,362</b>	<b>36,070</b>	<b>36,791</b>
<b>Development And Tourism</b>				
Tourism And Development Services	79,470	81,059	82,681	84,334
Tourism And Economic Promotion	-	-	-	-
<b>Total Development And Tourism</b>	<b>79,470</b>	<b>81,059</b>	<b>82,681</b>	<b>84,334</b>
<b>Total Development Services</b>	<b>356,521</b>	<b>363,651</b>	<b>370,924</b>	<b>378,343</b>
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	53,984	53,984	53,984	53,984
Administration Services	372,944	378,508	384,184	389,974
Finance	761,644	764,712	767,840	771,032

Description	Income from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
Communications And IT	836,163	852,886	869,944	887,343
Organisational Risk	351,740	358,775	365,950	373,269
Supply Services	5,000	5,100	5,202	5,306
<b>Total Corporate Services</b>	<b>2,381,475</b>	<b>2,413,965</b>	<b>2,447,105</b>	<b>2,480,908</b>
<b>Corporate and Comm. Services Other</b>				
Bushfire And Emergency Services	1,713,306	1,723,572	1,734,044	1,744,724
<b>Total Corporate And Comm. Services</b>	<b>1,713,306</b>	<b>1,723,572</b>	<b>1,734,044</b>	<b>1,744,724</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	81,000	-	-	-
Connect 5	188,659	192,432	196,281	200,206
Community Connections	115,151	117,454	119,803	122,199
OOSH	81,471	83,100	84,762	86,458
Libraries	90,000	91,800	93,636	95,509
Community Development	-	-	-	-
Community Transport	358,388	365,556	372,867	380,324
Aged Care Services	191,413	510	520	531
Meals On Wheels	225,846	230,363	234,970	239,670
Respite	79,889	81,487	83,117	84,779
Home Maintenance	119,093	121,475	123,904	126,382
Social Support	147,773	150,728	153,743	156,818
Yuluwirri Kids	1,622,102	1,654,544	1,687,635	1,721,388
<b>Total Children's And Community Services</b>	<b>3,300,785</b>	<b>3,089,449</b>	<b>3,151,238</b>	<b>3,214,263</b>
<b>Total Corporate And Comm. Services</b>	<b>7,395,566</b>	<b>7,226,986</b>	<b>7,332,387</b>	<b>7,439,895</b>
<b>Total General Fund</b>	<b>40,666,611</b>	<b>39,801,347</b>	<b>40,196,967</b>	<b>41,023,677</b>
<b>Warrumbungle Water</b>	<b>6,658,847</b>	<b>4,927,261</b>	<b>4,805,763</b>	<b>4,977,215</b>
<b>Warrumbungle Sewer</b>	<b>4,595,295</b>	<b>5,661,907</b>	<b>3,380,428</b>	<b>2,361,999</b>
<b>Warrumbungle Waste</b>	<b>2,663,516</b>	<b>2,716,786</b>	<b>2,771,122</b>	<b>2,826,544</b>
<b>Total Warrumbungle Shire Council</b>	<b>54,584,269</b>	<b>53,107,301</b>	<b>51,154,280</b>	<b>51,189,435</b>

## 2.6 EXPENDITURE (FUNCTION VIEW)

Description	Expense from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
<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	(1,110,600)	(722,812)	(737,268)	(752,014)
Governance	(634,130)	(492,312)	(500,659)	(509,171)
HR Management	(467,411)	(476,759)	(486,294)	(496,018)
Payroll Services	597,056	608,997	621,176	633,600
WH&S And Risk Management	(318,196)	(324,561)	(331,053)	(337,672)
Learning And Development Services	(207,628)	(211,782)	(216,017)	(220,336)
<b>Total Executive</b>	<b>(2,140,910)</b>	<b>(1,619,229)</b>	<b>(1,650,115)</b>	<b>(1,681,611)</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>	(522,262)	(532,706)	(543,358)	(554,222)
<b>Total Technical Services Management</b>	<b>(522,262)</b>	<b>(532,706)</b>	<b>(543,358)</b>	<b>(554,222)</b>
<b>Design Services</b>				
Design Services Management	(48,941)	(49,920)	(50,918)	(51,936)
Emergency Services Management	(84,211)	(75,295)	(76,400)	(77,528)
Survey Investigation And Design	(208,257)	(212,422)	(216,669)	(221,002)
GIS	(201,022)	(205,042)	(209,142)	(213,324)
Asset Management	(204,922)	(209,020)	(213,201)	(217,464)
NSW Fire Brigade	(55,000)	(55,000)	(55,000)	(55,000)
<b>Total Design Services</b>	<b>(802,354)</b>	<b>(806,699)</b>	<b>(821,330)</b>	<b>(836,254)</b>
<b>Road Operations</b>				
Road Operations Management	(558,867)	(570,044)	(581,444)	(593,072)
Regional Roads M&R	(1,855,801)	(1,890,068)	(1,924,976)	(1,960,528)
Local Roads M&R	(2,577,489)	(2,599,810)	(2,640,934)	(2,674,379)
Aerodromes	(141,827)	(144,663)	(147,553)	(150,503)
RMCC And Other Road Contracts	(1,021,836)	(1,042,274)	(1,063,120)	(1,084,381)
Private Works	(69,266)	(70,651)	(72,064)	(73,506)
<b>Total Road Operations</b>	<b>(6,225,087)</b>	<b>(6,317,510)</b>	<b>(6,430,091)</b>	<b>(6,536,369)</b>
<b>Fleet Services</b>				
Fleet Services Management	(340,691)	(347,505)	(354,454)	(361,543)
Plant And Equipment	(2,347,332)	(2,401,928)	(2,457,999)	(2,515,591)
Depots	(164,088)	(167,370)	(170,717)	(174,131)
Workshops	(55,232)	(56,337)	(57,463)	(58,612)
<b>Total Fleet Services</b>	<b>(2,907,343)</b>	<b>(2,973,140)</b>	<b>(3,040,633)</b>	<b>(3,109,877)</b>

Description	Expense from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
<b>Property</b>				
Property	(802,296)	(798,481)	(805,627)	(820,084)
Cemetery Services	(161,320)	(164,546)	(167,836)	(171,193)
Medical Facilities	(39,629)	(40,422)	(41,230)	(42,056)
Public Halls	(179,758)	(183,352)	(187,017)	(190,755)
<b>Total Property</b>	<b>(1,183,003)</b>	<b>(1,186,801)</b>	<b>(1,201,710)</b>	<b>(1,224,088)</b>
<b>Urban Services</b>				
Urban Services Management	(201,632)	(205,665)	(209,778)	(213,972)
Horticulture	(579,124)	(590,506)	(602,110)	(613,948)
Street Cleaning	(282,421)	(288,070)	(293,831)	(299,708)
Public Amenities	(303,170)	(309,234)	(315,419)	(321,726)
Ovals	(402,276)	(410,321)	(418,524)	(426,895)
Town Streets	(642,328)	(655,175)	(668,277)	(681,644)
Public Swimming Pools	(664,189)	(677,472)	(691,021)	(704,840)
<b>Total Urban Services</b>	<b>(3,075,140)</b>	<b>(3,136,443)</b>	<b>(3,198,960)</b>	<b>(3,262,733)</b>
<b>Total Tech Services</b>	<b>(14,715,187)</b>	<b>(14,953,299)</b>	<b>(15,236,082)</b>	<b>(15,523,543)</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	(568,851)	(580,228)	(591,835)	(603,672)
Building Control	(238,694)	(243,467)	(248,337)	(253,304)
Environmental Health Services	(82,959)	(84,418)	(85,907)	(87,426)
Town Planning	(258,296)	(263,462)	(268,732)	(274,106)
<b>Total Development Services Management</b>	<b>(1,148,799)</b>	<b>(1,171,575)</b>	<b>(1,194,811)</b>	<b>(1,218,508)</b>
<b>Regulatory Services</b>				
Compliance Services	(337,017)	(343,757)	(350,634)	(357,647)
Noxious Weeds	(120,000)	(122,400)	(124,848)	(127,345)
<b>Total Regulatory Services</b>	<b>(457,017)</b>	<b>(466,157)</b>	<b>(475,482)</b>	<b>(484,992)</b>
<b>Development And Tourism</b>				
Tourism And Development Services	(568,475)	(579,843)	(591,438)	(603,267)
Tourism And Economic Promotion	(116,400)	(118,718)	(121,081)	(123,492)
<b>Total Development And Tourism</b>	<b>(684,875)</b>	<b>(698,561)</b>	<b>(712,519)</b>	<b>(726,759)</b>
<b>Total Development Services</b>	<b>(2,290,691)</b>	<b>(2,336,293)</b>	<b>(2,382,812)</b>	<b>(2,430,259)</b>
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	(352,838)	(359,894)	(367,093)	(374,434)
Administration Services	(761,534)	(776,765)	(792,298)	(808,146)
Finance	(1,444,223)	(1,473,110)	(1,502,573)	(1,532,625)
Communications And IT	(834,779)	(851,476)	(868,505)	(885,876)
Organisational Risk	(721,670)	(757,004)	(794,089)	(833,013)
Supply Services	(278,005)	(283,563)	(289,234)	(295,017)

Description	Expense from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
<b>Total Corporate Services</b>	<b>(4,393,048)</b>	<b>(4,501,812)</b>	<b>(4,613,792)</b>	<b>(4,729,111)</b>
<b>Corporate and Comm. Services Other</b>				
Bushfire And Emergency Services	(1,226,462)	(1,251,036)	(1,276,103)	(1,301,675)
<b>Total Corporate And Comm. Services</b>	<b>(1,226,462)</b>	<b>(1,251,036)</b>	<b>(1,276,103)</b>	<b>(1,301,675)</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	(192,519)	(185,150)	(188,853)	(192,630)
Connect 5	(217,959)	(222,333)	(226,796)	(231,348)
Youth Development	(137,641)	(140,393)	(143,202)	(146,066)
OOSH	(97,943)	(99,902)	(101,901)	(103,938)
Libraries	(726,682)	(728,215)	(729,779)	(731,374)
Community Development	(150,000)	(150,000)	(150,000)	(150,000)
Community Transport	(424,139)	(432,708)	(463,948)	(473,319)
Aged Care Services	(29,027)	(29,608)	(30,200)	(30,805)
Meals On Wheels	(248,250)	(256,044)	(260,935)	(265,922)
Respite	(92,791)	(94,671)	(96,589)	(98,545)
Home Maintenance	(138,061)	(140,847)	(143,686)	(146,586)
Social Support	(190,132)	(193,961)	(197,866)	(201,851)
Yuluwirri Kids	(1,622,103)	(1,654,544)	(1,687,634)	(1,721,386)
<b>Total Children's And Community Services</b>	<b>(4,267,248)</b>	<b>(4,328,376)</b>	<b>(4,421,389)</b>	<b>(4,493,770)</b>
<b>Total Corporate And Comm. Services</b>	<b>(9,886,758)</b>	<b>(10,081,224)</b>	<b>(10,311,284)</b>	<b>(10,524,556)</b>
<b>Total General Fund</b>	<b>(29,033,546)</b>	<b>(28,990,045)</b>	<b>(29,580,293)</b>	<b>(30,159,969)</b>
<b>Warrumbungle Water</b>	<b>(2,627,663)</b>	<b>(2,677,221)</b>	<b>(2,727,930)</b>	<b>(2,781,919)</b>
<b>Warrumbungle Sewer</b>	<b>(1,486,684)</b>	<b>(1,516,419)</b>	<b>(1,546,749)</b>	<b>(1,577,685)</b>
<b>Warrumbungle Waste</b>	<b>(2,494,754)</b>	<b>(2,544,648)</b>	<b>(2,595,540)</b>	<b>(2,647,447)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(35,642,647)</b>	<b>(35,728,333)</b>	<b>(36,450,512)</b>	<b>(37,167,020)</b>

## 2.7 COUNCIL'S SUGGESTED 2021/22 – 2024/25 CAPITAL PROGRAM

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (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	<b>10,000</b>	10,000	20,000	150,000
Microsoft Server Licenses & SA	General		P	-	-	7,500	-
Server Storage upgrade	General		E	-	-	-	100,000
MiTel Phone system replacement	General		P	<b>150,000</b>	-	-	-
InfoXpert (mobile & web portal modules)	General		R	-	-	7,500	-
Video Conferencing System	General		E	<b>40,000</b>	50,000	-	-
Antivirus Security Software	General		P	-	30,000	-	-
Printer Leases	General		R	<b>60,000</b>	-	-	60,000
<b>Communications &amp; IT Total</b>				<b>260,000</b>	<b>90,000</b>	<b>35,000</b>	<b>310,000</b>
<b>Corporate Services Total</b>				<b>1,460,000</b>	<b>1,290,000</b>	<b>1,235,000</b>	<b>1,510,000</b>
<b>Development Services</b>							
<b>Tourism and Development Services</b>							
VIC Capital allowance	General		R	10,000	10,000	10,000	10,000
Renovate and modernise the reception area of VIC – retile, bag, paint etc	General		R	40,000	-	-	-
Auto doors at VIC	General		E	19,000	-	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Security surveillance outside VIC building	General		E	19,200	-	-	-
<b>Tourism and Development Services Total</b>				<b>88,200</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Development Services Total</b>				<b>88,200</b>	<b>10,000</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
EKA Keys	RA	100%	E	8,800			
Purchase Bale Press	RA	100%	P	50,000	-	-	-
<b>Warrumbungle Waste Total</b>				<b>78,800</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>							
17a Cole Street - Bathroom Refurb	General		R	-	-	15,000	-
17a Cole Street - Kitchen Refurb	General		R	-	20,000	-	-
Mendooran Community Care - Replace Flooring	General		R	-	50,000	-	-
EKA keys - waste transfer depots, works depot (30 keys)	General		E	13,200	-	-	-
Coonabarabran Office - Fire Protection	General		E	20,000	20,000	-	-
House Painting	General		R	-	-	50,000	50,000
<b>Council Offices &amp; Other Property Total</b>				<b>33,200</b>	<b>90,000</b>	<b>65,000</b>	<b>50,000</b>
<b>Public Halls</b>							
Public Hall Capital allowance	General		R	-	-	100,000	100,000
Coonabarabran Town Hall	General		R	-	50,000	-	-
Mendooran Mechanics Institute Floor	General		R	-		50,000	
Pandora Gallery & Library - Carpet Replacement	General		R	-		50,000	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
<b>Public Halls Total</b>				-	50,000	200,000	100,000
<b>Cemetery Services</b>							
Cemeteries Capital allowance	General		R	-	-	-	50,000
Coonabarabran Native Grove Cemetery Expansion	General		E	-	-	55,000	-
Coonabarabran Native Grove Cemetery Road Renewal	General		R	-	50,000	-	-
Dunedoo Cemetery Columbarium Wall	General		E	63,000	-	-	-
<b>Total Cemetery Services</b>				<b>63,000</b>	<b>50,000</b>	<b>55,000</b>	<b>50,000</b>
<b>Property &amp; Risk Total</b>				<b>96,200</b>	<b>190,000</b>	<b>320,000</b>	<b>200,000</b>
<b>Asset Design Services</b>							
Design Projects Survey Equip-upgrades	General		R	16,000	16,000	16,000	16,000
Laptop Computer & Traffic Counter	General		P	7,500	-	7,500	-
Intramaps & Arc GIS - Software	General		R	25,000	25,000	25,000	25,000
<b>Asset Design Services Total</b>				<b>48,500</b>	<b>41,000</b>	<b>48,500</b>	<b>41,000</b>
<b>Fleet Services</b>							
Minor Plant Purchases	Plant RA	100%	P	20,000	20,000	20,000	20,000
Plant & Equipment Purchases	Plant RA	100%	P	2,205,000	1,955,000	2,095,000	2,165,000
Workshop equip renewal	Plant RA	100%	R	20,000	20,000	20,000	20,000
Oil Water Separator Coolah Depot fuel bowsers	RA	100%	E	50,000			-
Depot improvements - WH&S	RA	100%	E	-	30,000	30,000	30,000
Oil Water Separator Dunedoo Depot	RA	100%	E	-	50,000	-	-
Dunedoo Depot - Toilet renewal	RA	100%	R	-	15,000	-	-
<b>Fleet Services Total</b>				<b>2,295,000</b>	<b>2,090,000</b>	<b>2,165,000</b>	<b>2,235,000</b>
<b>Road Operations</b>							
<b>Local Roads - Reseals</b>							
Neilrex Rd - Rural Road Reseals	R2R	100%	R	52,000	-	-	-



Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Piambra Rd - Rural Road Reseals	R2R	100%	R	93,500	-	-	-
Tongy Lane - Rural Road Reseals	R2R	80%	R	132,000	-	-	-
Tucklan Rd - Rural Road Reseals	General		R	172,500	-	-	-
Moorefield Rd - Rural Road Reseals	R2R	100%	R	-	32,500	-	-
Gamble Ck 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	450,000
<b>Local Roads – Reseal Total</b>				<b>450,000</b>	<b>452,100</b>	<b>450,000</b>	<b>450,000</b>
<b>Local Roads</b>							
Rotherwood Rd - Rural Road Bridges & Causeways	R2R	100%	R	-	80,000	-	-
Napier Ln - Rural Road Bridges & Causeways	R2R	100%	R	-	-	80,000	-
Indians Ln - Rural Road Pavements	R2R	100%	R	355,000	-	-	-
Tongy Ln - Rural Road Pavements	R2R	100%	R	300,000	-	-	-
Pavement Rehabilitation - Rural Road Pavements	R2R	100%	R	-	200,000	200,000	200,000
Gravel Resheeting Program - Rural Roads Gravel Resheeting	R2R	100%	R	570,000	750,000	750,000	750,000
Flagsrockedigial Rd - causeways	R2R	100%	R	-	-	-	80,000
Warkton Bridge	R2R & FLB	100%	R	755,000	-	-	-
<b>Local Roads Total</b>				<b>1,980,000</b>	<b>1,030,000</b>	<b>1,030,000</b>	<b>1,030,000</b>
<b>Regional Roads</b>							
Regional Roads Reseals	R2R	100%	R	650,000	650,000	650,000	650,000

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation	Block & Repair	100%	R	-	169,000		169,000
Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation	Block & Repair	100%	R	169,000		169,000	
Pavement Rehab MR55 (Black Stump Way) - Pavement Rehabilitation			R	-	-	-	800,000
Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation	Block & Repair	100%	R	-		800,000	
Pavement Widening - Black Spot Projects	Block & Repair	100%	R	-	300,000	300,000	300,000
Pavement Widening MR 129 (Purlewaugh Road)	Rosi & Repair	100%	R	3,000,000	800,000	-	-
<b>Regional Roads Total</b>				<b>3,819,000</b>	<b>1,919,000</b>	<b>1,919,000</b>	<b>1,919,000</b>
<b>Aerodrome</b>							
Coonabarabran Aerodrome - Reseal taxiway	General		R	-	-	30,000	30,000
Coona Aerodrome - Runway light renewal	General		R	-	20,000	-	-
Coonabarabran - water bore - testing drilling	RFS one off Grant	100%	R	40,000	-	-	-
<b>Aerodrome Total</b>				<b>40,000</b>	<b>20,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Road Operations Total</b>				<b>6,289,000</b>	<b>3,421,100</b>	<b>3,429,000</b>	<b>3,429,000</b>
<b>Urban Services</b>							
<b>Horticulture</b>							
Coonabarabran CBD toilets - renewal of fittings	General		R	-	-	50,000	-
Neilson Park toilets - renewal of fittings, tiling	General		R	-	50,000	-	-
Black Stump Rest Area - floor & wall tiles, renewal of fittings	General		R	-			50,000
Garden beds renewal - Coonabarabran	General		R	15,000	10,000	10,000	10,000

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Milling Park - interior renewal	General		R	80,000			
Len Guy Park Toilets - lighting, renewal of fittings, tiling	General		R	-	20,000		
Playground equipment - renewal	General		R	20,000	20,000	20,000	20,000
<b>Horticulture Total</b>				<b>110,000</b>	<b>100,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Ovals</b>							
Baradine Oval - replace spectator seating	General		R	15,000	-	-	-
Baradine Oval - renew change rooms	General		R	-	150,000	-	-
Binnaway Oval - renewal of change rooms	General		R	-	-	150,000	-
Coonabarabran Oval No 3 - renewal of change rooms	General		R	-	30,000	30,000	-
Coonabarabran Oval No 3 - Equipment Storage	General		E	-	-	-	200,000
Coonabarabran Oval No 3 - renewal of canteen	General		R	-	-	-	75,000
Coonabarabran Oval No 1 - Grandstand shower cubicles	General		E	20,000	-	-	-
<b>Ovals Total</b>				<b>35,000</b>	<b>180,000</b>	<b>180,000</b>	<b>275,000</b>
<b>Swimming Pools</b>							
Baradine pool - Renew scum gutters	General		R	-	30,000	-	-
Baradine pool - Grouting & painting	General		R	-	-	30,000	-
Baradine pool - Crack repair - concourse	General		R	10,000	-	-	-
Baradine pool - Remove granstand	General		R	-	-	10,000	-
Baradine pool - New seating	General		E	-	-	10,000	-
Baradine pool - New shade shelter	General		E	-	-	20,000	-
Baradine pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	30,000
Binnaway pool - Remove pine tree	General		R	10,000	-	-	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Binnaway pool - Grouting & painting	General		R	-	50,000	-	-
Binnaway pool - Pipeline replacement	General		R	-		30,000	20,000
Coolah pool - Crack repair - toddlers pool	General		R	10,000	-	-	-
Coolah pool - Replace skimmer box	General		R	-	10,000	-	-
Coolah pool - Pumps & Pipes renewal, chlorinator	General		R	-	-	-	35,000
Coonabarabran pool - Joint sealing main pool	General		R	10,000	-	-	-
Coonabarabran pool - Renew office roof	General		R	-	50,000	-	-
Coonabarabran pool - pumps & pipes renewal, chlorinator	General		R	-			35,000
Dunedoo pool - Replace air blower	General		R	5,000	-	-	-
Dunedoo pool - Crack repair - concourse	General		R	-	50,000	-	-
Dunedoo pool - Remove trees	General		R	-	-	20,000	-
Dunedoo pool - New shade shelter	General		E	-	-	25,000	-
Dunedoo pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	25,000
Mendooran pool - Change room painting	General		R	-	12,000	-	-
Mendooran pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	15,000
<b>Swimming Pools Total</b>				<b>45,000</b>	<b>202,000</b>	<b>145,000</b>	<b>160,000</b>
<b>Town Streets - Baradine</b>							
Street Trees - Baradine	General		R	5,000	-	5,000	-
Lachlan Street - Urban Road Reseals	General		R	13,000	5,000	-	-
Walker Street - Urban Road Reseals	General		R	-	3,000	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Macquarie Street - Urban Road Reseals	General		R	-		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	10,000	-	-	-
Darling Street - Footpaths	General		R	-	13,000		-
<b>Town Streets - Baradine Total</b>				<b>28,000</b>	<b>21,000</b>	<b>26,200</b>	<b>20,000</b>
<b>Town Streets - Binnaway</b>							
Street Trees - Binnaway	General		R	-	5,000		5,000
Norman Street/Yeubla Street, pipe drainage system	Stormwater Levy	100%	R	-	-	40,000	20,000
Renshaw Street - Urban Road Reseals	General		R	18,700	-	-	-
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	-	-
Binnaway street reseals - Urban Road Reseals	General		R	-	-	18,000	18,000
Renshaw Street - pipe between Yarran Street & Cisco Street	Stormwater Levy	100%	R	-	-	50,000	-
Bullinda Street - Footpaths	General		R	-	13,000	-	-
<b>Town Streets - Binnaway Total</b>				<b>18,700</b>	<b>35,800</b>	<b>108,000</b>	<b>43,000</b>
<b>Town Streets - Coolah</b>							
Street Trees - Coolah	General		R	-	5,000		5,000

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Martin Street - Urban Road Reseals	General		R	-	35,000	-	-
Booyamurra Street - Urban Road Reseals	General		R	18,000	7,500	-	-
Queensborough Street - Urban Road Reseals	General		R	-	19,600	4,000	-
Charles Street - Urban Road Reseals	General		R	-	5,200	-	-
Coolah street reseals - Urban Road Reseals	General		R	-	-	20,000	25,000
Booyamurra Street - Drainage Structures (incl. K&G)	Stormwater Levy	100%	R	-	50,000	-	-
Binnia Street - Footpaths	General		R	20,000	6,500	-	-
Hospital Street - Footpaths	General		R	-	15,300	-	-
Goddard Street - pipe between Binnia St & Central Ln	Stormwater Levy	100%	R	-	-	-	60,000
Booyamurra Street - Kerb and Guttering	General		R	-	50,000	-	50,000
<b>Town Streets - Coolah Total</b>				<b>38,000</b>	<b>194,100</b>	<b>24,000</b>	<b>140,000</b>
<b>Town Streets - Coonabarabran</b>							
Footpath Rehabilitation (general)	General		R	-	-	60,000	60,000
Dalgarno Street West - east of Clock Tower Motor Inn	General		R	-	-	60,000	-
Street Trees - Coona	General		R	8,000	-	8,000	-
Neate Street - Urban Road Reseals	General		R	-	17,200	-	-
Reservoir Street - Urban Road Reseals	General		R	-	40,000	-	-
Little Timor Street - Urban Road Reseals	General		R	7,600	-	-	-
Cowper Street - Urban Road Reseals	General		R	-	7,300	-	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (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	-	-	25,000	60,000
Robertson Street - (incl. K&G)	General		R	-	24,400	-	-
Barker Street - pipe extension from Camp Street	Stormwater Levy	100%	R	-	-	-	20,000
Cowper Street - Open channel construction - Drainage Structures	Stormwater Levy	100%	E	70,000	-	-	-
Cassilis Street - Footpaths	General		R	15,000	15,000	-	-
Streets rehabilitation	General		R	-	-	70,000	70,000
Visitor Info Centre carpark - 2500m2	General		R	17,500	-	-	-
<b>Town Streets - Coonabarabran Total</b>				<b>145,200</b>	<b>103,900</b>	<b>251,700</b>	<b>210,000</b>
<b>Town Streets - Dunedoo</b>							
Wallaroo Street drainage	Stormwater Levy	100%	R	-	30,000	-	-
Street Trees - Dunedoo	General		R	7,000	-	7,000	-
Talbragar Street - Urban Road Pavements	General		R	-	40,000	-	7,200
Wallaroo Street - Urban Road Pavements	General		R	-		40,000	32,800
Digilah Street - Urban Road Reseals	General		R	-	17,300	-	-
Whiteley Street - Urban Road Reseals	General		R	-		26,800	-
Wargundy Street - Urban Road Reseals	General		R	10,000	-	-	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Dunedoo street reseals - Urban Road Reseals	General		R	-	-		26,000
Tucklan Street - Pipe between Wargundy St & Wallaroo St	Stormwater Levy	100%	R	-	50,000	-	-
Yarrow Street - Wallaroo to Wargundy (K&G)	General		R	-	70,000		-
Wargundy Street - Yarrow to Tucklan (K&G)	General		R	-	-	70,000	50,000
<b>Town Streets - Dunedoo Total</b>				<b>17,000</b>	<b>207,300</b>	<b>143,800</b>	<b>116,000</b>
<b>Town Streets – Mendooran</b>							
Street Trees - Mendooran	General		R	-	5,000	-	5,000
Cobra Street - Urban Road Pavements	General		R	-	8,500	-	-
Dalglish Street - Urban Road Reseals	General		R	7,000	-	-	-
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	-	-	-
Urban Road Reseals - Urban Road Reseals	General		R	-	-	15,000	15,000
<b>Town Streets - Mendooran Total</b>				<b>17,000</b>	<b>32,700</b>	<b>15,000</b>	<b>20,000</b>
<b>Urban Services Total</b>				<b>453,900</b>	<b>1,076,800</b>	<b>973,700</b>	<b>1,064,000</b>
<b>Technical Services Total</b>				<b>9,182,600</b>	<b>6,818,900</b>	<b>6,936,200</b>	<b>6,969,000</b>
<b>Warrumbungle Water</b>							
<b>Water - Baradine</b>							
Mains Extension - Removal of Dead Ends	RA	100%	R	-	40,000	40,000	40,000
Mains replacements - Baradine	RA	100%	R	75,000	75,000	30,000	30,000
Meter Replacements - Baradine	RA	100%	R	25,000	25,000		



Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
SSWP WQ Scoping Study - plant renewal	Grant	75%	R	533,333	466,667		
Implementation of WLMP	RA	100%	E			60,000	60,000
Mains Air Scouring	RA	100%	R	-	-	-	150,000
<b>Water - Baradine Total</b>				<b>633,333</b>	<b>606,667</b>	<b>130,000</b>	<b>280,000</b>
<b>Water - Binnaway</b>							
Meter Replacements - Binnaway	RA	100%	R	15,000	15,000	-	-
Water Treatment Plant- Renewals	RA	100%	R	30,000			
Binnaway Groundwater Investigation	Grant	100%	E				
Implementation of WLMP	RA	100%	E			65,000	65,000
Mains Air Scouring	RA	100%	R			100,000	
Water main replacements/extensions - Binnaway	RA	100%	R	-	40,000	40,000	100,000
<b>Water - Binnaway Total</b>				<b>45,000</b>	<b>55,000</b>	<b>205,000</b>	<b>165,000</b>
<b>Water - Coolah</b>							
Meter Replacements - Coolah	RA	100%	R	25,000	-	-	-
Implementation of WLMP	RA	100%	E				90,000
Mains Air Scouring	RA	100%	R		200,000		
Mains Replacement and extensions - Coolah	RA	100%	R	55,000	70,000	50,000	100,000
Dedicated Rising Main extension to Wentworth Ave site	RA	100%	E		300,000		
Replacement of Martin St reservoir	RA	100%	R	-	-	800,000	-
Secure abandoned well	RA	100%	R	10,000	-	-	-
<b>Water - Coolah Total</b>				<b>90,000</b>	<b>570,000</b>	<b>850,000</b>	<b>190,000</b>
<b>Water - Coonabarabran</b>							
Telemetry Upgrade Water (Council contribution only for proposed Grant)	Grant	75%	E	385,619	-	-	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
funding- total\$ project \$750k)							
Coonabarabran Water Main Extension - Removal of Dead Ends	RA	100%	E	100,000	-	-	-
Coonabarabran Water Main Rehabilitation	RA	100%	R	70,000	100,000	100,000	100,000
4 yearly res. Inspections and cleans (shirewide)	RA	100%	R	-	150,000	-	-
Meter Replacements - Coonabarabran	RA	100%	P	60,000	60,000	-	-
Implementation of WLMP	RA	100%	E			110,000	110,000
Water Treatment Plant Renewal	RA	100%	R	30,000	900,000	38,000	39,000
Reservoir upgrades - internal structures (shire wide)	RA	100%	E	60,000	70,000	-	-
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	Grant	100%	E	1,510,000	-	-	-
Shire wide PLC redundancy	RA	100%	R	15,000	-	-	-
<b>Water - Coonabarabran Total</b>				<b>2,230,619</b>	<b>1,280,000</b>	<b>248,000</b>	<b>249,000</b>
<b>Water - Dunedoo</b>							
Mains Replacements and extension - Dunedoo	RA	100%	R	85,000	100,000	80,000	90,000
Meter replacements - Dunedoo	RA	100%	R	25,000	25,000	-	-
Implementation of WLMP	RA	100%	E		130,000		
Mains Air Scouring	RA	100%	R				200,000
Rising main rehab	RA	100%	R	100,000	-	-	-
<b>Water - Dunedoo Total</b>				<b>210,000</b>	<b>255,000</b>	<b>80,000</b>	<b>290,000</b>
<b>Water - Mendooran</b>							
Meter replacements - Mendooran	RA	100%	R	15,000	15,000	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Water main replacements - Mendooran	RA	100%	R	-	50,000	75,000	100,000
Mendooran Water main extensions	RA	100%	E	30,000	50,000	40,000	40,000
Implementation of WLMP	RA	100%	E		35,000		
Mains Air Scouring	RA	100%	R			100,000	-
Install Blend Tank	Grant	100%	E	100,000	-	-	-
<b>Water - Mendooran Total</b>				<b>145,000</b>	<b>150,000</b>	<b>215,000</b>	<b>140,000</b>
<b>Warrumbungle Water Total</b>				<b>3,353,952</b>	<b>2,916,667</b>	<b>1,728,000</b>	<b>1,314,000</b>
<b>Warrumbungle Sewer</b>							
<b>Sewer - Baradine</b>							
Refurb Inlet Works	RA	100%	R		30,000		
Desludging of ponds	RA	100%	R		150,000		
Sewage Treatment Plant -Vacuum pumps renewal	RA	100%	R	25,000	-	-	-
<b>Sewer - Baradine Total</b>				<b>25,000</b>	<b>180,000</b>	<b>-</b>	<b>-</b>
<b>Sewer - Binnaway</b>							
Binnaway - Sewerage (Council contribution only to \$7.6m project) @25%	Grant	75%	E	383,000	-	-	-
<b>Sewer - Binnaway Total</b>				<b>383,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sewer - Coolah</b>							
Coolah Sewage Treatment Plant Upgrade	Grant	79%	R	628,935	1,936,724	1,347,776	-
Sewer Mains Rehab - Coolah	RA	100%	R	-	70,000	80,000	140,000
<b>Sewer - Coolah Total</b>				<b>628,935</b>	<b>2,006,724</b>	<b>1,427,776</b>	<b>140,000</b>
<b>Sewer – Coonabarabran</b>							
Pump stations-renewal	RA	100%	R	60,000	60,000	60,000	-
Sewer Mains rehab - Coonabarabran	RA	100%	R	200,000	70,000	80,000	160,000
Telemetry Upgrade (All Towns) (Council	Grant	75%	E	140,114	-	-	-

Part 2 – Operational Plan 2021/22 and Delivery Program 2021/22 – 2024/25

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Contribution only for 250k proj)							
Coonabarabran Sewage Treatment Plant Upgrade	Grant	50%	E	1,000,000	1,100,000	-	-
<b>Sewer - Coonabarabran Total</b>				<b>1,400,114</b>	<b>1,230,000</b>	<b>140,000</b>	<b>3,354</b>
<b>Sewer – Dunedoo</b>							
Dunedoo Sewage Treatment Plant Upgrade	Grant	76%	E	1,438,497	1,807,450		
Manhole rehab - Dunedoo	RA	100%	R		70,000	80,000	150,000
<b>Sewer - Dunedoo Total</b>				<b>1,438,497</b>	<b>1,877,450</b>	<b>80,000</b>	<b>150,000</b>
<b>Warrumbungle Sewer Total</b>				<b>3,875,546</b>	<b>5,294,174</b>	<b>1,647,776</b>	<b>293,354</b>
<b>Grand Total:</b>				<b>18,039,098</b>	<b>16,349,741</b>	<b>11,576,976</b>	<b>10,116,354</b>

## 2.8 BALANCE SHEET

	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
<b><u>Assets</u></b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	11,287	11,551	14,096	17,520
Investments	-	-	-	-
Receivables	3,766	3,766	3,766	3,766
Inventories	725	725	725	725
Other	195	195	195	195
<b>Total Current Assets</b>	<b>15,973</b>	<b>16,237</b>	<b>18,782</b>	<b>22,206</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	299	299	299	299
Property, Plant & Equipment	514,971	517,507	515,037	510,801
Investments Equity Method	444	444	444	444
Right of use Asset	246	197	148	98
Intangibles	29	29	29	29
<b>Total Non-Current Assets</b>	<b>515,989</b>	<b>518,475</b>	<b>515,956</b>	<b>511,671</b>
<b>Total Assets</b>	<b>531,962</b>	<b>534,712</b>	<b>534,739</b>	<b>533,877</b>
<b><u>Liabilities</u></b>				
<b>Current Liabilities</b>				
Payables	2,205	2,205	2,205	2,205
Borrowings	713	528	459	
Lease liability	49	51	53	23
Provisions	4,647	4,647	4,647	4,647
<b>Total Current Liabilities</b>	<b>7,614</b>	<b>7,431</b>	<b>7,364</b>	<b>6,875</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Borrowings	987	459		
Lease liability	176	127	76	23
Provisions	3,102	3,102	3,102	3,102
<b>Total Non-Current Liabilities</b>	<b>4,265</b>	<b>3,688</b>	<b>3,178</b>	<b>3,125</b>
<b>Total Liabilities</b>	<b>11,879</b>	<b>11,119</b>	<b>10,542</b>	<b>9,999</b>
<b>Net Assets</b>	<b>520,083</b>	<b>523,594</b>	<b>524,197</b>	<b>523,878</b>
Retained Earnings	433,223	436,734	437,337	437,018
Revaluation Reserves	86,860	86,860	86,860	86,860
<b>Total Equity</b>	<b>520,083</b>	<b>523,594</b>	<b>524,197</b>	<b>523,878</b>

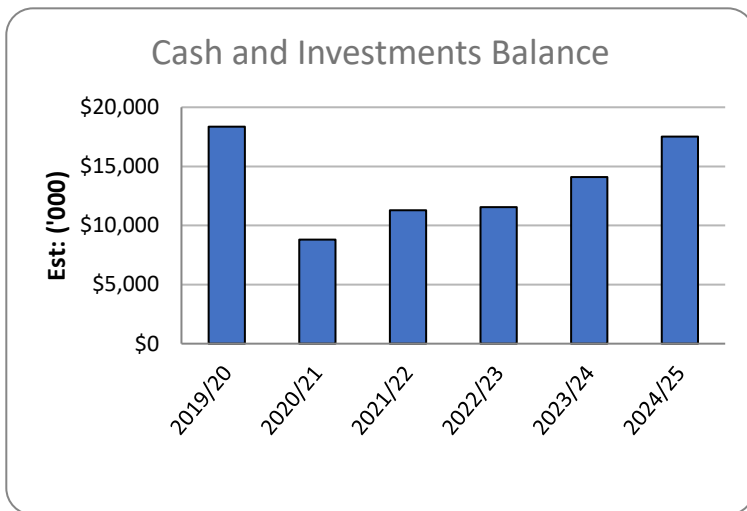
## 2.9 CASH FLOW STATEMENT

	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>				
<b><u>Receipts</u></b>				
Rates and Annual Charges	14,642	15,057	15,487	15,870
User Charges and Fees	5,248	5,308	5,484	5,593
Interest & Investment Revenue	232	237	241	246
Other Revenues	1,176	1,199	1,223	1,248
Grants & Contributions	24,485	22,486	19,748	19,107
<b><u>Payments</u></b>				
Employee Benefits & On-Costs	(15,733)	(16,047)	(16,368)	(16,696)
Materials & Contracts	(6,568)	(6,287)	(6,438)	(6,592)
Borrowing Costs	(104)	(58)	(34)	(10)
Other Expenses	(5,240)	(5,336)	(5,475)	(5,597)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>18,138</b>	<b>16,559</b>	<b>13,868</b>	<b>13,169</b>
<b>Cash Flows from Investing Activities</b>				
Sale of Infrastructure, PP&E	803	819	835	852
<b><u>Payments</u></b>				
Purchase of Infrastructure, PP&E	(18,039)	(16,350)	(11,577)	(10,116)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,236)</b>	<b>(15,531)</b>	<b>(10,742)</b>	<b>(9,264)</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	(831)	(713)	(528)	(459)
Repayment of Finance Lease Liabilities	(49)	(51)	(53)	(23)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>(880)</b>	<b>(764)</b>	<b>(581)</b>	<b>(482)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>22</b>	<b>264</b>	<b>2,545</b>	<b>3,423</b>
Cash & Cash Equivalents – Opening balance	11,265	11,287	11,551	14,096
<b>Cash &amp; Cash Equivalents - End of Year</b>	<b>11,287</b>	<b>11,551</b>	<b>14,096</b>	<b>17,520</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



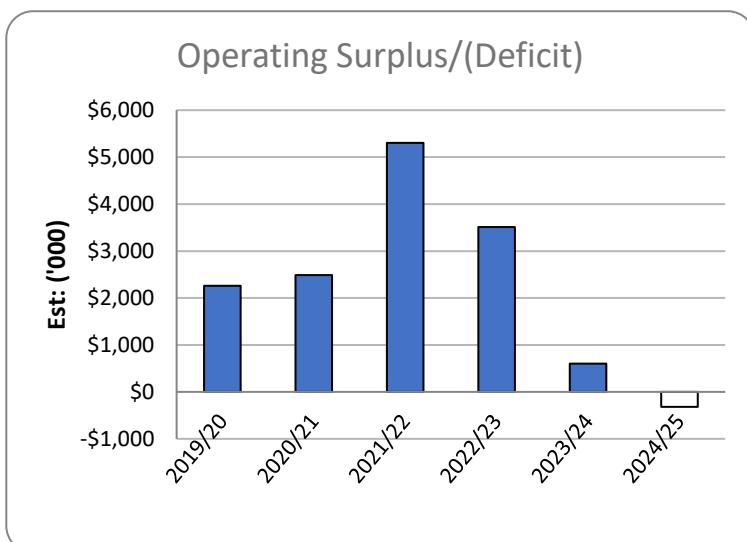
#### Description

This ratio shows Council’s cash and investments balance.

#### Comments

As can be seen from the chart to the left, Council's cash and investments balance is forecast to increase from \$8.8m in 2020/21 to \$17.5m during the Delivery Program period as Council catches up on Capital Projects.

### Operating Surplus/(Deficit)



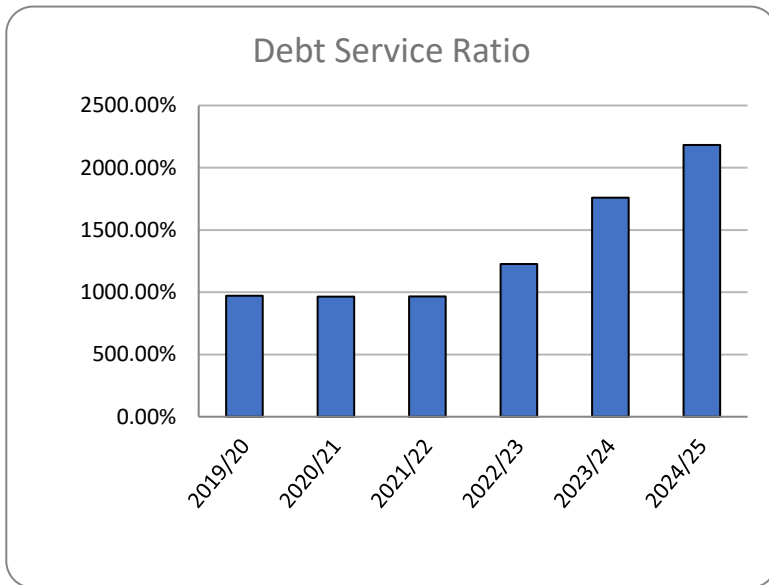
#### Description

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 \$9m over the four years. The 2021/22 financial year is expected to generate a surplus of \$5.3m with increased Water and Sewer income. 2022/23 estimated surplus is \$3m due to lower Capital Grants of \$7.4m. 2023/24 is forecast to generate a surplus of \$602 with the 2024/25 year forecast a deficit of \$319k due to decreased Capital Grants. This is based on a very conservative forecast that Council will only receive minimum Capital Grants from 2021/22 onwards and make no operational savings.

**Debt Service Ratio**



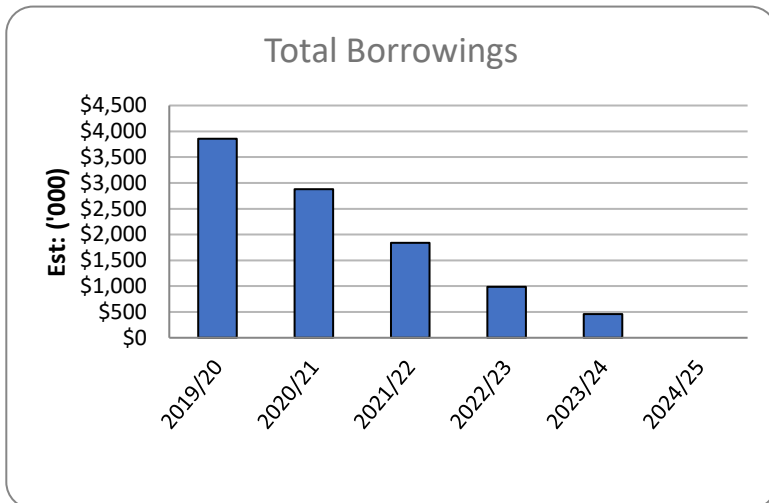
**Description**

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 as a result of lower loan repayments. Overall, it remains well above 2%.

**Total Borrowings**



**Description**

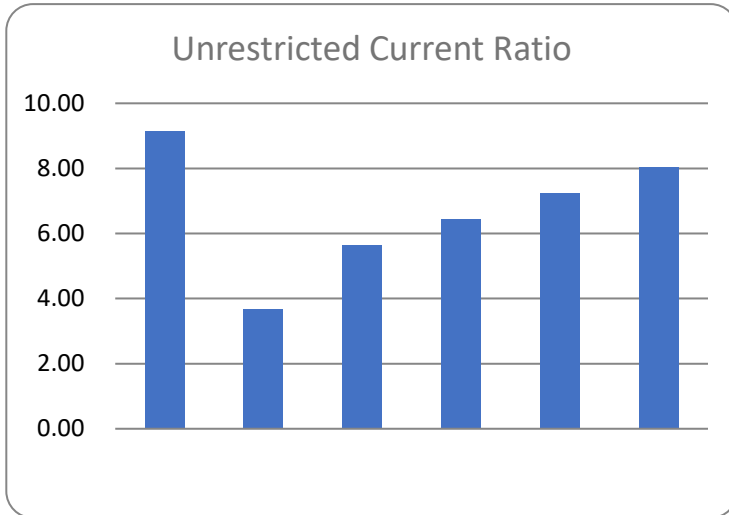
This shows Council's total level of borrowings.

**Comments**

The level of borrowings will be decreased over the Delivery Program period i.e. from \$1.8m in 2021/22 to nil in 2024/25.



### Unrestricted Current Ratio



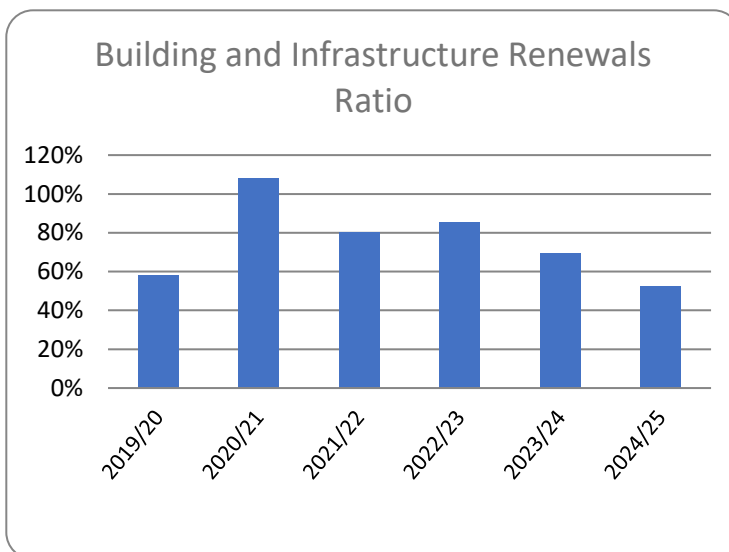
#### Description

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 well above the 1.5 considered satisfactory, due to the negative Water and Sewer Fund Balances.

### 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 84% in 2022/23 while it falls to 50% in 2024/25. Council's DP shows a falling renewals ratio, however, this is subject to completion and budget revotes.

## **2.11 2021/22 REVENUE POLICY AND FEES & CHARGES (Refer separate document)**