

Warrumbungle Shire Council

Long-Term Financial Plan

2023/24 – 2032/33

DRAFT

Contents

1.	INTRODUCTION AND OVERVIEW	3
1.1	What is the Long-Term Financial Plan?.....	3
1.2	Integrated Planning and Reporting Framework.....	3
2	CONTEXT.....	4
2.1	Community Snapshot	4
2.2	Council Services.....	5
2.3	POLICY FRAMEWORK.....	5
3.	CURRENT FINANCIAL POSITION OF COUNCIL	6
4.	SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES AND RISKS	6
4.1	Service Priorities.....	7
4.2	Asset Ownership and Management	7
4.3	Natural Disasters	7
4.4	External Factors.....	7
4.5	Interest Rates.....	7
4.6	Depreciation and Useful Lives.....	7
4.7	Outsourcing	8
4.8	Asset Renewal	8
4.9	Sources of Funds	8
4.10	Changes to Planned Service Levels	8
5.	FINANCIAL SCENARIO PROVIDED IN THE LTFP	8

1. INTRODUCTION AND OVERVIEW

The draft Long-Term Financial Plan (LTFP) is prepared in accordance with the provisions of the *Local Government Amendment (planning and reporting) Act 2009* and the associated Guidelines and Manual.

The purpose of this LTFP is to provide a framework to assist future decision making that will secure the economic sustainability of the organisation and ensure adequate funds are generated into the future to achieve desirable outcomes for the community.

Council's LTFP was originally adopted in June 2012. The plan has been reviewed and updated annually to assist in the preparation of yearly budget forecasts. This plan is a key document in forecasting the financial resources available for Council to achieve the strategic direction and goals specified in Councils' Community Strategic Plan.

Policy Statements contained in this plan have been given force by resolution of Council. These policies provide the framework to guide decision making, future budgets and establish a mechanism to fund future investment decisions.

1.1 What is the Long-Term Financial Plan?

The LTFP is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan (CSP) and the commitments of the OP and DP will be resourced and funded.

Council's LTFP has been developed to include financial forecasting and forms part of Council's Resourcing Strategy. The Resourcing Strategy comprises the Long-Term Financial Plan, the Workforce Management Plan and Asset Management Plans. The LTFP also provides a link to Council's Delivery and Operational Plans.

The financial model predicts Council's future funding requirements in order to maintain a strong financial position and deliver the facilities and services expected by our community. Setting the strategic direction of a financial plan promotes the sustainability of the organisation and ensures the availability of funds in future years to achieve all of Council's goals and objectives.

1.2 Integrated Planning and Reporting Framework

All NSW councils are required to develop and report on a set of plans and strategies that assist in identifying and responding to community needs and aspirations. This Integrated Planning and Reporting Framework aims to:

- integrate and streamline statutory planning and reporting
- strengthen strategic focus
- align with national sustainability frameworks
- ensure accountability and responsiveness to local communities.

Council’s Integrated Planning and Reporting Framework comprises:

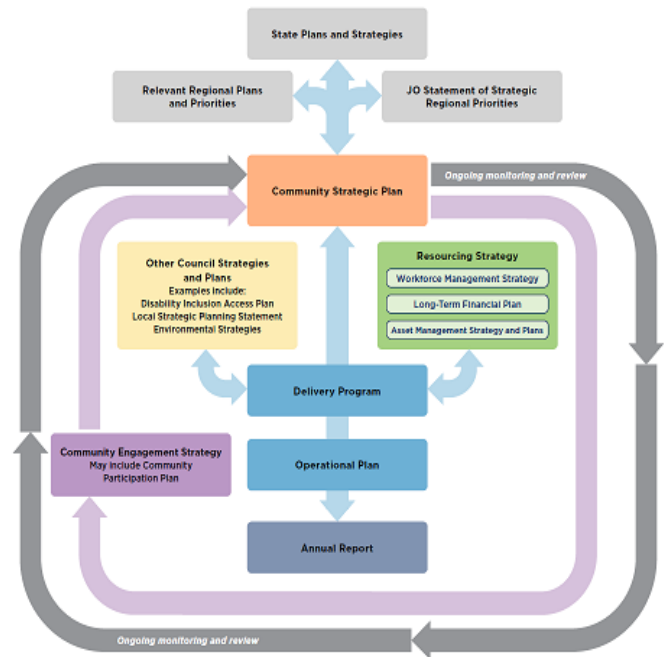
Community Engagement Strategy a 4-year strategy for community engagement, setting out a whole-of-council commitment to engaging with the community.

Community Strategic Plan a 10-year plan outlining the community’s goals and aspirations, captured through extensive community engagement.

Delivery Program 2022-2026 a 4-year program for the term of the elected Council, to achieve the goals of the Community Strategic Plan.

Operational Plan an annual plan of actions that support the Delivery Program strategies.

Resourcing Strategy a set of plans and strategies including the Asset Management Strategy, Workforce Management Plan, and Long-Term Financial Plan that ensure Council has the necessary resources and assets



2 CONTEXT

2.1 Community Snapshot

The Warrumbungle Shire local government area (LGA) is situated on the north western slopes and plains of NSW. It covers an area of 12,380 square kilometres with a population of 9,534 (Australian Bureau of Statistics, 2016). 47% of the population do not live in urban areas.

The LGA incorporates the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran as well as several villages such as Bugaldie, Cobbora, Goolhi, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Rocky Glen, Uarbry, Ulamambri, Weetaliba and Yearinan. Coonabarabran is the largest centre, providing regional retail, agricultural and business services.

The LGA boasts a broad range of cultural, sporting and recreational activities with quality educational opportunities, schools and health services. The economy is primarily rural, with the agriculture industry being the largest employer. There is also a thriving tourism industry that benefits from our outstanding natural surrounds, night sky opportunities and location mid-way between Melbourne and Brisbane.

We are challenged by sparse resources, a large geographically isolated area, and an ageing population. This requires co-ordinated planning between all levels of government, businesses and the community to ensure the continued social and physical infrastructure (schools, hospitals, roads, water, sewer, and community facilities) needed to support community expectations, and in particular to ensure the availability of support services that enable older people to remain living in their homes and stay active and connected in their communities.

2.2 Council Services

Warrumbungle Shire Council provides a wide range of services to the residents of the shire including but not limited to:

- Transport services including the management and maintenance of over 2,600 km of local and regional roads, over 97 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, and footpaths.
- Aged care, child care and youth development services, including Warrumbungle Community Care, Yuluwirri Kids, Out of School Hours (OOSH) Care, 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.
- Promotion of economic development and tourism.
- Provision of water, sewerage and waste services.
- Town planning, regulatory services, town beautification and environmental management.
- Emergency services.
- Library services.
- Management of Public Cemeteries.
- Provision of ovals, and other sport and recreation facilities including pools and parks.
- Health, environmental and emergency bush fire services.

2.3 POLICY FRAMEWORK

Previous Council resolutions have provided a policy framework to help guide the development of council budgeting and long-term financial planning. Future resource use and decision making by the Council can be guided by the structure provided in the policy framework. Council's 10-year LTFP has been drafted to comply with the following policies:

Financial Planning and Sustainability Policy

The Financial Planning and Sustainability Policy establishes the strategic financial planning and sustainability framework that guides Council when developing the Annual Budget, Long-Term Financial Plans and when making decisions including the consideration of funding options for infrastructure projects which impact on both the present and future financial positions.

Council is financially sustainable where planned service and infrastructure levels and standards are maintained without unplanned increases in Rates and Annual Charges or Fees & Charges or a need to cut services.

Capital Funds Allocation Policy

The Capital Funds Allocation Policy applies to all Council capital projects of greater value than \$200,000 and ensures that Council's limited funds available for capital expenditure are utilised as effectively as possible and are allocated in accordance with the principles of best practice asset management.

The policy aims to ensure Council's long-term financial sustainability and improve asset management practices by imposing best practice asset management guidelines on Council's capital expenditure decisions.

Internally Restricted Assets Policy

The Internally Restricted Assets Policy details the type and level of internal restrictions that Council should set aside out of available funds to meet cash outgoings that will need to be funded in future years.

The policy details what items Council should be setting aside funding for, and the desired level of funding to be set aside. The policy also details the rationale for the creation of each of Council's internally restricted assets.

Essentially, Council will attempt to fund depreciation of its assets from these funds.

Investment Policy

The Investment Policy provides the framework for investing surplus funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

3. CURRENT FINANCIAL POSITION OF COUNCIL

Council's net operating result before grants and contributions provided for capital purposes for 2022/2023 was a surplus of \$6.848M. This followed two previous years of surplus results (2021/2022: \$3.045M) and (2020/2021: \$0.456M). Council has focused on improving its budget position, which is impacted by the geographic and demographic make-up of the local government area, cost shifting by other levels of government, and reduced income incurred during periods of drought and pandemic restriction. Council continues to be vigilant towards its goal of achieving small surplus operating results, but it is becoming increasingly difficult as increasing wages and materials costs outstrip IPART's annual rate-peg determinations.

Over the past few years' Council has been undertaking large capital works programs in order to renew its asset base and to remediate flood, fire and drought damaged infrastructure. This has been achievable from increased grant funding opportunities.

As at 30 June 2023, Council's cash and investments totalled \$41.276M (\$25.078M in 2021/2022).

4. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES AND RISKS

The following assumptions, risks and uncertainties have been prepared in accordance with the Council's legislative requirements, and in reference to the Council's Community Strategic Plan. Uncertainty increases as the number of years of prospective financial information increases. These forecast financial statements must be read with caution utilising the details of financial assumptions contained in this statement.

Uncontrollable external events can significantly affect the forecast. The most significant risks that may impact on the forecast financial statements include unexpected changes to legislation and/or regulations. It has been assumed that the organisational structure of Council will remain relatively unchanged.

For the purposes of the Long-Term Financial Plan, only one scenario have been prepared. It is based on the adopted budget presented to Council May 2023 and presents the base case with no significant increases in rates other than those estimated to be in line with rate-pegging over the ensuing years. Minor changes have been incorporated for income and expenditure that has come to light since the adoption of the original budget.

Uncertainties such as pandemics, and a volatile global economic outlook, make it difficult to predict the rate of inflation across the ten-year forecast.

4.1 Service Priorities

It is assumed that the community will continue to endorse the current range of services that the Council provides. Extensive consultation has been conducted as part of the Community Strategic Planning process to determine the range of services expected by the community.

4.2 Asset Ownership and Management

There are no major asset sales or change in management of significant assets forecast in this plan.

Council will continue to manage its infrastructure stock in accordance with Asset Management Plans detailed as part of the Resourcing Strategy. Technology and further asset information may impact on Council's Asset Management Strategy. However, significant changes to Council's strategy are not anticipated over the life of this plan.

4.3 Natural Disasters

The funding provisions in this plan assume that there will be no major natural disaster of a type that causes widespread and significant damage to Council's infrastructure.

4.4 External Factors

This plan assumes there will be no unexpected changes to legislation, national standards, or other external factors which alter the nature or extent of services provided by Council.

4.5 Interest Rates

Council's current external borrowings are locked and therefore repayment levels are known. Two new loans have been included in the LTFP Scenario, at 6%, to the value of \$2,000,000 due to the demand on Water Fund infrastructure upgrades. \$1M in 2026/27 and \$1M in 2028/29 to cover a portion of the Baradine water treatment plant – renewals, Mendooran WQ water supply scheme upgrade and SSWP WQ Coonabarabran upgrades.

Interest on money invested is \$887,000 for 2022/2023, with 5% increases built in for future years.

4.6 Depreciation and Useful Lives

Estimates are based on Council's accounting policies and current useful lives assessment. Future revaluations will have an impact on infrastructure remaining lives as well as future depreciation charges. This plan does not anticipate significant valuation movements that

would significantly change depreciation charges on infrastructure. Depreciation has been indexed by 2.5% pa across the term of the LTFP.

4.7 Outsourcing

Where Council outsources physical works and professional services, it is assumed this practice will continue over the life of the plan.

4.8 Asset Renewal

The forecast expenditure for infrastructural asset renewal is sufficient to maintain the current level of service provided by those assets.

There is a risk of deferred maintenance resulting in additional funding requirements and/or reduced service levels not stated or provided in the Community Strategic Plan. The Council is continually working to improve the level of confidence in the asset renewal forecasts.

4.9 Sources of Funds

It is assumed that the level of funds available to the Council over the period of this plan will be sufficient to meet the planned service levels.

4.10 Changes to Planned Service Levels

Council assumes that the service issues not provided for, or not fully provided for in the Community Strategic Plan will be considered by Council in the future, and in a manner that is consistent with the requirements of the *Local Government Act 1993*. In doing so it is assumed that the capacity of Council to fund these services will be assessed against the key financial management ratios and financial policy framework stated in this plan.

5. FINANCIAL SCENARIO PROVIDED IN THE LTFP

Attached are Income Statements, Balance Sheets and Cash Flow Statements for the scenario listed below:

Base Case:

- Continue down the same path (business as usual), including 2023/24 rate peg amount.

The base case model is a financial forecast aimed at delivering the strategic goals and outcomes set out in Council's Community Strategic Plan. It provides thorough estimates of future income and expenditure under normal operating conditions. Readers should note the forecast assumptions, uncertainties and risks to the performance of this budget plan set out in this document.

Scenario 1. Base Case

- Allowable rate-increase of 3.7 % for 1st, 3rd and 4th year of the 10-year period in General Fund with 4.5% for the 2nd year (IPART rate peg) and 5% thereafter of the LTFP in General Fund
- Annual Charges have been forecasted to increase by 3.7 % for 1st, 3rd and 4th year of the 10-year period with 4.5% for the 2nd year (IPART rate peg) and 5% thereafter of the LTFP
- Non-specific User Charges & Fees have been indexed by 5% for the term of the LTFP;
- Financial Assistance Grant FAG increases of 4% p.a. for the first 4 years and 5% thereafter of the LTFP;
- Depreciation increases of 2.5 % p.a. have been applied over the term of the LTFP;
- 2 new loans have been factored in for the Water Fund. One for \$1M in 2026/27 and \$1M in 2028/29
- Salaries and Wages increases of 4.5 % p.a. in 2023/24 have been applied, with a further 3.5% in 2024/25. It is anticipated that increases of 3% for remaining years of LTFP;
- Superannuation expenses have increased in-line with wages estimates and the scheduled increases of the Superannuation Guarantee;
- Materials and Services have been forecast for 2023/2024 using the most up-to-date information available, 6% p.a. for all the years of the LTFP.

Summary of Scenario Assumptions:

	Base Case
Revenue:	
Rates	3.7% Y1, Y3 & Y4; 4.5% Y2; 5% Y5-Y10
Annual Charges	3.7% Y1, Y3 & Y4; 4.5% Y2; 5% Y5-Y10
Other Fees and Charges	5%
Financial Assistance Grant	4% Y1-Y4; \$2.5% Y5-Y10
Loan Borrowings	\$2M
Expenses:	
Salaries and Wages	4.5% Y1; 3.5% Y2; 3% Y3-Y10
Superannuation	4.5% Y1; 3.5% Y2; 3% Y3-Y10
Materials & Services	6%
Depreciation	2.5%

CONSOLIDATED

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - CONSOLIDATED												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,722,000	15,154,213	15,730,701	16,433,748	17,041,797	17,672,343	18,555,959	19,483,758	20,457,945	21,480,842	22,554,885	23,682,630
User Charges & Fees	6,411,000	9,325,176	6,940,187	7,287,197	7,651,560	8,034,138	8,435,849	8,857,644	9,300,528	9,765,557	10,253,838	10,766,531
Other Revenues	2,894,000	2,155,638	1,203,960	1,264,106	1,327,171	1,393,378	1,462,889	1,535,725	1,612,191	1,692,472	1,776,758	1,865,254
Grants & Contributions provided for Operating Purposes	18,080,000	25,751,975	41,194,103	21,005,255	18,415,742	18,977,394	19,480,386	19,973,742	20,515,231	21,043,330	21,614,213	22,171,829
Grants & Contributions provided for Capital Purposes	9,499,000	6,680,465	9,669,974	9,188,758	5,722,097	7,530,361	4,427,832	1,289,341	1,865,887	3,364,971	4,115,596	368,260
Interest & Investment Revenue	267,000	1,047,494	1,026,481	1,090,539	875,866	757,738	697,461	655,168	608,053	537,726	469,836	401,315
Other Income:												
Net Gains from the Disposal of Assets	412,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	46,000	18,110	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	52,331,000	60,133,071	75,765,406	56,269,603	51,034,233	54,365,352	53,060,376	51,795,378	54,359,835	57,884,898	60,785,126	59,255,819
Expenses from Continuing Operations												
Employee Benefits & On-Costs	14,086,000	16,411,942	17,171,117	17,842,224	18,420,919	18,971,510	19,538,615	20,122,737	20,724,391	21,395,671	22,035,507	22,694,544
Borrowing Costs	120,000	248,944	157,147	136,930	129,997	145,828	196,567	203,675	236,668	222,988	209,357	196,426
Materials & Contracts	13,181,000	13,815,972	24,373,694	14,519,741	15,463,782	16,551,154	17,544,248	18,596,902	19,712,720	20,749,707	21,994,684	23,314,380
Depreciation & Amortisation	10,990,000	11,336,413	11,658,370	12,166,245	12,562,824	13,016,364	13,486,804	13,875,133	14,267,809	14,683,059	15,089,786	15,499,326
Other Expenses	1,410,000	1,748,194	1,975,960	2,094,517	2,220,188	2,353,399	2,494,602	2,644,279	2,802,935	2,971,111	3,149,378	3,338,341
Net Losses from the Disposal of Assets	-	3,045,384	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500
Total Expenses from Continuing Operations	39,787,000	46,606,849	55,951,788	47,375,156	49,413,210	51,653,755	53,876,336	56,058,227	58,360,023	60,638,037	63,094,211	65,658,516
Operating Result from Continuing Operations	12,544,000	13,526,222	19,813,618	8,894,447	1,621,023	2,711,597	(815,960)	(4,262,849)	(4,000,188)	(2,753,139)	(2,309,085)	(6,402,697)
Net Operating Result for the Year	12,544,000	13,526,222	19,813,618	8,894,447	1,621,023	2,711,597	(815,960)	(4,262,849)	(4,000,188)	(2,753,139)	(2,309,085)	(6,402,697)
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,045,000	6,845,757	10,143,644	(294,311)	(4,101,074)	(4,818,764)	(5,243,792)	(5,552,190)	(5,866,075)	(6,118,110)	(6,424,681)	(6,770,957)

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - CONSOLIDATED												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,078,000	17,516,332	32,344,953	29,019,829	18,780,141	10,488,189	6,397,284	3,274,469	1,782,296	1,989,240	2,732,596	3,495,107
Investments	23,000,000	21,875,000	21,875,000	21,875,000	21,875,000	21,714,758	21,714,758	21,714,758	20,803,345	17,134,555	13,260,371	9,586,451
Receivables	4,233,000	9,989,005	4,837,177	4,825,858	4,923,377	5,121,028	5,360,655	5,614,343	5,881,763	6,160,990	6,454,270	6,763,009
Inventories	572,000	718,406	1,307,268	753,583	798,798	847,090	897,917	951,792	1,008,900	1,068,898	1,133,032	1,201,015
Contract assets and contract cost assets	3,632,000	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750	3,585,750
Other	1,037,000	349,732	608,227	373,293	395,691	419,433	444,599	471,275	499,552	529,525	561,297	594,975
Total Current Assets	36,552,000	54,034,225	64,558,374	60,433,312	50,358,757	42,176,249	38,400,962	35,612,388	33,561,605	30,468,958	27,727,317	25,226,307
Non-Current Assets												
Investments	1,000,000	2,125,000	2,125,000	2,125,000	2,125,000	1,644,274	1,644,274	1,644,274	1,633,552	1,590,390	1,135,567	1,092,345
Inventories	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000
Contract assets and contract cost assets	-	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250
Infrastructure, Property, Plant & Equipment	599,747,000	646,413,792	655,395,226	665,607,570	676,983,971	689,804,569	692,822,874	692,464,608	690,727,584	691,242,683	692,289,763	688,439,854
Intangible Assets	92,000	89,575	62,396	70,217	43,038	15,859	392	-	-	-	-	-
Right of use assets	274,000	182,737	91,472	35,297	75,260	84,747	193,134	113,079	50,244	210	210	210
Investments Accounted for using the equity method	501,000	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110
Total Non-Current Assets	601,913,000	649,675,464	658,538,454	668,702,444	680,091,629	692,413,809	695,525,034	695,086,321	693,275,740	693,697,642	694,289,900	690,396,769
TOTAL ASSETS	638,465,000	703,709,688	723,096,828	729,135,756	730,450,386	734,590,059	733,925,997	730,698,709	726,837,345	724,166,600	722,017,217	715,623,076
LIABILITIES												
Current Liabilities												
Payables	1,917,000	2,362,720	3,161,435	2,466,719	2,556,293	2,660,932	2,757,490	2,870,530	2,977,077	3,089,095	3,207,649	3,332,738
Contract liabilities	3,071,000	4,837,685	4,041,752	2,337,171	1,760,824	1,889,040	1,793,269	1,694,950	1,763,672	1,868,563	1,945,579	1,834,234
Lease liabilities	89,000	92,472	95,901	70,175	22,142	33,071	72,492	66,761	54,904	45,718	3,850	-
Borrowings	904,000	529,295	492,305	0	0	76,514	81,209	162,707	172,691	183,288	194,535	206,473
Employee benefit provisions	3,843,000	3,791,860	3,861,047	3,830,283	3,899,569	3,968,906	3,938,295	4,007,738	4,077,236	4,046,791	4,116,404	4,186,076
Other provisions	500,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000
Total Current Liabilities	10,324,000	11,717,032	11,755,439	8,807,348	8,341,828	8,731,464	8,745,755	8,905,686	9,148,580	9,336,455	9,571,017	9,662,522
Non-Current Liabilities												
Lease liabilities	250,000	157,337	61,437	30,484	66,086	75,941	171,233	104,472	49,568	3,850	-	-
Borrowings	1,021,000	492,510	0	0	0	905,059	823,849	1,642,715	1,470,024	1,286,736	1,092,200	885,727
Other provisions	4,920,000	2,988,000	3,111,525	3,235,050	3,358,575	3,482,100	3,605,625	3,729,150	3,852,675	3,976,200	4,099,725	4,223,250
Total Non-Current Liabilities	6,191,000	3,637,847	3,172,962	3,265,534	3,424,661	4,463,100	4,600,707	5,476,337	5,372,267	5,266,786	5,191,925	5,108,977
TOTAL LIABILITIES	16,515,000	15,354,879	14,928,401	12,072,882	11,766,489	13,194,564	13,346,462	14,382,023	14,520,847	14,603,241	14,762,942	14,771,499
Net Assets	621,950,000	688,354,809	708,168,427	717,062,874	718,683,897	721,395,495	720,579,534	716,316,686	712,316,498	709,563,359	707,254,274	700,851,577
EQUITY												
Retained Earnings	439,195,000	452,721,222	472,534,840	481,429,287	483,050,311	485,761,908	484,945,948	480,683,099	476,682,911	473,929,773	471,620,687	465,217,990
Revaluation Reserves	182,755,000	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587	235,633,587
Council Equity Interest	621,950,000	688,354,809	708,168,427	717,062,874	718,683,897	721,395,495	720,579,534	716,316,686	712,316,498	709,563,359	707,254,274	700,851,577
Total Equity	621,950,000	688,354,809	708,168,427	717,062,874	718,683,897	721,395,495	720,579,534	716,316,686	712,316,498	709,563,359	707,254,274	700,851,577

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	15,080,000	14,811,295	15,678,518	16,367,790	16,984,852	17,613,291	18,473,206	19,396,867	20,366,710	21,385,045	22,454,298	23,577,014
User Charges & Fees	6,354,000	9,229,042	7,012,272	7,222,244	7,583,360	7,962,529	8,360,659	8,778,693	9,217,630	9,678,514	10,162,443	10,670,566
Investment & Interest Revenue Received	140,000	1,064,283	1,005,086	1,069,133	877,492	757,568	685,151	640,195	591,523	521,518	452,883	382,310
Grants & Contributions	28,018,000	34,040,923	49,966,554	28,603,813	23,605,570	26,633,183	23,809,929	21,162,104	22,446,922	24,510,344	25,803,754	22,425,733
Other	3,252,000	(3,019,902)	6,458,872	1,313,362	1,309,093	1,329,347	1,396,033	1,465,511	1,538,352	1,615,141	1,695,485	1,780,112
Payments:												
Employee Benefits & On-Costs	(14,938,000)	(16,483,113)	(17,102,778)	(17,866,623)	(18,346,027)	(18,896,509)	(19,563,392)	(20,047,285)	(20,648,703)	(21,419,741)	(21,959,328)	(22,618,109)
Materials & Contracts	(15,484,000)	(12,907,566)	(24,670,200)	(14,229,870)	(15,482,261)	(16,571,025)	(17,566,063)	(18,620,026)	(19,737,231)	(20,775,529)	(22,022,215)	(23,343,563)
Borrowing Costs	(113,000)	(68,081)	(38,932)	(18,269)	(6,472)	(11,100)	(73,915)	(69,875)	(115,000)	(101,434)	(87,924)	(75,121)
Bonds & Deposits Refunded	(21,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(139,000)	(4,159,849)	(1,721,938)	(2,291,986)	(2,185,355)	(2,317,790)	(2,457,183)	(2,604,951)	(2,761,594)	(2,927,646)	(3,103,673)	(3,290,272)
Net Cash provided (or used in) Operating Activities	22,149,000	22,507,031	36,587,453	20,169,593	14,340,252	16,499,494	13,064,425	10,101,234	10,898,609	12,486,211	13,395,723	9,508,670
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	640,968	-	-	922,136	3,711,952	4,329,006	3,717,143
Sale of Infrastructure, Property, Plant & Equipment	1,197,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(16,055,000)	(8,051,314)	(21,136,860)	(22,863,949)	(24,498,630)	(26,383,566)	(17,013,390)	(14,051,920)	(13,083,450)	(15,763,624)	(16,752,366)	(12,264,917)
Purchase of Intangible Assets	(38,000)	(25,000)	-	(35,000)	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(7,463,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(22,359,000)	(8,076,314)	(21,136,860)	(22,898,949)	(24,498,630)	(25,742,598)	(17,013,390)	(14,051,920)	(12,161,314)	(12,051,672)	(12,423,360)	(8,547,774)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	542	-	-	-	1,000,000	-	1,000,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(1,010,000)	(903,737)	(529,500)	(492,305)	-	(18,427)	(76,514)	(99,637)	(162,707)	(172,691)	(183,288)	(194,535)
Repayment of lease liabilities (principal repayments)	(52,000)	(89,191)	(92,472)	(103,464)	(81,310)	(30,420)	(65,426)	(72,492)	(66,761)	(54,904)	(45,718)	(3,850)
Net Cash Flow provided (used in) Financing Activities	(1,062,000)	(992,386)	(621,972)	(595,769)	(81,310)	951,153	(141,941)	827,871	(229,468)	(227,595)	(229,006)	(198,385)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,272,000)	13,438,332	14,828,621	(3,325,125)	(10,239,688)	(8,291,952)	(4,090,905)	(3,122,815)	(1,492,173)	206,944	743,357	762,511
plus: Cash & Cash Equivalents - beginning of year	5,350,000	4,078,000	17,516,332	32,344,953	29,019,829	18,780,141	10,488,189	6,397,284	3,274,469	1,782,296	1,989,240	2,732,596
Cash & Cash Equivalents - end of the year	4,078,000	17,516,332	32,344,953	29,019,829	18,780,141	10,488,189	6,397,284	3,274,469	1,782,296	1,989,240	2,732,596	3,495,107
Cash & Cash Equivalents - end of the year	4,078,000	17,516,332	32,344,953	29,019,829	18,780,141	10,488,189	6,397,284	3,274,469	1,782,296	1,989,240	2,732,596	3,495,107
Investments - end of the year	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	23,359,032	23,359,032	23,359,032	22,436,896	18,724,945	14,395,939	10,678,796
Cash, Cash Equivalents & Investments - end of the year	28,078,000	41,516,332	56,344,953	53,019,829	42,780,141	33,847,222	29,756,316	26,633,501	24,219,192	20,714,184	17,128,535	14,173,903
Representing:												
- External Restrictions	13,309,135	23,859,572	21,448,402	17,599,803	10,739,685	5,061,283	4,197,162	4,555,235	5,382,697	5,689,885	6,001,919	6,898,081
- Internal Restrictions	11,833,474	13,348,440	13,965,497	14,488,942	15,054,407	15,586,354	16,059,916	16,473,182	16,824,183	17,110,884	17,331,185	17,482,921
- Unrestricted	2,935,391	4,308,320	20,931,054	20,931,084	16,986,049	13,199,584	9,499,238	5,605,085	2,012,313	(2,086,584)	(6,204,569)	(10,207,099)
	28,078,000	41,516,332	56,344,953	53,019,829	42,780,141	33,847,222	29,756,316	26,633,501	24,219,192	20,714,184	17,128,535	14,173,903

GENERAL FUND

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - GENERAL FUND												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,757,000	10,919,282	11,346,130	11,852,254	12,290,787	12,745,546	13,382,824	14,051,966	14,754,565	15,492,292	16,266,908	17,080,254
User Charges & Fees	4,321,000	7,095,993	4,820,617	5,061,647	5,314,732	5,580,470	5,859,498	6,152,475	6,460,100	6,783,107	7,122,265	7,478,379
Other Revenues	2,847,000	2,120,861	1,168,299	1,226,715	1,288,055	1,352,457	1,420,078	1,491,083	1,565,636	1,643,916	1,726,109	1,812,415
Grants & Contributions provided for Operating Purposes	18,080,000	25,751,975	41,194,103	21,005,255	18,415,742	18,977,394	19,480,386	19,973,742	20,515,231	21,043,330	21,614,213	22,171,829
Grants & Contributions provided for Capital Purposes	6,345,000	3,682,000	7,140,932	6,049,006	437,597	394,861	360,332	361,841	363,387	364,971	365,596	368,260
Interest & Investment Revenue	216,000	965,839	866,831	929,156	812,663	691,374	627,778	582,001	531,228	470,698	399,456	327,416
Other Income:												
Net Gains from the Disposal of Assets	618,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	46,000	18,110	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	43,230,000	50,554,060	66,536,912	46,124,033	38,559,576	39,742,102	41,130,896	42,613,108	44,190,147	45,798,314	47,494,547	49,238,553
Expenses from Continuing Operations												
Employee Benefits & On-Costs	12,382,000	14,779,116	15,449,494	16,058,157	16,581,956	17,077,388	17,587,685	18,113,287	18,654,669	19,212,299	19,786,646	20,378,228
Borrowing Costs	118,000	246,108	155,832	136,930	129,997	130,828	139,373	136,176	131,958	128,263	125,228	123,544
Materials & Contracts	10,852,000	11,223,585	21,992,487	12,080,463	12,805,296	13,573,624	14,388,061	15,251,345	16,166,428	17,136,426	18,164,610	19,254,504
Depreciation & Amortisation	9,029,000	9,432,839	9,577,798	9,981,166	10,265,811	10,582,076	10,929,022	11,215,862	11,519,222	11,831,564	12,114,863	12,459,397
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,410,000	1,748,194	1,975,960	2,094,517	2,220,188	2,353,399	2,494,602	2,644,279	2,802,935	2,971,111	3,149,378	3,338,341
Net Losses from the Disposal of Assets	-	2,737,778	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500	615,500
Total Expenses from Continuing Operations	33,791,000	40,167,620	49,767,071	40,966,733	42,618,748	44,332,814	46,154,243	47,976,450	49,890,712	51,895,163	53,956,225	56,169,515
Operating Result from Continuing Operations	9,439,000	10,386,440	16,769,841	5,157,300	(4,059,172)	(4,590,712)	(5,023,347)	(5,363,342)	(5,700,565)	(6,096,849)	(6,461,678)	(6,930,962)
Net Operating Result for the Year	9,439,000	10,386,440	16,769,841	5,157,300	(4,059,172)	(4,590,712)	(5,023,347)	(5,363,342)	(5,700,565)	(6,096,849)	(6,461,678)	(6,930,962)
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,094,000	6,704,440	9,628,909	(891,706)	(4,496,769)	(4,985,573)	(5,383,679)	(5,725,183)	(6,063,952)	(6,461,820)	(6,827,274)	(7,299,222)

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - GENERAL FUND												
Scenario: First Draft												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,286,000	11,869,920	27,066,564	24,894,002	17,258,435	10,007,590	5,645,208	2,234,734	-	-	-	-
Investments	20,500,000	21,250,000	21,250,000	21,250,000	21,250,000	21,250,000	21,250,000	21,250,000	20,338,586	16,669,797	12,932,565	9,258,645
Receivables	2,236,000	7,910,968	2,727,465	2,616,199	2,617,392	2,713,769	2,832,774	2,960,009	3,094,669	3,234,867	3,382,462	3,537,520
Inventories	572,000	715,824	1,304,787	751,191	796,263	844,040	894,683	948,364	1,005,266	1,065,583	1,129,518	1,197,290
Contract assets and contract cost assets	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000
Other	1,037,000	349,732	608,227	373,293	395,691	419,433	444,599	471,275	499,552	529,525	561,297	594,975
Total Current Assets	28,876,000	45,341,443	56,202,042	53,129,686	45,562,781	38,479,833	34,312,264	31,109,383	28,183,074	24,744,772	21,250,841	17,833,429
Non-Current Assets												
Investments	1,000,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	239,277	196,115	152,148	108,925
Inventories	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000	299,000
Infrastructure, Property, Plant & Equipment	531,817,000	573,336,000	579,009,946	584,403,177	587,497,091	590,352,477	589,764,064	587,944,569	585,519,632	583,146,726	580,534,229	577,422,749
Intangible Assets	92,000	89,575	62,396	70,217	43,038	15,859	392	-	-	-	-	-
Right of use assets	274,000	182,737	91,472	35,297	75,260	84,747	193,134	113,079	50,244	210	210	210
Investments Accounted for using the equity method	501,000	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110	519,110
Total Non-Current Assets	533,983,000	574,676,422	580,231,924	585,576,801	588,683,499	591,521,193	591,025,700	589,125,758	586,627,263	584,161,161	581,504,697	578,349,994
TOTAL ASSETS	562,859,000	620,017,865	636,433,967	638,706,488	634,246,280	630,001,026	625,337,964	620,235,141	614,810,337	608,905,933	602,755,538	596,183,423
LIABILITIES												
Current Liabilities												
Payables	1,839,000	2,355,121	3,152,489	2,457,687	2,545,683	2,637,367	2,734,056	2,836,035	2,943,605	3,057,087	3,176,819	3,303,160
Contract liabilities	3,071,000	4,709,436	3,933,338	2,201,582	1,534,219	1,576,447	1,614,569	1,654,839	1,699,030	1,742,133	1,788,641	1,834,234
Lease liabilities	89,000	92,472	95,901	70,175	22,142	33,071	72,492	66,761	54,904	45,718	3,850	-
Borrowings	797,000	473,094	492,305	0	0	0	0	0	0	0	0	0
Employee benefit provisions	3,413,000	3,361,857	3,429,094	3,396,331	3,463,568	3,530,805	3,498,042	3,565,279	3,632,516	3,599,753	3,666,990	3,734,227
Other provisions	500,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	9,709,000	11,094,981	11,206,127	8,228,775	7,668,613	7,880,691	8,022,159	8,225,914	8,433,054	8,547,691	8,739,300	8,974,622
Non-Current Liabilities												
Lease liabilities	250,000	157,337	61,437	30,484	66,086	75,941	171,233	104,472	49,568	3,850	-	-
Borrowings	965,000	492,510	0	0	0	0	0	0	0	0	0	0
Other provisions	4,920,000	2,988,000	3,111,525	3,235,050	3,358,575	3,482,100	3,605,625	3,729,150	3,852,675	3,976,200	4,099,725	4,223,250
Total Non-Current Liabilities	6,135,000	3,637,847	3,172,962	3,265,534	3,424,661	3,558,041	3,776,858	3,833,622	3,902,243	3,980,050	4,099,725	4,223,250
TOTAL LIABILITIES	15,844,000	14,732,828	14,379,089	11,494,309	11,093,274	11,438,732	11,799,017	12,059,536	12,335,297	12,527,741	12,839,025	13,197,872
Net Assets	547,015,000	605,285,037	622,054,878	627,212,179	623,153,006	618,562,294	613,538,947	608,175,605	602,475,040	596,378,191	589,916,513	582,985,552
EQUITY												
Retained Earnings	402,769,000	413,155,440	429,925,281	435,082,582	431,023,410	426,432,697	421,409,350	416,046,008	410,345,443	404,248,595	397,786,917	390,855,955
Revaluation Reserves	144,246,000	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597	192,129,597
Council Equity Interest	547,015,000	605,285,037	622,054,878	627,212,179	623,153,006	618,562,294	613,538,947	608,175,605	602,475,040	596,378,191	589,916,513	582,985,552
Total Equity	547,015,000	605,285,037	622,054,878	627,212,179	623,153,006	618,562,294	613,538,947	608,175,605	602,475,040	596,378,191	589,916,513	582,985,552

Warrumbungle Shire Council													
10 Year Financial Plan for the Years ending 30 June 2033													
CASH FLOW STATEMENT - GENERAL FUND													
Scenario: First Draft	Actuals	Current Year										Projected Years	
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	10,778,534	11,322,060	11,823,713	12,266,058	12,719,902	13,346,887	14,014,233	14,714,945	15,450,691	16,223,227	17,034,389	
User Charges & Fees	-	6,870,484	4,892,928	5,053,987	5,306,689	5,572,025	5,850,631	6,143,164	6,450,324	6,772,842	7,111,487	7,467,062	
Investment & Interest Revenue Received	-	987,060	849,285	912,721	817,964	695,614	622,644	574,363	522,384	462,190	390,293	317,302	
Grants & Contributions	-	30,914,209	47,457,347	25,436,885	18,230,055	19,411,694	19,876,322	20,373,194	20,919,890	21,448,558	22,023,245	22,582,671	
Other	-	(3,050,870)	6,422,697	1,276,236	1,270,255	1,288,718	1,353,529	1,421,191	1,492,135	1,566,940	1,645,209	1,727,664	
Payments:													
Employee Benefits & On-Costs	-	(14,850,290)	(15,383,105)	(16,084,555)	(16,509,113)	(17,004,487)	(17,614,614)	(18,040,041)	(18,581,242)	(19,238,687)	(19,712,843)	(20,304,228)	
Materials & Contracts	-	(10,242,554)	(22,291,082)	(11,790,769)	(12,825,208)	(13,594,731)	(14,410,435)	(15,275,061)	(16,191,567)	(17,163,073)	(18,192,856)	(19,284,445)	
Borrowing Costs	-	(64,887)	(36,975)	(18,269)	(6,472)	(7,303)	(15,848)	(12,651)	(8,433)	(4,738)	(1,703)	(19)	
Other	-	(4,159,849)	(1,721,938)	(2,291,986)	(2,185,355)	(2,317,790)	(2,457,183)	(2,604,951)	(2,761,594)	(2,927,646)	(3,103,673)	(3,290,272)	
Net Cash provided (or used in) Operating Activities	-	17,181,838	31,511,216	14,317,965	6,364,873	6,763,641	6,551,934	6,593,439	6,556,841	6,367,076	6,382,384	6,250,124	
Cash Flows from Investing Activities													
Receipts:													
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,687,332)	(15,748,801)	(15,859,757)	(13,919,130)	(13,984,066)	(10,848,890)	(9,931,420)	(9,646,950)	(10,024,124)	(10,117,866)	(9,963,417)	
Purchase of Intangible Assets	-	(25,000)	-	(35,000)	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	-	(5,712,332)	(15,748,801)	(15,894,757)	(13,919,130)	(13,984,066)	(10,848,890)	(9,931,420)	(8,724,814)	(6,312,172)	(6,336,667)	(6,246,274)	
Cash Flows from Financing Activities													
Receipts:													
Payments:													
Repayment of Borrowings & Advances	-	(796,396)	(473,299)	(492,305)	-	-	-	-	-	-	-	-	
Repayment of lease liabilities (principal repayments)	-	(89,191)	(92,472)	(103,464)	(81,310)	(30,420)	(65,426)	(72,492)	(66,761)	(54,904)	(45,718)	(3,850)	
Net Cash Flow provided (used in) Financing Activities	-	(885,586)	(565,771)	(595,769)	(81,310)	(30,420)	(65,426)	(72,492)	(66,761)	(54,904)	(45,718)	(3,850)	
Net Increase/(Decrease) in Cash & Cash Equivalents	-	10,583,920	15,196,644	(2,172,562)	(7,635,567)	(7,250,845)	(4,362,383)	(3,410,473)	(2,234,734)	(0)	(0)	0	
plus: Cash & Cash Equivalents - beginning of year	-	1,286,000	11,869,920	27,066,564	24,894,002	17,258,435	10,007,590	5,645,208	2,234,734	0	(0)	(0)	
Cash & Cash Equivalents - end of the year	-	11,869,920	27,066,564	24,894,002	17,258,435	10,007,590	5,645,208	2,234,734	0	(0)	(0)	0	
Cash & Cash Equivalents - end of the year	1,286,000	11,869,920	27,066,564	24,894,002	17,258,435	10,007,590	5,645,208	2,234,734	0	(0)	(0)	0	
Investments - end of the year	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	20,577,864	16,865,912	13,084,713	9,367,570	
Cash, Cash Equivalents & Investments - end of the year	22,786,000	33,369,920	48,566,564	46,394,002	38,758,435	31,507,590	27,145,208	23,734,734	20,577,864	16,865,912	13,084,713	9,367,570	
Representing:													
- External Restrictions	8,017,135	15,713,160	13,670,013	10,973,976	6,717,980	2,721,652	1,586,054	1,656,468	1,741,369	1,841,613	1,958,097	2,091,749	
- Internal Restrictions	11,833,474	13,348,440	13,965,497	14,488,942	15,054,407	15,586,354	16,059,916	16,473,182	16,824,183	17,110,884	17,331,185	17,482,921	
- Unrestricted	2,935,391	4,308,320	20,931,054	20,931,084	16,986,049	13,199,584	9,499,238	5,605,085	2,012,313	(2,086,584)	(6,204,569)	(10,207,099)	
	22,786,000	33,369,920	48,566,564	46,394,002	38,758,435	31,507,590	27,145,208	23,734,734	20,577,864	16,865,912	13,084,713	9,367,570	

WATER FUND

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - WATER FUND												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,185,000	2,331,377	2,409,818	2,517,955	2,611,119	2,707,730	2,843,116	2,985,272	3,134,535	3,291,262	3,455,825	3,628,617
User Charges & Fees	1,909,000	2,073,983	1,889,799	1,984,290	2,083,505	2,187,679	2,297,063	2,411,916	2,532,512	2,659,138	2,792,095	2,931,700
Other Revenues	29,000	26,716	25,000	26,250	27,563	28,941	30,388	31,908	33,503	35,178	36,937	38,784
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	2,248,000	1,179,205	1,098,181	1,788,452	2,325,000	5,963,750	3,617,500	552,500	752,500	375,000	-	-
Interest & Investment Revenue	38,000	47,118	30,450	31,973	33,572	35,251	37,014	38,865	40,808	42,848	44,990	47,240
Total Income from Continuing Operations	6,409,000	5,658,399	5,453,248	6,348,920	7,080,759	10,923,351	8,825,081	6,020,461	6,493,858	6,403,426	6,329,847	6,646,341
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,179,000	1,076,856	1,046,261	1,084,233	1,117,607	1,151,136	1,185,667	1,221,241	1,257,878	1,295,613	1,334,480	1,374,514
Borrowing Costs	2,000	2,836	1,315	-	-	15,000	57,194	67,499	104,710	94,726	84,129	72,881
Materials & Contracts	1,555,000	1,874,061	1,643,893	1,657,726	1,757,190	1,991,873	2,111,390	2,238,072	2,372,355	2,324,322	2,463,779	2,611,603
Depreciation & Amortisation	1,377,000	1,345,108	1,461,248	1,513,564	1,572,226	1,649,208	1,751,591	1,825,548	1,885,849	1,953,301	1,996,644	2,042,964
Net Losses from the Disposal of Assets	206,000	212,147	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	4,319,000	4,511,008	4,152,717	4,255,523	4,447,023	4,807,217	5,105,842	5,352,360	5,620,792	5,667,961	5,879,032	6,101,962
Operating Result from Continuing Operations	2,090,000	1,147,391	1,300,531	2,093,397	2,633,736	6,116,134	3,719,239	668,101	873,066	735,465	450,815	544,379
Net Operating Result for the Year	2,090,000	1,147,391	1,300,531	2,093,397	2,633,736	6,116,134	3,719,239	668,101	873,066	735,465	450,815	544,379
Net Operating Result before Grants and Contributions provided for Capital Purposes	(158,000)	(31,814)	202,350	304,945	308,736	152,384	101,739	115,601	120,566	360,465	450,815	544,379

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - WATER FUND												
Scenario: First Draft												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	831,000	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596	3,251,551
Receivables	1,480,000	1,577,715	1,511,736	1,584,116	1,654,822	1,728,748	1,815,185	1,905,944	2,001,241	2,101,304	2,206,369	2,316,688
Inventories	-	2,582	2,481	2,391	2,535	3,051	3,234	3,428	3,633	3,315	3,514	3,725
Contract assets and contract cost assets	185,000	138,750	138,750	138,750	138,750	138,750	138,750	138,750	138,750	138,750	138,750	138,750
Total Current Assets	2,496,000	3,282,046	3,552,203	3,430,307	2,980,751	2,351,148	2,106,747	2,245,450	2,862,527	3,669,848	5,081,229	5,710,713
Non-Current Assets												
Contract assets and contract cost assets	-	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250	46,250
Infrastructure, Property, Plant & Equipment	47,069,000	50,623,792	51,593,554	53,839,182	56,946,456	64,846,748	68,629,657	69,934,609	70,035,260	69,771,460	68,609,315	68,327,852
Total Non-Current Assets	47,069,000	50,670,042	51,639,804	53,885,432	56,992,706	64,892,998	68,675,907	69,980,859	70,081,510	69,817,710	68,655,565	68,374,102
TOTAL ASSETS	49,565,000	53,952,088	55,192,007	57,315,739	59,973,457	67,244,146	70,782,654	72,226,309	72,944,037	73,487,558	73,736,795	74,084,815
LIABILITIES												
Current Liabilities												
Payables	34,000	5,504	4,673	4,503	4,774	16,948	16,420	27,061	25,592	23,021	21,304	19,481
Contract liabilities	-	52,112	48,532	79,037	102,748	263,555	159,868	24,417	33,255	16,572	-	-
Borrowings	107,000	56,201	0	0	0	76,514	81,209	162,707	172,691	183,288	194,535	206,473
Employee benefit provisions	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Total Current Liabilities	493,000	465,817	405,205	435,540	459,522	709,018	609,497	566,185	583,538	574,882	567,839	577,954
Non-Current Liabilities												
Borrowings	56,000	0	0	0	0	905,059	823,849	1,642,715	1,470,024	1,286,736	1,092,200	885,727
Total Non-Current Liabilities	56,000	0	0	0	0	905,059	823,849	1,642,715	1,470,024	1,286,736	1,092,200	885,727
TOTAL LIABILITIES	549,000	465,817	405,205	435,540	459,522	1,614,077	1,433,346	2,208,900	2,053,562	1,861,618	1,660,039	1,463,681
Net Assets	49,016,000	53,486,271	54,786,802	56,880,199	59,513,935	65,630,069	69,349,308	70,017,409	70,890,475	71,625,940	72,076,755	72,621,134
EQUITY												
Retained Earnings	23,653,000	24,800,391	26,100,922	28,194,319	30,828,055	36,944,189	40,663,428	41,331,529	42,204,595	42,940,060	43,390,875	43,935,254
Revaluation Reserves	25,363,000	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880	28,685,880
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	49,016,000	53,486,271	54,786,802	56,880,199	59,513,935	65,630,069	69,349,308	70,017,409	70,890,475	71,625,940	72,076,755	72,621,134
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	49,016,000	53,486,271	54,786,802	56,880,199	59,513,935	65,630,069	69,349,308	70,017,409	70,890,475	71,625,940	72,076,755	72,621,134

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
CASH FLOW STATEMENT - WATER FUND												
Scenario: First Draft	Actuals	Current Year	Projected Years									
2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,184,306	2,391,882	2,493,229	2,589,817	2,685,640	2,812,160	2,952,768	3,100,406	3,255,426	3,418,198	3,589,108
User Charges & Fees	-	2,141,468	1,975,632	1,940,255	2,037,269	2,139,132	2,246,088	2,358,392	2,476,312	2,600,128	2,730,135	2,866,641
Investment & Interest Revenue Received	-	32,798	28,017	28,619	30,682	32,254	32,814	34,455	36,178	37,986	39,885	41,880
Grants & Contributions	-	1,231,317	1,094,600	1,818,957	2,348,712	6,124,557	3,513,813	417,049	761,339	358,317	(16,572)	-
Other	-	22,907	25,514	25,985	27,285	28,649	30,082	31,586	33,165	34,823	36,564	38,393
Payments:												
Employee Benefits & On-Costs	-	(1,076,856)	(1,046,261)	(1,084,233)	(1,117,607)	(1,151,136)	(1,185,667)	(1,221,241)	(1,257,878)	(1,295,613)	(1,334,480)	(1,374,514)
Materials & Contracts	-	(1,904,780)	(1,643,982)	(1,657,806)	(1,757,063)	(1,991,417)	(2,111,228)	(2,237,901)	(2,372,173)	(2,324,603)	(2,463,603)	(2,611,417)
Borrowing Costs	-	(3,195)	(1,956)	-	-	(3,797)	(58,067)	(57,223)	(106,567)	(96,696)	(86,220)	(75,102)
Net Cash provided (or used in) Operating Activities	-	2,627,966	2,823,446	3,565,007	4,159,094	7,863,881	5,279,994	2,277,886	2,670,781	2,569,768	2,323,906	2,474,990
Cash Flows from Investing Activities												
Receipts:												
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,789,167)	(2,431,010)	(3,759,192)	(4,679,500)	(9,549,500)	(5,534,500)	(3,130,500)	(1,986,500)	(1,689,500)	(834,500)	(1,761,500)
Net Cash provided (or used in) Investing Activities	-	(1,789,167)	(2,431,010)	(3,759,192)	(4,679,500)	(9,549,500)	(5,534,500)	(3,130,500)	(1,986,500)	(1,689,500)	(834,500)	(1,761,500)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	542	-	-	-	1,000,000	-	1,000,000	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(107,341)	(56,201)	-	-	(18,427)	(76,514)	(99,637)	(162,707)	(172,691)	(183,288)	(194,535)
Net Cash Flow provided (used in) Financing Activities	-	(106,799)	(56,201)	-	-	981,573	(76,514)	900,363	(162,707)	(172,691)	(183,288)	(194,535)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	732,000	336,236	(194,185)	(520,406)	(704,046)	(331,021)	47,749	521,574	707,577	1,306,117	518,954
plus: Cash & Cash Equivalents - beginning of year	-	831,000	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596
Cash & Cash Equivalents - end of the year	-	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596	3,251,551
Cash & Cash Equivalents - end of the year	831,000	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596	3,251,551
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	831,000	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596	3,251,551
Representing:												
- External Restrictions	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000	101,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	730,000	1,462,000	1,798,235	1,604,050	1,083,645	379,599	48,578	96,328	617,902	1,325,479	2,631,596	3,150,551
	831,000	1,563,000	1,899,235	1,705,050	1,184,645	480,599	149,578	197,328	718,902	1,426,479	2,732,596	3,251,551

SEWER FUND

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - SEWER FUND												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,780,000	1,903,554	1,974,753	2,063,539	2,139,891	2,219,067	2,330,019	2,446,520	2,568,845	2,697,288	2,832,152	2,973,759
User Charges & Fees	181,000	155,200	229,771	241,260	253,323	265,989	279,288	293,253	307,916	323,312	339,478	356,452
Other Revenues	18,000	8,061	10,661	11,141	11,553	11,980	12,423	12,734	13,052	13,378	13,712	14,055
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	906,000	1,819,260	1,430,861	1,351,300	2,959,500	1,171,750	450,000	375,000	750,000	2,625,000	3,750,000	-
Interest & Investment Revenue	13,000	34,537	129,200	129,410	29,631	31,113	32,669	34,302	36,017	24,180	25,390	26,659
Total Income from Continuing Operations	2,898,000	3,920,612	3,775,246	3,796,650	5,393,898	3,699,899	3,104,399	3,161,809	3,675,830	5,683,158	6,960,732	3,370,925
Expenses from Continuing Operations												
Employee Benefits & On-Costs	525,000	555,970	675,362	699,834	721,356	742,986	765,263	788,209	811,844	887,759	914,381	941,802
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	774,000	718,326	737,314	781,552	901,296	985,657	1,044,797	1,107,485	1,173,937	1,288,959	1,366,295	1,448,273
Depreciation & Amortisation	584,000	558,466	619,324	671,514	724,786	785,080	806,191	833,723	862,738	898,195	978,279	996,965
Net Losses from the Disposal of Assets	-	95,459	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,883,000	1,928,221	2,032,000	2,152,900	2,347,438	2,513,723	2,616,251	2,729,417	2,848,519	3,074,913	3,258,955	3,387,040
Operating Result from Continuing Operations	1,015,000	1,992,391	1,743,246	1,643,750	3,046,460	1,186,176	488,148	432,392	827,311	2,608,245	3,701,777	(16,115)
Net Operating Result for the Year	1,015,000	1,992,391	1,743,246	1,643,750	3,046,460	1,186,176	488,148	432,392	827,311	2,608,245	3,701,777	(16,115)
Net Operating Result before Grants and Contributions provided for Capital Purposes	109,000	173,131	312,385	292,450	86,960	14,426	38,148	57,392	77,311	(16,755)	(48,223)	(16,115)

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - SEWER FUND												
Scenario: First Draft												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,961,000	4,083,412	3,379,154	2,420,776	337,061	-	602,498	842,407	1,063,394	562,761	-	243,556
Investments	2,500,000	625,000	625,000	625,000	625,000	464,758	464,758	464,758	464,758	464,758	327,806	327,806
Receivables	517,000	500,323	597,975	625,543	651,163	678,511	712,695	748,390	785,853	824,819	865,439	908,801
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	202,000	202,000	202,000	202,000	202,000	202,000	202,000	202,000	202,000	202,000	202,000	202,000
Total Current Assets	5,180,000	5,410,735	4,804,129	3,873,319	1,815,224	1,345,269	1,981,952	2,257,555	2,516,004	2,054,338	1,395,246	1,682,164
Non-Current Assets												
Investments	-	1,875,000	1,875,000	1,875,000	1,875,000	1,394,274	1,394,274	1,394,274	1,394,274	1,394,274	983,419	983,419
Infrastructure, Property, Plant & Equipment	20,861,000	22,454,000	24,791,725	27,365,210	32,540,424	34,605,343	34,429,152	34,585,429	35,172,692	38,324,497	43,146,218	42,689,254
Total Non-Current Assets	20,861,000	24,329,000	26,666,725	29,240,210	34,415,424	35,999,618	35,823,427	35,979,704	36,566,966	39,718,771	44,129,638	43,672,673
TOTAL ASSETS	26,041,000	29,739,735	31,470,854	33,113,529	36,230,648	37,344,887	37,805,378	38,237,258	39,082,970	41,773,109	45,524,884	45,354,837
LIABILITIES												
Current Liabilities												
Payables	44,000	2,095	4,272	4,529	5,836	6,616	7,013	7,434	7,880	8,987	9,526	10,097
Contract liabilities	-	76,136	59,882	56,552	123,856	49,038	18,833	15,694	31,388	109,857	156,938	-
Employee benefit provisions	78,000	78,003	79,953	81,952	84,001	86,101	88,253	90,459	92,720	95,038	97,414	99,849
Total Current Liabilities	122,000	156,234	144,107	143,033	213,692	141,755	114,099	113,587	131,988	213,881	263,878	109,946
Non-Current Liabilities												
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	122,000	156,234	144,107	143,033	213,692	141,755	114,099	113,587	131,988	213,881	263,878	109,946
Net Assets	25,919,000	29,583,501	31,326,747	32,970,496	36,016,956	37,203,131	37,691,279	38,123,671	38,950,983	41,559,228	45,261,005	45,244,891
EQUITY												
Retained Earnings	12,773,000	14,765,391	16,508,637	18,152,386	21,198,846	22,385,021	22,873,169	23,305,561	24,132,873	26,741,118	30,442,895	30,426,781
Revaluation Reserves	13,146,000	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110	14,818,110
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	25,919,000	29,583,501	31,326,747	32,970,496	36,016,956	37,203,131	37,691,279	38,123,671	38,950,983	41,559,228	45,261,005	45,244,891
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	25,919,000	29,583,501	31,326,747	32,970,496	36,016,956	37,203,131	37,691,279	38,123,671	38,950,983	41,559,228	45,261,005	45,244,891

Warrumbungle Shire Council												
10 Year Financial Plan for the Years ending 30 June 2033												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: First Draft	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,848,454	1,964,576	2,050,848	2,128,977	2,207,749	2,314,159	2,429,867	2,551,359	2,678,928	2,812,874	2,953,517
User Charges & Fees	-	217,090	143,712	228,001	239,402	251,372	263,940	277,137	290,994	305,544	320,821	336,863
Investment & Interest Revenue Received	-	44,424	127,784	127,792	28,846	29,700	29,692	31,377	32,961	21,341	22,704	23,128
Grants & Contributions	-	1,895,396	1,414,606	1,347,970	3,026,804	1,096,932	419,795	371,861	765,694	2,703,469	3,797,081	(156,938)
Other	-	8,061	10,661	11,141	11,553	11,980	12,423	12,734	13,052	13,378	13,712	14,055
Payments:												
Employee Benefits & On-Costs	-	(555,967)	(673,412)	(697,835)	(719,307)	(740,886)	(763,111)	(786,003)	(809,583)	(885,441)	(912,005)	(939,367)
Materials & Contracts	-	(760,231)	(735,136)	(781,296)	(899,989)	(984,876)	(1,044,400)	(1,107,064)	(1,173,491)	(1,287,853)	(1,365,756)	(1,447,701)
Net Cash provided (or used in) Operating Activities	-	2,697,227	2,252,791	2,286,622	3,816,285	1,871,971	1,232,498	1,229,909	1,670,987	3,549,367	4,689,433	783,556
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	640,968	-	-	-	-	547,807	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(574,815)	(2,957,049)	(3,245,000)	(5,900,000)	(2,850,000)	(630,000)	(990,000)	(1,450,000)	(4,050,000)	(5,800,000)	(540,000)
Net Cash provided (or used in) Investing Activities	-	(574,815)	(2,957,049)	(3,245,000)	(5,900,000)	(2,209,032)	(630,000)	(990,000)	(1,450,000)	(4,050,000)	(5,252,193)	(540,000)
Cash Flows from Financing Activities												
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,122,412	(704,258)	(958,378)	(2,083,715)	(337,061)	602,498	239,909	220,987	(500,633)	(562,761)	243,556
plus: Cash & Cash Equivalents - beginning of year	-	1,961,000	4,083,412	3,379,154	2,420,776	337,061	(0)	602,498	842,407	1,063,394	562,761	(0)
Cash & Cash Equivalents - end of the year	-	4,083,412	3,379,154	2,420,776	337,061	(0)	602,498	842,407	1,063,394	562,761	(0)	243,556
Cash & Cash Equivalents - end of the year	1,961,000	4,083,412	3,379,154	2,420,776	337,061	(0)	602,498	842,407	1,063,394	562,761	(0)	243,556
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,859,032	1,859,032	1,859,032	1,859,032	1,859,032	1,311,226	1,311,226
Cash, Cash Equivalents & Investments - end of the year	4,461,000	6,583,412	5,879,154	4,920,776	2,837,061	1,859,032	2,461,530	2,701,439	2,922,426	2,421,793	1,311,226	1,554,782
Representing:												
- External Restrictions	31,000	32,550	34,259	36,143	38,131	40,228	42,441	44,775	47,238	49,836	52,577	55,469
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	4,430,000	6,550,862	5,844,895	4,884,633	2,798,930	1,818,804	2,419,089	2,656,664	2,875,188	2,371,957	1,258,649	1,499,313
	4,461,000	6,583,412	5,879,154	4,920,776	2,837,061	1,859,032	2,461,530	2,701,439	2,922,426	2,421,793	1,311,226	1,554,782

CAPITAL EXPENDITURE

Warrumbungle Shire Council											
10 Year Financial Plan for the Years ending 30 June 2033											
CAPITAL WORKS - ALL FUNDS (CONSOLIDATED)											
Scenario: First Draft	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Capital Expenses by asset class - All											
Capital WIP	(4,544,534)	-	-	-	-	-	-	-	-	-	-
Plant & Equipment	1,487,436	-	-	-	-	-	-	-	-	-	-
Office Equipment	381,951	-	-	-	-	-	-	-	-	-	-
Furniture & Fittings	16,662	101,500	130,000	60,000	-	-	-	-	-	-	-
Buildings - non-specialised	106,818	-	-	-	-	-	-	-	-	-	-
Buildings - specialised	558,390	-	-	-	-	-	-	-	-	-	-
Other Structures	293,499	1,497,310	1,361,677	455,000	309,000	268,000	236,000	41,500	58,500	55,500	34,000
Roads	6,191,371	6,711,533	8,110,172	9,355,415	9,792,394	6,994,860	6,086,997	5,896,729	5,936,111	5,976,477	5,916,477
Bridges	1,961,709	650,000	475,000	-	-	-	-	-	-	-	-
Footpath	247,913	25,000	-	-	-	-	-	-	-	-	-
Other road assets	-	-	-	-	-	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-
Water Supply Network	1,679,167	2,431,010	3,759,192	4,679,500	9,549,500	5,534,500	3,130,500	1,986,500	1,689,500	834,500	1,761,500
Sewerage Network	564,815	2,957,049	3,245,000	5,900,000	2,850,000	630,000	990,000	1,450,000	4,050,000	800,000	540,000
Swimming Pools	10,770	753,894	-	-	-	-	-	-	-	-	-
Other Assets	72,347	-	-	-	-	-	-	-	-	-	-
Total Capital Expenses - All	8,051,314	21,136,860	22,863,949	24,498,630	26,383,566	17,013,390	14,051,920	13,083,450	15,763,624	16,752,366	12,264,917

Warrumbungle Shire Council

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