

Griffith City Council

Long-Term Financial Plan
2022/23 - 2031/32





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Introduction

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

The framework requires councils to integrate all of their plans together with the objective of delivering services for the community through streamlining council operations and ensuring optimal use of resources. Under the guidelines, every council is required to prepare the following documents:

- Community Strategic Plan (CSP)
- Delivery Program
- Operational Plan
- Resourcing Strategy
 - o Asset Management Plan
 - o Long-Term Financial Plan
 - o Workforce Plan
- Annual Report
- State of the City Report

Community Strategic Plan

The Community Strategic Plan should identify the main priorities and aspirations of the community, providing a clear set of strategies to achieve this vision of the future. It is important that the Community Strategic Plan identifies who is responsible for its implementation, including other partners such as state agencies, non-government organisations, business partners and community groups.

Delivery Program

The Delivery Program turns the strategic goals found in the Community Strategic Plan into actions. It is a statement of commitment to the community from each newly elected council. The Delivery Program outlines the principal activities to be undertaken by Council to implement the strategies established by the Community

Strategic Plan within the resources available under the Resourcing Strategy over the four-year term of council.

The Delivery Program is also supported by the Resourcing Strategy. The Delivery Program should be reviewed every year as the council prepares the next Operational Plan. If any significant amendments are proposed to the Delivery Program, the council must re-exhibit it, explaining the proposed changes and inviting community comment.

Operational Plan

The Operational Plan is prepared annually as a sub-plan of the Delivery Program. It directly addresses the actions outlined in the Delivery Program and identifies projects, programs or activities that council will undertake towards addressing these actions.

The Operational Plan identifies the individual projects and activities that will be undertaken in a specific year to achieve the commitments made in the Delivery Program. The Operational Plan must include council's detailed annual budget, along with a Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year.

Resourcing Strategy

The Long-Term Financial Plan (LTFP), Workforce Management Plan and Asset Management Plans combine to form Council's Resourcing Strategy. The Resourcing Strategy makes clear what elements of the Community Strategic Plan council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Community Strategic Plan.

- The LTFP provides information about the affordability and the financial sustainability of council to address its current and future needs. The Long-term Financial Plan is used to inform

the Delivery Program and must be for a minimum of ten years. The LTFP must project financial forecasts for the council for at least ten years, and be updated annually as part of the development of the Operational Plan. The Long-Term Financial Plan must be used by council to inform decision-making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

- The Workforce Management Plan must be developed to address the human resourcing requirements of council’s Delivery Program and must be for a minimum of four years. Council’s workforce plan will consider what people, with what skills, experience and expertise are required to implement the Delivery Program. It provides an opportunity every four years to plan adjustments to the workforce to meet changing priorities and take into account new technologies.
- The Asset Management Plan informs on the infrastructure that delivers services to the community. Council must account for and plan for all the existing assets under its ownership and any new asset solutions proposed in its Delivery Program. The Asset Management Plans must be for a minimum time frame of ten years. When undertaking its asset management planning, council will review its assets to determine that they are fit for purpose: that is, that they support the council’s achievement of the Delivery Program, and community objectives and strategies identified in the Community Strategic Plan.

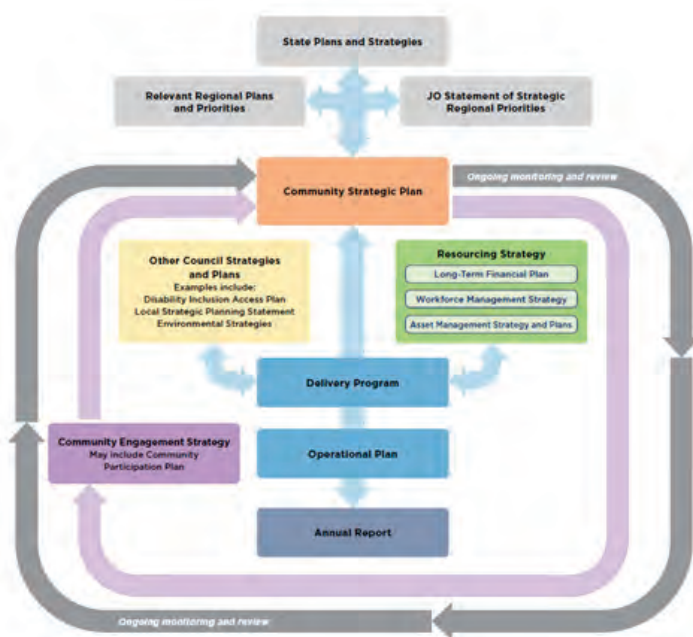
When integrated, all these plans ensure that council delivers the expressed levels of service to its community through optimal utilisation of its resources.

Annual Report

The Annual Report is a report to the community of council’s performance and achievements in relation to the objectives outlined in the Community Strategic Plan, Delivery Program and Operational Plan. The Annual Report focuses on council’s implementation of the Delivery Program and Operational Plan. These are the plans that are wholly council’s responsibility and includes some information that is prescribed by the Local Government (General) Regulation 2021.

State of the City Report

The State of the City Report is a report on council’s achievements in implementing the Community Strategic Plan over the four-year term of a council.





Objectives

The Griffith City Council LTFP details what Council proposes to do over the next ten years as a means of ensuring financial sustainability. The LTFP aligns with the other planning documents under the State Government's Integrated Planning and Reporting Framework for Local Government. This includes the Community Strategic Plan (CSP) and Delivery Program and Operational Plan (DP&OP). Information contained in other documents which make up the Resourcing Strategy, including the Asset Management Plan and Workforce Management Plan have informed the LTFP.

The LTFP is a dynamic tool that provides Council with information to assess resourcing requirements to achieve its strategic objectives and to assist future financial sustainability. It will be the basis for preparation of Council's annual budgets.

Council's aim in developing the LTFP is to achieve the following objectives:

- Provide a link between the long term financial position and performance and the shorter term operating plan
- Maintain the existing range of services, however, critically review the current levels of service and ensure it aligns with the objectives of the CSP
- Aim to develop capacity to react to demand for new services as a result of community growth and/or changing demographics
- Maintain a strong cash position ensuring that the Council remains financially sustainable in the long term and delivering capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Employ financial and management practices that optimise the use of Council's resources and ensure that the recipients of Council's services receive value and contribute on an equitable basis
- Achieve operating statement surpluses with the exclusion of all non-operational items such as granted assets and capital income (underlying surplus)
- Maintain debt levels below prudential guidelines
- Strategically pursue State and Federal Government funding opportunities where aligned with the CSP and Delivery Program and Operational Plan
- Provide a clear and transparent financial representation of Council's long-term financial situation to the community
- Identify strategies and scenarios that support the sustainable provision of services identified by the community as outlined in the Community Strategic Plan, and
- Ensure that critical asset renewal is funded at the optimum time over the timeframe of the LTFP.

This LTFP covers the period 2022/23 to 2031/32. A high level of accuracy and detail is considered in the first four years of the LTFP, although this is underpinned by a number of assumptions. The remaining years of the LTFP are shown as an overview with reasonable estimates only.

Council undertakes a review of its CSP every four years. The current LTFP will be reviewed annually with a full review to be done every four years in conjunction with CSP reviews. As Annual Budgets are developed from the LTFP, there may be some annual variations between both.

COVID-19 Financial Impact

The World Health Organisation declared COVID-19 a pandemic on 11 March 2020. The onset of this pandemic has led to many organisations facing significant financial and management challenges. Local Government authorities have not been immune to these challenges.

Council has been diligent in responding to the community's changing needs in line with the health advice and guidance received regularly from both the NSW State Government as well as the Australian Government in relation to the ongoing management of the COVID-19 pandemic.

Council has provided significant support to the community where and when it could although it is Council's primary responsibility to ensure the long-term financial sustainability of the organisation. With the reduction of community services, ratepayer relief support, disruptions to transport services, business support initiatives and temporary closure of Council facilities, there have been impacts on Council's operational budgets with both revenues and expenses affected to varying degrees.

The financial impact from COVID-19 and the resultant support initiatives provided by Council during the 2020/21 financial year has seen a \$1.0M negative effect on the operating performance of Council. Whilst this is a significant amount, Council has still managed to record a surplus result for the year and has determined that the ongoing operations and profitability of the organisation will not be materially impacted in future years.

Current Financial Position

The Office of Local Government (OLG) includes a number of financial performance measures in the Code of Accounting Practice. Council reports its performance against these measures in the annual financial statements. These indicators assist to assess the financial sustainability of Councils.

Council has reviewed its LTFP against the OLG indicators as part of assessing the long-term financial health of the organisation and its capacity to fund the proposed delivery program. The following section shows the starting point for the plan.

Council recorded a consolidated surplus (before grants and contributions) of \$2.4 million for the 2020/2021 financial year. The net operating result was \$0.7 million lower than 2019/20 result, primarily driven by the ongoing effects of the COVID-19 pandemic and a \$1.4 million increase in materials and services expenses.

Council incurred a negative impact of over \$1.0 million as a result of the pandemic however through prudent management of operations and expenses, Council was still able to record a satisfactory operating result overall. Cash reserves increased during the year which is vital in ensuring that Council can continue to maintain its infrastructure and assets into the future.

Council's cash and cash equivalents was \$60.1 million at 30 June 2021 (\$46.5 million at 30 June 2020). There was a net increase in cash and cash equivalents of \$13.6 million during 2020/21 financial year.

- Net cash provided by operating activities has increased by \$15.9 million. This is mainly due to the \$14.4 million increase in grants and contributions receipts.
- Net cash used in investing activities has increased by \$15.4 million, which is mainly driven by the \$18.9 million increase in the purchase of infrastructure, property, plant and equipment.

- Net cash provided by financing activities increased by \$2.2 million due to a \$3.0 million increase in the proceeds from borrowings.

Council has \$39 million of borrowings secured over the general rating income of Council as at 30 June 2021 (2020: \$28.2 million). Council received \$13 million in new borrowings during the financial year.

Council is in a sound financial position to continue to operate efficiently and effectively to provide the infrastructure and services required and expected within the community.

In the 2020/21 FY, Council achieved the following OLG benchmarks for their operating performance. Performance measures are discussed in more detail later in the report.

- Operating performance ratio
- Own source operating revenue ratio
- Unrestricted current ratio
- Debt service cover ratio
- Rates, annual charges, interest and extra charges outstanding percentage
- Cash expense cover ratio.

Performance Measure	Purpose	Results	Commentary
Operating performance ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Benchmark: 0.00% 2020/21 Ratio: 3.96% Ratio achieves benchmark ✓	Council's ratio of 3.96% is above the 0.00% benchmark and indicates a continuation of the strong operating results achieved year-on-year. 2021 year results have been impacted by COVID-19.
Own source operating revenue ratio	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	Benchmark: > 60.00% 2020/21 Ratio: 67.30% Ratio achieves benchmark ✓	The own source ratio of 67.30% is in excess of the 60% benchmark and indicates strong own source revenues and a lower reliance on grants and contributions.
Unrestricted current ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Benchmark: > 1.50x 2020/21 Ratio: 2.39x Ratio achieves benchmark ✓	The ratio 2.39x remains at a satisfactory level at 30 June 2021.
Debt service cover ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	Benchmark: > 2.00x 2020/21 Ratio: 5.67x Ratio achieves benchmark ✓	This ratio at present is well above 2.00x the benchmark and therefore indicates that council is comfortably generating sufficient cash to service its debt.
Rates, annual charges, interest and extra charges outstanding percentage	To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	Benchmark: < 10.00% 2020/21 Ratio: 10.53% Ratio is outside benchmark ✗	This ratio is impacted by the timing of the 3rd trimester water/sewer billing (levied in June although not collectable until July).
Cash expense cover ratio	Number of months a Council can continue paying for its immediate expenses without additional cash inflow.	Benchmark: > 3.0 months 2020/21 Ratio: 18.55 months Ratio achieves benchmark ✓	This ratio indicates a very healthy position in terms of cash availability to meet expenses.

Financial Sustainability

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without imposing excessive debt or large rate increases on future generations. This definition has been translated into four key financial sustainability principles which Council is committed to:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation
- Council must maintain sufficient cash reserves to ensure it can meet short term working capital requirements
- Council must have an appropriately funded capital program where the source of funding is identified and secured for capital renewal, upgrade and new capital works
- Council must maintain its asset base by renewing aging infrastructure which is identified, and by ensuring cash reserves are set aside for those works which are yet to be identified

Financial sustainability is a key challenge facing Local Government due to numerous contributing factors including increased demand for services beyond those traditionally provided by Council, cost shifting from other levels of government, aging infrastructure and constraints on revenue growth. These constraints have all contributed to exerting significant pressures on Council's long-term financial sustainability.

The financial challenges identified have surfaced over a number of years and can be attributed to:

- Cost shifting from other levels of government. For example, when Council is given extra responsibility to complete projects and has been distributed with funding to achieve what is required
- Rate pegging is the percentage limit by which Council may increase the total income it will receive from rates. The rate pegging percentage is set each year by the Independent Pricing and Regulatory Tribunal (IPART)
- Population growth pressures. The impact of significant population growth on Council's financial position resulting from increases in expenditure being in excess of increases in rate revenue
- The demand for additional facilities and services
- Infrastructure renewals expenditure (back log).



Cost Shifting

Cost shifting is one of the most significant problems faced by councils in NSW. Along with rate capping, cost shifting undermines the financial sustainability of the Local Government sector by forcing councils to assume responsibility for more infrastructure and services, without sufficient corresponding revenue.

For the past decade, Local Government NSW (LGNSW) has monitored the cost of this practice to ratepayers. Despite recognition of its adverse impacts, cost shifting by the State and Federal Governments onto councils is now at its highest recorded level in NSW.

The most significant examples of cost shifting in 2015/16:

- The waste levy is the single biggest contributor to cost shifting in NSW, particularly for metropolitan and regional councils. (Most rural councils are exempt, except in the north coast)
- Councils paid \$127 million in mandatory local government contributions to fund the state government's emergency service agencies. The Emergency Services Levy was the number one contributor to the cost-shifting burden on rural councils, the second highest for regional councils and third highest for metropolitan councils
- The NSW Government makes the lowest per capita contribution to public libraries of any state/territory government in Australia at just \$3.76 per capita. Councils footed the bill for a \$130 million shortfall in funding required to operate the state's 450 public libraries
- Councils lost \$61 million through the NSW Government's failure to fully reimburse councils for mandatory pensioner rate rebates, unlike all other State/Territory Governments in Australia
- Councils incur significant costs for activities required to meet regulatory burdens associated with companion animals, noxious weeds, flood controls and other activities.

LGNSW's latest survey puts cost shifting onto NSW councils in the 2015/16 financial year at \$820 million. This is a \$150 million increase on 2013/14, and takes the accumulated total cost shifting burden on councils to an estimated \$6.2 billion since the survey began 10 years ago. The per annum cost shift has more than doubled in a single decade. LGNSW data shows this trend is being driven largely by state government policies. The Federal Government is responsible for just 2% of the cost shifting burden borne by councils each year. (Spalding, A 2020, 'Australian Local Government', How to Get the Best out of Our Councils, pp.1)

The sector requires funding support via the NSW Budget to continue to provide the basic infrastructure and services people in communities need. The impact of this cost shift is greatest for rural and regional councils, with some receiving increases as high as 26%. This compares with an average increase for metropolitan councils of 12%. Added to this, rural and regional councils' limited access to alternative revenue sources means they are more likely to have to fund the increase through a reduction in services. This comes at a time when many of these rural and regional communities are suffering from the current drought crisis. (Impact of Cost Shifting On Local Government NSW. (2018). Local Government NSW, pp.3–4).

Rate Pegging

Rate pegging is the percentage limit by which a council may increase the total income it will receive from rates. The rate pegging percentage is set each year by the Independent Pricing and Regulatory Tribunal (IPART). The rate-pegging amount is set for all NSW councils and does not take into consideration of individual council constraints and community requirements. Considerable variation exists in the functions of Local Government in the different jurisdictions, which affect both expenditure and revenue patterns.

The rate peg sets the maximum increase in each council's general income for the financial year. The rate peg applies to general income in total, and not to individual ratepayers' rates. As long as its general income remains within the set maximum increase, councils may increase categories of rates by higher or lower than the rate peg.

Individual rates are also affected by other factors, such as land valuations which can affect percentage changes to rates alongside the rate pegging process. The rate peg affects some other council fees in addition to household and business rates.

The amount received from the income of rates is used to fund council's normal operations and therefore council is restricted by this increase as set by IPART. This increases debt recovery and financial strain on council as well as the community as some residents are unable to pay the increases in rates, and which leads to council not receiving all the expected rates revenue.

The pensioner population is living longer and as they are not a standard ratepayer; they receive a pensioner discount. There are an increasing number of pensioners applying for pensioner discounts to use council facilities and services. As a result, the income received from these facilities is reduced which can put a strain on the amount required to maintain the facilities.

Growth

Council serves the needs of 27,155 residents and 3,219 businesses. The wide range of services provided by Griffith City Council include domestic refuse collection, infrastructure (traffic, roads, drains, water and sewerage, street lighting, footpaths, land and buildings), parks, library services, planning assessment and environment protection. Providing services to a growing population, which is more diverse and mobile than ever before is challenging for Council.

Council has experienced steady population growth over the past 10 years and it is expected that it will continue in the next 10 years. This is further discussed in the planning assumptions section of this plan.

Community Demand

The CSP identifies the community's main priorities and aspirations for the future and to plan strategies for achieving these goals and takes into consideration the need and/or demand for a number of additional facilities and services. The ageing community will increase demand for relevant services and facilities, including recreation and health services for the elderly. In addition, the new population will have an expectation of higher standard of community facilities and services than that which currently exists and may require the provision of facilities, which are not currently available.

Infrastructure Back Log

The ageing infrastructure requires maintenance and renovation prioritised within resource constraints. The following costs are under estimated or are not taken into consideration, which has caused of the large amount of backlog for Council:

- future operating and maintenance costs
- opportunity costs
- depreciation/ asset replacement costs

Local Government plans, develops and maintains key infrastructure for its community, which includes 'local roads, bridges, footpaths, regional aerodromes, water and sewerage, storm water drainage, waste disposal, public buildings, parks, recreational and cultural facilities. Local Government also has planning responsibilities that affect provision of infrastructure, whether by government or by business that encompass town planning land rezoning, subdivision approval, development assessment and building regulation (Local Government National Report, 2004-05 (DOTARS) (2006b, p.77).

The size of the Local Government Area (LGA) for Griffith has a critical bearing on its infrastructure responsibilities, as a rural council, it is typically burdened with a relatively large road network, the need to provide multiple facilities across the area with a scattered population density, and has difficulties in acquiring the requisite technical expertise to manage infrastructure adequately.

Financial Strategies

Council is committed to operating in a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high quality community services, facilities and infrastructure.

Council identifies possible financial strategies for the LTFP. By establishing these financial strategies, Council can set goals it hopes to achieve in the future. These strategies enhance the longer-term financial sustainability of Council and help it to accomplish the strategic objectives documented in the CSP.

The key strategies include:

- achieve and maintain an operating surplus
- continuous improvements in Council's financial position and future sustainability
- maintain a positive unrestricted cash and investment balance
- maintain and/or improve service level standards
- effectively utilise funding sources to fund future capital works
- maintaining fair and equitable rating structure.

OBJECTIVE	STRATEGIES
Achieve and maintain an operating surplus	<p>Identify possible opportunities to reduce budget expenditure without significant reduction in service levels.</p> <p>All identified potential savings in the 2021/22 budget will flow into future years of the LTFP.</p>
Continuous improvements in Council's financial position and future sustainability	<p>Continue to aim for productivity improvements over the period of the LTFP to ensure financial sustainability. Council is committed to continuous improvement. It is considered that this plan will continue to deliver productivity improvements contributing towards funding gaps.</p>
Maintain a positive unrestricted cash and investment balance	<p>Restricted cash is set aside for specific projects in the future such as future capital replacement programs, future asset maintenance, property development and council business operations.</p> <p>Council is confident in the amount and timing of forecasts for major expenditure as reflected in the 10 Year Capital Expenditure Plan. This provides an opportunity to review the level of restricted assets set aside for these purposes.</p>
Maintain and/or improve service level standards	<p>Council will continue to review its property holdings to identify under-utilised assets or assets that were not contributing to the achievement of strategic goals. Divesting of these assets will provide an opportunity to redirect funds to facilities requiring additional funding.</p> <p>Given that Griffith is a growing community, it is critical that council's infrastructure keeps up with demand.</p>
Effectively utilise funding sources to fund future capital works	<p>The financial strategies developed to deliver financial sustainability include the utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, restricted assets, grants, developer contributions, other contributions and proceeds from any asset rationalisation program.</p> <p>The use of loans can be utilised to fund long-term capital works where justified and does not exceed council's maximum debt service ratio.</p> <p>Council will continue to actively pursue grants that may be available for both operating and capital purposes. Additional items will be added to the LTFP as and when grants are sourced.</p>
Maintaining fair and equitable rating structure	<p>For most councils, general income consists entirely of rates income. The total Ordinary (General) Rates are proposed to increase by 2.0% in 2021/2022 in accordance with the rate pegging limit as determined by the IPART.</p> <p>It is considered that after identifying the above components, an increase in rates via a special variation to general income could also be a key component of any financial strategy to deliver financial sustainability in the long term.</p>



Financial Planning Assumptions

The use of assumptions will enable Council to forecast revenue and funding of expenditure in situations where there is some uncertainty. The key planning assumptions include:

- demographic profile
- population growth
- property growth
- inflation
- rate pegging
- investment returns
- borrowing costs
- major projects.

Demographic Profile

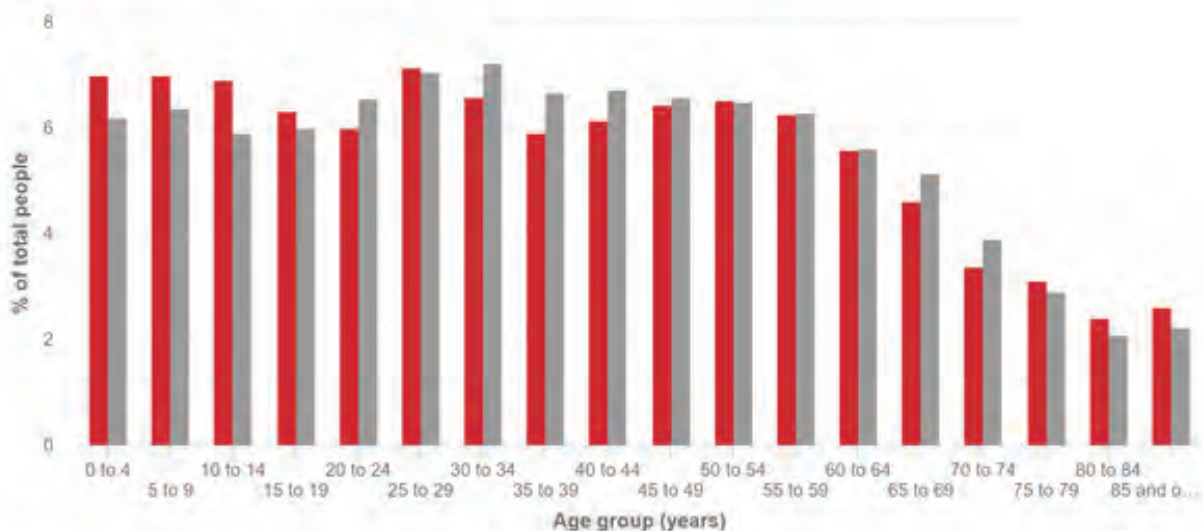
Griffith is a unique community with a diverse range of multicultural backgrounds. The breakdown of our population includes:

- At 7.1% of the population, the largest age group is 25-29 year olds, followed by 5 – 9 year olds and 0 – 4 year olds at 7% respectively. (These are higher than the state average of 7%, 6.4% and 6.2%)
- Our population has a higher percentage of 25- 39 year olds compared with the Western Riverina Catchment area (19.6% compared to 17.5%). This is could be a result of migration of younger agricultural workers and a larger number of younger families.

Age structure - five year age groups, 2016

Total persons

Griffith City New South Wales



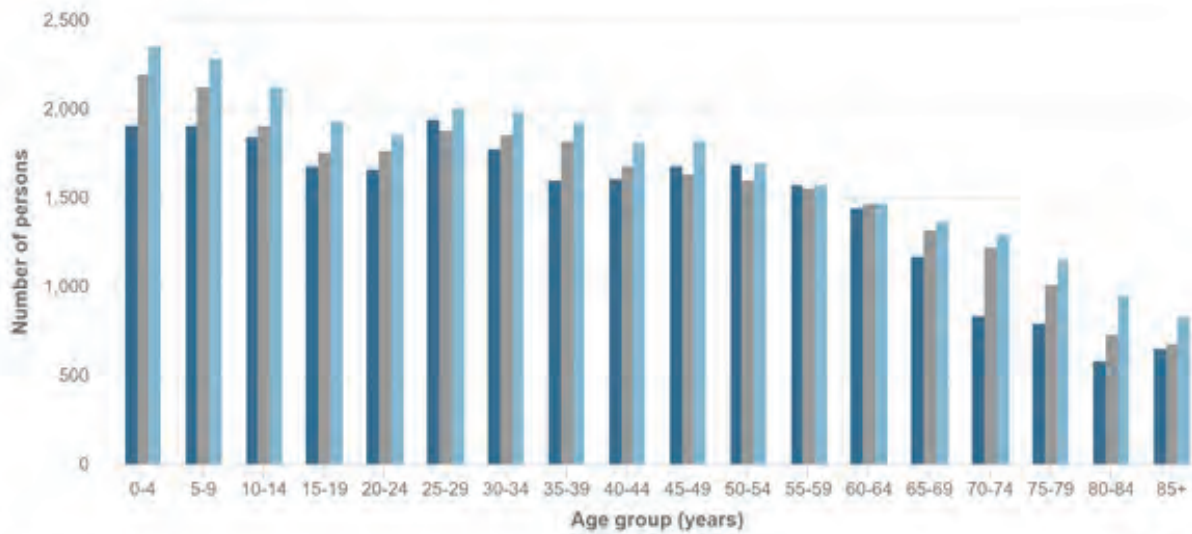
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile by .id (informed decisions)

.id informed decisions

Forecast age structure - 5 year age groups

Griffith City - Total persons

2016 2026 2036



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, November 2017.

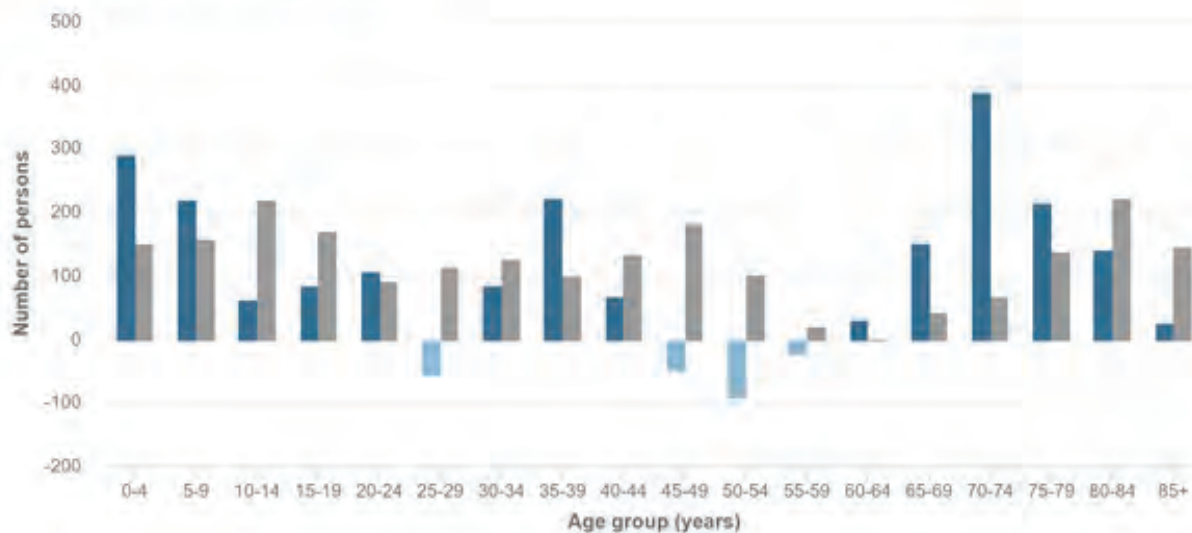


Overall, 16.1% of the population are aged 65 years and over, compared with 16.3% for New South Wales. This is forecast to grow dramatically by 2036 at a rate of 38%.

Forecast change in age structure - 5 year age groups

Griffith City - Total persons

2016 to 2026 2026 to 2036



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, November 2017.



Population and demographic data is derived from 'Informed Decisions' a private company who utilise data from the Australian Bureau of Statistics, data from Births, Deaths Marriages, the National Institute of Economic and Industry Research (NIER) and the Australian Business Register.

Population Growth

Griffith is the capital of the Western Riverina and one of the largest regional cities in the Riverina region after Wagga Wagga and Albury. Surrounding shires including Hay, Carrathool and Narrandera are declining in their population base; however Griffith is continuing to steadily grow.

As a regional hub for a population base of approximately 52,000, Griffith continues to draw people from smaller more isolated shires such as Carrathool and Murrumbidgee with ex-farmers looking to retire off the land and into more urban areas, as well as young families in smaller locations looking for work.

The City boasts large migration figures from overseas with a large migrant and refugee base established in the area. Displaced people from the Middle East, Afghanistan as well as migrants from the Pacific Islands, India, New Zealand, England and Turkey have made Griffith their home. Our net migration out of Griffith is to Canberra, Wollongong, Albury, and Wagga Wagga.

Forecasting models expect this growth trend to continue with an increase in over 4,000 people to 30,507 by 2036, at an average growth rate of 0.76% per annum. There will be an increase of over 1,477 households between 2016 and 2036, with the average number of persons per household from 2.63 to 2.64 by 2036.

The population of Griffith is 27,029 as of June 2019 and is set to rise to 30,507 by 2036. This represents a 12.8% increase over the next 15 years. This steady growth will place Griffith in good stead as our Council can plan for infrastructure upgrades in accordance with the steady growth experienced in the local government area.

Property Growth

Property growth impacts on Council's financial performance by increasing rate revenue as a result of the increased number of rateable assessments. It is important to note that the increase in rate revenue resulting from property growth is generally not in direct proportion to the increase in the number of rateable properties, unless the growth is due to non-rateable crown lands becoming rateable.

It is currently estimated that each 0.36% increase in the number of rateable assessments generates a 0.42% increase in rate income. The number of residential rateable properties is projected to increase from 10,050 at the end of 2010/11 to 11,252 at the end of 2025/26. This represents an 11.9% increase over the ten year period or an average annual growth rate of 1.19%.

The number of properties is forecast to increase by an average of 87 dwellings per annum to 12,154 in 2036, population is forecast to increase by 0.76% p.a. over the same period. This will result in an increase in the average dwelling occupancy from the current 2.63 persons per dwelling to 2.64 by 2036.

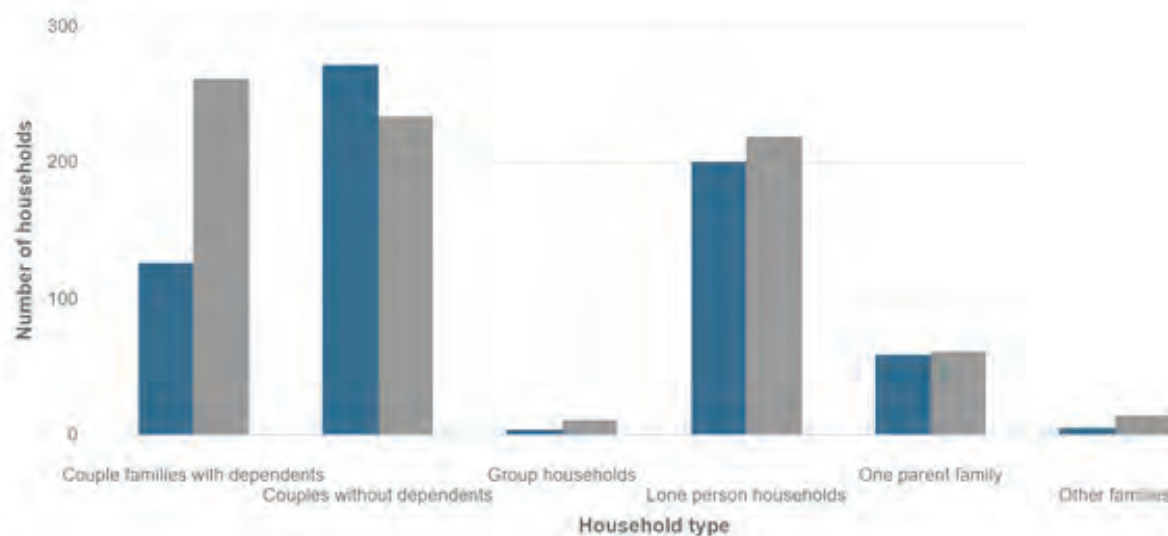
Driving this change are a number of demographic projections – including changes in household type between 2016 and 2036 that have been incorporated into the id consulting forecasts including:

- A large increase in couples without dependents, which will increase by 507 households, comprising 28.4% of all households, compared to 27.5% in 2016
- Lone person households are forecast to increase by 422, comprising 24.9% of all household types in 2036
- Couples with dependents will still remain as the largest household type at 32.8% of all households, an increase of 389 between 2016 and 2036.

Forecast change in household types, 2016 to 2036

Griffith City

2016 to 2026 2026 to 2036



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, November 2017.

.id informed decisions

Inflation

Consumer Price Index (CPI)

The Consumer Price Index (CPI) measures quarterly changes in the price of a 'basket' of goods and services, which account for a high proportion of expenditure by the CPI population group (i.e. metropolitan households). This 'basket' covers a wide range of goods and services, arranged in the following eleven groups:

- Food and non-alcoholic beverages
- Alcohol and tobacco
- Clothing and footwear
- Housing
- Furnishings, household equipment and services
- Health
- Transport
- Communication
- Recreation and culture
- Education
- Insurance and financial services.

CPI is utilised as the inflator for the following items in Council's financial modelling:

- All revenue excluding rates revenue as a guide for our fees and charges as outlined in our revenue policy
- Operating expenditures excluding salary and wages are calculated by using the CPI as a guide for our budget reporting purposes.

Salary & Wages Inflation

Salary and wages inflation for the first year of the forecast period is based on the Local Government (State) Award 2020. The following increases have been applied:

- 2020/21 award increase of 1.5%
- 2021/22 award increase of 2.0%
- 2022/23 award increase of 2.0%

Rate Pegging

As mentioned earlier, rate pegging is the percentage limit by which Council may increase the total income it will receive from rates. The rate pegging percentage is set each year by the Independent Pricing and Regulatory Tribunal (IPART). For most councils, general income consists entirely of rates income. For a small number of councils, general income also includes some annual charges such as drainage levies. The rate peg does not apply to storm water, waste collection, water and sewerage charges.

The functions of IPART include determining the peg for councils' general (rate) income, and reviewing of council applications for special variations and minimum rate increases under the Local Government Act 1993. Part of this framework includes IPART establishing a Local Government Cost Index (LGCI), which will be used in the setting of the maximum allowable increase in general revenue.

The LGCI is a price index for councils in NSW. It measures price changes over the past year for goods, materials and labour used by an average council. It is similar to the Local Government Price Index used in South Australia and, in principle, to the Consumer Price Index (CPI), which is used to measure changes in prices for a typical household. The LGCI is designed to measure the average change in prices of a fixed 'basket' of goods and services that are purchased by councils, relative to the prices of the same basket in a base period.

In forecasting the annual rate peg, IPART has based the rate peg on the increase in the Local Government cost index, a productivity factor and an advance for the impact of the carbon price. IPART announced that the rate peg for NSW councils will be 2% in 2021-22. The rate peg increased by 1.8% in the year to June 2020. IPART has subtracted a productivity factor of 0.0% from the index. Adding an adjustment of 0.2% to allow councils to collect additional revenue in 2021-22 to meet the costs of the 2021 Local Government elections. This resulted in a rate peg of 2.0%.

Going forward from 2022-23, IPART has announced that the rates collected by councils will be determined on their level of population growth. IPART has set a 2022-23 rate peg for each council, ranging from 0.7% to 5.0%. IPART's rate peg takes into account the annual change in the Local Government Cost Index (LGCI), which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth. The rate peg is the maximum percentage amount by which a council may increase its general income for the year.

Please refer to the Office of Local Government's Integrated Planning and Reporting Manual for Local Government in NSW for more information.

The 2022-23 rate peg is based on the following formula:

$$\text{Rate peg} = \text{change in LGCI} - \text{productivity factor} + \text{other adjustments} + \text{population factor}$$

Council	Change in Population	Supplementary valuation percentage	Population factor	Rate peg (including population factor)
Griffith City Council	0.5%	0.5%	0.0%	0.7%

Investment Returns

Forecast returns on Council's investment portfolio are based on current balances using a conservative 1.5% investment return.

Borrowing Costs

Forecast borrowing (interest) costs are actual costs for existing loans and 2% to 3% for future borrowings.

Major Projects

Over the ten-year period forecasted, the capital expenditure totals \$198 million.

The ordinary fund has planned expenditure of \$1.5 million in infrastructure backlog, \$9.7 million in improved level of service, \$19.8 million in growth works and \$113 million in asset renewals. The water fund has planned expenditure of \$3.9 million in improved level of service, \$11.4 million in growth works and \$13.8 million in asset renewals. The sewer fund has planned expenditure of \$922K in improved level of service, \$3.1 million in growth works and \$9.3 million in asset renewals. The waste fund has planned expenditure of \$356K in improved level of service, \$6.08 million in growth works and \$5.12 million in asset renewals.

The major new capital expenditures included in the ten-year plan are:

• New Cemetery Stage 1 Riffle Range Road	\$1.5M
• New Crematorium	\$1M
• Thorne Road Rehabilitation & Widening (GSIL Stage 5a)	\$2.5M
• Lake Wyangan Redevelopment Plan	\$3M
• Infrastructure Upgrade Clifton Bvd to Riffle Range Rd	\$9M
• Seal Boorga Road- From New Farms Rd to Dickie Rd	\$872K
• Kooyoo Street Plaza Development Stage 2	\$1.5M
• Hanwood Stormwater Pump & Pipes- Stage 1A	\$2.8M
• Yoogali Levee	\$1.9M
• Council Depot Masterplan	\$1.2M
• Vault Construction Blumer Ave Cemetery	\$635K
• Enterprise Resource Planning (ERP) Upgrade	\$1M
• Lake Wyangan Environmental Strategy (Scenario 2)	\$29.2M
• New Regional Art Gallery Development (Scenario 2)	\$15M

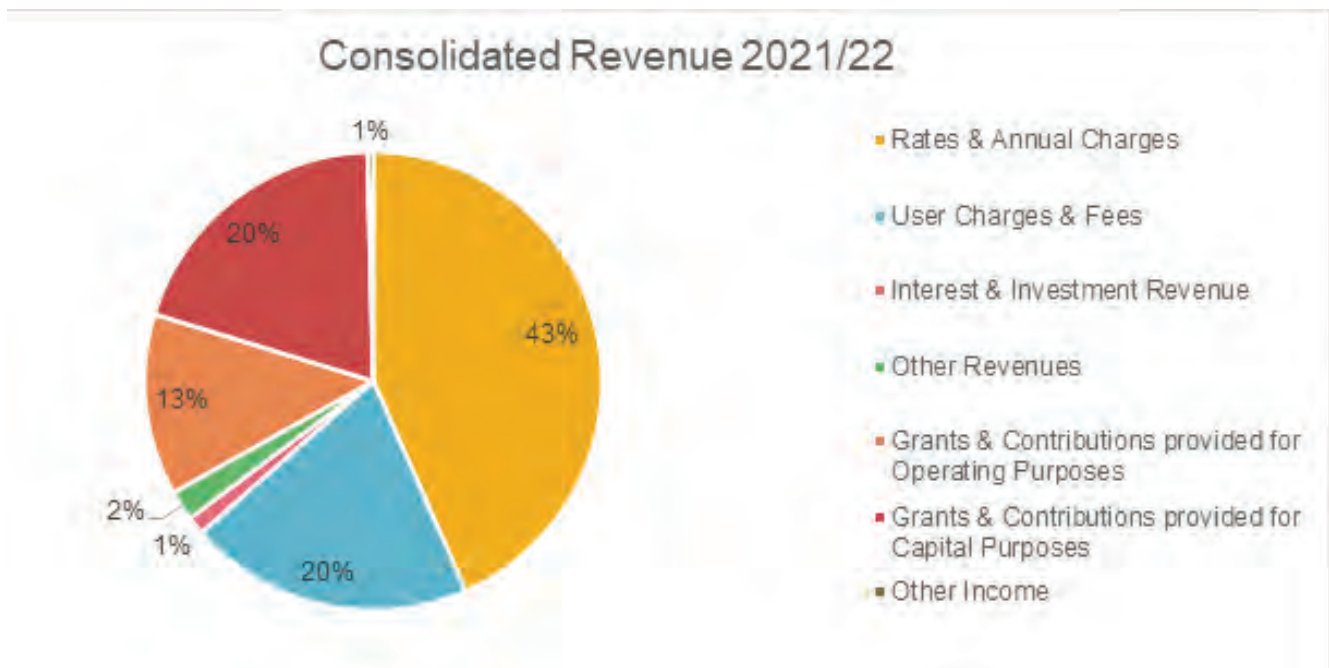


Revenue Forecasts

The major sources of revenue for Council are:

- Rates and Annual Charges
- User Charges and Fees
- Grants
- Contributions and Donations
- Interest
- Other Revenues.

The following graph shows the breakdown of revenues for Griffith City Council in 2021/22 and gives an indication of the reliance on the various revenue streams.



Consolidated Revenue 2021/22	Actual
Rates & Annual Charges	\$32,910,000
User Charges & Fees	\$15,280,000
Interest & Investment Revenue	\$964,000
Other Revenues	\$1,609,000
Grants & Contributions provided for Operating Purposes	\$9,722,000
Grants & Contributions provided for Capital Purposes	\$15,091,000
Other Income	\$295,000
	\$75,871,000

Ordinary Rates

Council currently has 3 rating categories (residential, business and farmland) and 1 sub-category (farmland irrigable). Council proposes to continue with its current rating structure of a base rate amount to which an ad valorem amount is added. Future ordinary rate income will be impacted by the combination of growth and rate pegging.

Domestic Waste Management Charge

Council's domestic waste management service includes a weekly collection of a 240L kerbside garbage bin and a fortnightly kerbside collection of recycling materials. The Local Government Act 1993 requires that Domestic Waste Management charges must reflect the actual cost of providing of those services. The Domestic Waste Strategy is supported by a ten year financial strategy, as part of the Long-Term Financial Plan which determines the annual charge. The forecast increase in the charges has been set in accordance with the strategy. The average annual increase in Domestic Waste Management Charges over ten-year period of the plan is 3%, despite the ongoing significant increases in operational costs. These operational costs are a direct result of the guidelines set out under the EPA License.

Storm Water Management Service Charge

Council introduced the Stormwater Management Service charge in 2007/2008. Funds generated from this charge will continue to fund stormwater works and improve the management of urban stormwater in the Local Government area. The charge is set by clause 125AA of the Local Government (General) Regulation 2005 and Council has no scope to increase the charge. It is assumed the charge will continue to be the same over the next ten year period.

User Charges and Fees

User fees and charges include water, sewer, trade waste, fees for the use of Council facilities, fees for private works undertaken including road restorations. No significant new user charge or fee opportunities have been identified as part of the development of the Community Strategic Plan.

Council reviews its fees and charges on an annual basis. These services are assumed to be provided on the same pricing basis and are forecast to increase in line with inflation. User charges and fees represent approximately 18% of total revenues. Significant user charges and fees include water consumption charges and Transport for NSW (TfNSW) charges (these charges are contract work performed by Council for the TfNSW on the State roads). Other significant revenues received from user charges and fees include; sewerage, planning and regulatory, regional theatre, aquatic center, tipping fees, cemeteries and aerodrome.

User charges and fees are set to reflect full cost recovery of both operational and capital replacement of costs. Fees and charges are reviewed annually to ensure full cost recovery is achieved. Council complies fully with the NSW Office of Water's Best Practice Management of Water Supply and Sewerage guidelines, however does not claim a dividend payment.

Council has assessed its activities in accordance with the National Competition Policy (NCP) for the current income. The two business activities are water supply and sewerage services.

Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include some development assessment fees and planning certificates.

The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term. This assumption is considered more valid than assuming statutory charges will not increase at all over the planning horizon.

Grants and Contributions

Grants and contributions are considered not practical to forecast an increase, other than for CPI, as it is unlikely that there will be any increase in grants, or provision of new grants, for current services any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

Operating grants and contributions amounted to \$22.4M in 2020/21. In 2020/21 \$2.793M was received as an entitlement for the Financial Assistance Grant which consists of two components:

- General purpose component \$4.074M
- Local roads component \$1.709M

Grants and contributions revenue (\$24.8 million) increased by \$9.2 million (59%) in 2020/21. Council has received and committed to various major specific purpose grants and contributions in 2020/21 such as:

- Fixing Country Roads Grant \$3.854M
- NSW Regional Communities Development Fund Griffith Youth & Community Centre \$3.854M
- Regional Sports Infrastructure Fund – Westend Stadium & 50M Pool upgrade \$10M
- Building Better Regions Fund- Sports Precinct Redevelopment \$4.5M
- Stronger Country Communities Fund – Community Stage and Jubilee Amenities Block \$878,000
- Stronger Country Communities Fund – New BMX/Pump Track \$348,000
- RMS Active Transport Hanwood Cycle Ways \$1.032M
- Your Higher Streets Program- Kooyoo Street Upgrade \$800,000
- Fixing Local Roads (FLR) Grant – Sealing Boorga Road \$5.689M
- Priority Local Roads and Community Infrastructure Projects Round 1 \$1.03M
- Priority Local Roads and Community Infrastructure Projects Round 2 \$1.397M

The assumption made for the LTFP in regards to the Financial Assistance Grant (FAG) is that a nominal increase on the current actuals has been factored for the next ten years. The continuance of these grants will be used to fund ongoing operational expenditure including road maintenance. There has been no indication that these grants will cease.

Council has secured a total of \$5,153,207 for the current five year Roads to Recovery Program running from 1 July 2019 to 30 June 2024. Council has spent a total of \$2,061,282 as at 30 June 2021. The remaining funds will be spent over the remaining years (total remaining \$3,091,925). When utilising Roads to Recovery funds, consideration must be given to distributing the funds evenly throughout the program to maintain resourcing levels. A five year budget plan was suggested at the beginning of the program and is reviewed annually for Council's budget process.

Council's investment policy can be accessed from its website or can be viewed at Council's Administration Building. The policy objective is:

- To undertake investment of available funds in accordance with the latest Ministerial Order and Council's adopted Investment Strategy
- To maximise earnings from authorised investments whilst maintaining the security of Council funds.

Other Revenues

Other revenue includes fines, lease rental, legal fees recovery, insurance claims, commissions and general sales revenue including town allocation water sales. The majority of other revenue is generated by lease rentals and the recovery of legal fees. Council is not able to determine the amount of individual fines, the majority of which a parking fines. The assumption of lease/rentals increasing will be in line with the CPI over the long term, and the recovery of legal fees will assumed to increase and set according to a full cost recovery.

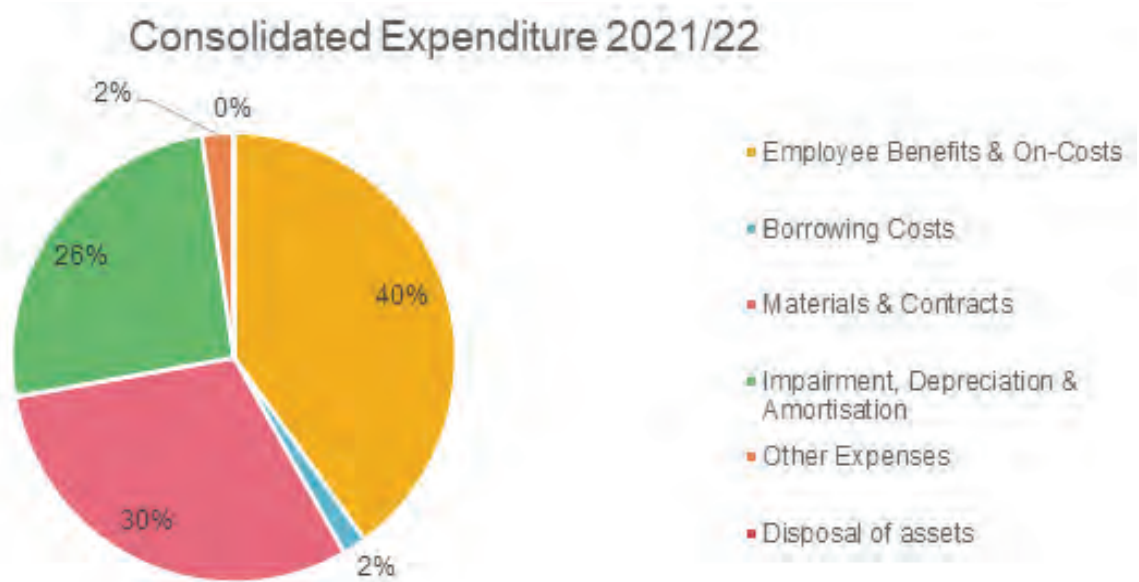
Expenditure Forecasts

Much of Council’s expenditure is regular and on-going. To ensure financial forecasts are based on accurate information, and sufficient resources are provided to satisfy the identified expectations of the community, expenditure forecasts are regularly reviewed through the quarterly budget review process. This process identifies any changes in services provided, service levels, commitments and changes to input cost for goods and services consumed.

The major expenditure items as the basis for the forecast include:

- Employee Costs
- Borrowing Costs
- Materials and Contracts
- Depreciation
- Other Expenses.

The following graph shows the breakdown on expenses for Griffith City Council in 2021/22 and gives an indication of the reliance on the various expense streams.



Consolidated Expenditure 2021/22	Actual
Employee Benefits & On-Costs	\$ 23,357,000
Borrowing Costs	\$ 1,012,000
Materials & Contracts	\$ 17,803,000
Impairment, Depreciation & Amortisation	\$ 14,885,000
Other Expenses	\$ 1,319,000
Disposal of assets	\$ 27,000
	\$ 58,403,000

Employee Costs

Employee costs include salaries and wages, travelling, employee leave entitlements, superannuation, workers compensation, insurance, fringe benefits tax, payroll tax, overheads/ oncosts and employee training costs. Employee costs make up 40% of total operating expenditure for 2020/21.

Employee costs are calculated based on each position in the Council and their individual based rate of pay which is inflated over ten years. The projections include employee on-costs as well as an allowance for overtime and the impact of vacant positions during the year. Future year's employee costs move in line with the equivalent full-time (EFT) staff numbers and increases in salary and wage rates. The latest Local Government (State) Award 2020 set actual increases in salary and wages rates that apply to the three year period commencing 2020/21. In regards to future years, salary and wage rates have been assumed to increase in line with forecast CPI and employee terminations have been adjusted to align with Council's restructure.

Borrowing Costs

The objective of Council's policy on loan borrowings is to place a maximum limit on loan borrowings by individual funds to ensure council limits its level of indebtedness to a manageable level whilst still providing a valuable source of funding for approved major capital works, and the policy is currently under review.

In the financial modelling scenarios detailed below, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital expenditure program. It has been assumed that future loans will be for a 10-year term and interest rates will be fixed. Below is a table indicating council has proposed future borrowings.

Statement of Proposed Borrowings 2022/2023 to 2031/2032

Fund	Project to be Funded	Amount to be Funded	Indicable Interest Rate	Year of Borrowing	Term of Loan	Total Interest Payable
General	New Road Construction- Clifton Bvd (Manera St to Rifle Range Rd)	\$5,280,000	4.00%	2022/23	10 Years	\$1,178,149
General	West End Sports Precinct	\$4,000,000	2.00%	2022/23	20 Years	\$872,896
General	Lake Wyangan Environmental Strategy Implementation	\$14,056,990	4.00%	2025/26	20 Years	\$6,497,561
General	Art Gallery	\$7,000,000	6.00%	2026/27	7 Years	\$1,675,581

Note: The projects are to be funded from commercial borrowings and the proposed security is from future income.

Materials, Contracts and Other Expenses

Expenditure on materials and contracts are generally based on CPI. The exceptions to this are either if the materials and contracts are not recurrent every year, they have been identified as increasing by an amount different to CPI and/ or are a result of increased services or service levels. Examples of materials and contracts include :

- Forecast electricity will increase by 2.5% in future years
- Costs associated with asset valuations totalling \$748,000 over the next ten years
- Council elections are estimated to cost \$530,000 over the next ten years. This cost is based on two elections which run every four years
- Major road maintenance including:
 - regional roads \$577,000
 - urban sealed roads \$696,000
 - rural sealed roads \$594,000
 - rural unsealed roads \$2,053,245

Depreciation

Depreciation is an ongoing expense that is used in the Asset Management Plans as an input in the lifecycle management of assets. Australia Pacific Valuers Pty Ltd prepared a depreciation methodology for Griffith City Council in January 2008. The methodology has been updated to comply guidance issued by the Australian Accounting Standards Board (AASB) regarding accounting for long-term infrastructure assets. The most notable change is the elimination of residual values. The change resulted in the introduction of long and short lived components to account for cost savings from the re-use of part of the asset. For example a long lived component is used to account for the portion of a road pavement that is recycled during rehabilitation works.

This Depreciation Methodology provides an overview of the reasons used and critical assumptions adopted to calculate the depreciation rates for each component of each asset type. The methodology is based on the best available knowledge of the lifecycle patterns of each asset hierarchy as described by key Council staff. The depreciation methodology uses the best available estimate of the rate of consumption the unit rates, useful lives, depreciation rates and condition. This information is reviewed annually. As part of the Long-Term Financial Plan, a 1.75% increase has been used as a forecast for depreciation expense, as shown in the global income and expenditure changes.



Asset Management

Council's Asset Management Plan specifies what is required to improve Council's Asset Management capability and meet its objectives. The advanced asset management practices identified in the strategy will allow Council to undertake enhanced long-term modelling of its asset portfolios and thus generate more robust financial projections that link with Council's LTFP.

Council's Asset Management Plan includes broad long-term asset planning information derived from the best available data. Council's Asset Management Plan provide detailed information about each infrastructure class and include costing for asset activities.

The costs resulting from Council's Asset Management Plan will be capital costs such as new assets, renewals, rehabilitation and non-capital expenditure such as maintenance, operating costs and depreciation. All asset related expenditure identified in the Asset Management Plan has been incorporated into the LTFP, along with the funding options to support the plan which would include any anticipated gains from the sale of assets.

Some ways Council might better manage costs in this area include:

- Asset rationalisation and review of asset growth strategies
- More efficient use and operation of assets by turning them into income producing opportunities. This might be done by increasing their functionality
- Choosing low cost strategies over high cost asset strategies
- Demand management
- Re-evaluation of service levels and standards
- Changing the composition of capital spending from new to renewal
- Making forward provision for renewal by reducing debt to create future borrowing capacity
- Creating renewal reserves
- Carrying out cost/benefit analyses on the services being provided.

Performance Measures

Griffith City Council will monitor its performance against the Long Term Financial Plan and its annual budgets on an ongoing basis. To facilitate this process, six Performance Measurement Indicators will be monitored to benchmark council's performance and assess its long-term financial sustainability.

The Performance Measurement Indicators are:

- Unrestricted Current Ratio
- Debt Service Ratio
- Rates and Annual Charges Coverage Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Building and Infrastructure Renewals Ratio
- Surplus before Capital Grants and Contributions

Unrestricted Current Ratio

This performance measure will assess the adequacy of working capital and its ability to satisfy obligations in the short term for unrestricted activities of council. This ratio should be above 2.0:1 in order to be in a more comfortable range. A ratio of between 1.5:1 and 2:1 is satisfactory and indicated council has sufficient liquid assets on hand to meet its short term liabilities. A ratio of 2:1 or better is generally viewed by the industry as good.

Debt Service Ratio

This performance measure will assess the impact of loan principle and interest repayments on the discretionary revenue of council. This ratio varies significantly between council's in NSW (0% to 20.5%) and is generally higher for councils in growth area where loans have been required to fund infrastructure such as roads and water and sewerage works.

Own Source Operating Revenue Ratio

Own source revenue measures the degree of reliance on external funding sources (e.g. grants and contributions). This ratio measures fiscal flexibility. Financial flexibility increases as the level of own sources revenue increases. It also gives Council's greater ability to manage external shocks or challenges. The benchmark for own source revenue needs to be greater than 60% of total operating revenue. All councils should aim to meet or exceed this benchmark over a three year period.

Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage

This performance measure will assess the impact of uncollected rates and annual charges on council's liquidity and the adequacy of recovery efforts. Council has generally maintained a strong record in collecting rates and charges outstanding.

Building and Infrastructure Renewals Ratio

This performance measure will assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. Council's Building and Infrastructure Renewals ratio will include major refurbishments in the future.

Surplus before Capital Grants & Contributions

If council generates enough funds to maintain its assets in a satisfactory condition and repay loans as they fall due, it will have to generate a surplus before capital grants and contributions on an ongoing basis over the long term. An element of Griffith City Council's long-term financial strategy is to make a positive surplus before capital grants and contributions.

Financial Modelling Scenarios

Financial modelling scenarios have been created to construct a financial representation of council. These scenarios make recommendations which summaries particular financial positions for Council and provide direction regarding possible actions or alternatives. Council has created three different scenarios in the LTFP thus enabling Council to develop the best plan and meet community expectations.

The three scenarios have been modelled to inform the community of the financial implications of the activities and the level of services outlined in the Community Strategic Plan. Each scenario builds on the previous base scenario in terms of levels of service and/or facilities provided. The three scenarios are:

- Scenario 1 : Current level of service
- Scenario 2 (a) : Scenario 1 plus 5% increase special environmental levy from 2025/26 for 10 years and a 7% special rate variation from 2026/27 for 7 years and loans of \$14.06M over 10 years and \$7M over 7 years.
- Scenario 2 (b) : Scenario 1 plus 4.5% increase special environmental levy from 2025/26 for 20 years and a 7% special rate variation from 2026/27 for 7 years and loans of \$14.06M over 20 years and \$7M over 7 years.

Scenario 1 - Current level of service

This scenario models the financial implications of maintaining current levels of service and facilities with no change to existing policy. This scenario includes the rate peg for NSW Councils at 2% in 2022/23 and an increased rate from 2% to 2.5% thereafter. The scenario has allowed for the normal capital budget that has been approved by Council with no extra projects. This scenario has addressed the shortfall in infrastructure renewals expenditure and identified infrastructure backlog in our capital works program.

On the table below are the global income and expenditure changes which commence from 2022/23.

Griffith City Council 10 Year Financial Plan for the Years ending 30 June 2032 Global income and expenditure changes										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Income										
Rates - Ordinary	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User Charges - Specific	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees & Charges - Statutory & Regulatory	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees & Charges - Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Revenues - Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operating Grants - General Purpose (Untied)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operating Grants - Specific Purpose	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Operating Expenditure										
Employee Costs - Salaries	2.00%	2.00%	2.00%	2.10%	2.15%	2.20%	2.25%	2.30%	2.40%	2.50%
Employee Costs - Casual Wages	2.00%	2.00%	2.00%	2.10%	2.15%	2.20%	2.25%	2.30%	2.40%	2.50%
Employee Costs - Other	2.00%	2.00%	2.00%	2.10%	2.15%	2.20%	2.25%	2.30%	2.40%	2.50%
Materials & Contracts - Raw Materials & Consumables	2.00%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Contracts	2.00%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Legal Expenses	2.00%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other	2.00%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation - IPP&E	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Other Expenses - Insurance	7.50%	7.50%	7.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Utilities	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Scenario 2(a)

– Scenario 1 plus 5% increase special environmental levy from 2025/26 for 10 years and a 7% special rate variation from 2026/27 for 7 years and loans of \$14.06M over 10 years and \$7M over 7 years.

This scenario models the financial implications with an additional 5% increase special environmental levy from 2025/26 for 10 years and a 7% special rate variation from 2026/27 for 7 years.

The purpose of the levies is to fund a \$14.06M loan over 10 years drawn down in 2025/26 for the Lake Wyangan Environmental Strategy and a \$7M loan over 7 years drawn down in 2026/27 for the New Regional Art Gallery Development.

Scenario 2(b)

– Scenario 1 plus 4.5% increase special environmental levy from 2025/26 for 20 years and a 7% special rate variation from 2026/27 for 7 years and loans of \$14.06M over 20 years and \$7M over 7 years.

This scenario models the financial implications with an additional 4.5% increase special environmental levy from 2025/26 for 20 years and a 7% special rate variation from 2026/27 for 7 years.

The purpose of the levies is to fund a \$14.06M loan over 20 years drawn down in 2025/26 for the Lake Wyangan Environmental Strategy and a \$7M loan over 7 years drawn down in 2026/27 for the New Regional Art Gallery Development.

Sensitivity Analysis

Sensitivity analysis is a way to determine the impact of various scenarios on council's plans and other variables within the plan. Under the Planning and Reporting Guidelines, Councils are required to undertake a sensitivity analysis in the LTFP. By testing a number of variables within the LTFP, Council will see the financial impact of various scenarios on financial targets. As Long Term Financial Plans are based on underlying assumptions, it is important to assess the financial impact of variations to those assumptions. The sensitivity analysis would highlight the factors most likely to affect the outcomes of the plan and are to be documented as part of the LTFP. Sensitivity analysis may also support decision-making and the development of options to meet the objectives of Council's CSP. It will also demonstrate that Council has considered the potential risks associated with its plans e.g. asset management plan, the CSP and LTFP.

Sensitivity analysis looks at 'what if?' scenarios. For example, what happens to Council's financial outcomes if the employee costs increase by 5%; raw materials for a major activity increase by 10%; income from user charges and fees is 5% higher than estimated; sale and/or purchase of land is not in accordance with the asset management plan; grant funding for a particular purpose does not eventuate? The impact of variances to underlying assumptions may be positive or negative but will require consideration of how the resultant financial outcomes might be addressed in those circumstances.

The major underlying assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

- Rate pegging
- Inflation
- Static interest rates- Investment Returns & Loan Interest Rates.

Inflation

Consumer Price Index (CPI) is utilised as the inflator for the following items in Councils financial modelling:

- All revenue excluding rates revenue as a guide for our fees and charges as outlined in our revenue policy
- Operating expenditures excluding salary and wages are calculated by using the CPI as a guide for our budget reporting purposes.

Rate Pegging

Rate pegging is the percentage limit by which Council may increase the total income it will receive from rates. The rate pegging percentage is set each year by the Independent Pricing and Regulatory Tribunal (IPART). The amount received from the income of rates that is set, is used to fund council's normal operations and therefore council is restricted by this increase by IPART. For example, the actual amount of revenue raised by rate peg increase does not cover the annual wage increase. The restriction does not allow for any community consultation to meet the increasing demands of the community. Inflation increases in electricity, insurance and superannuation impose pressure on the community, which make it difficult to residents to meet their obligation to pay their rates. This increases debt recovery and financial strain on Council as well as the community as some residents may be unable to pay the increases in rates, and which leads to Council not receiving the revenue.

Static Interest Rates Static interest rates- Investment Returns & Loan Interest Rates

Council's investment policy can be accessed from its website or can be viewed at Council's Administration Building.

The policy objective is:

- To undertake investment of available funds in accordance with the latest Ministerial Order and Council's adopted Investment Strategy
- To maximize earnings from authorised investments whilst maintaining the security of Council funds.



Appendix 1 – Key Financial Indicators For Scenario 1

Griffith City Council															
10 Year Financial Plan for the Years ending 30 June 2032															
FINANCIAL PERFORMANCE INDICATORS															
Scenario: 1															
	Past Years				Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios															
Operating Performance Ratio 1)	10.65%	6.75%	4.96%	3.87%	3.85%	1.04%	2.66%	2.17%	3.69%	4.76%	6.51%	6.91%	8.08%	8.92%	9.90%
Own Source Operating Revenue Ratio 1)	79.77%	76.44%	76.92%	67.27%	54.77%	54.79%	62.47%	82.10%	82.73%	83.23%	83.62%	83.41%	83.80%	83.88%	83.97%
Unrestricted Current Ratio	2.86	2.69	2.80	2.39	0.21	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Debt Service Cover Ratio 1)	8.2	7.443	7.0049	5.6527	4.24	4.16	3.71	3.57	3.81	4.01	4.31	4.42	4.90	6.60	10.70
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.54%	6.40%	8.29%	10.53%	8.11%	8.42%	8.42%	8.43%	8.44%	8.46%	8.47%	8.48%	8.49%	8.51%	8.52%
Cash Expense Cover Ratio 1)	8.55	11.41	14.2316	18.5516	9.17	9.39	9.97	9.95	10.77	11.63	13.31	14.90	16.89	19.47	21.20
1) different Calculation to TCorp's calculation for same ratio															
New Special Schedule 7 Ratios															
Building & Infrastructure Renewals Ratio	82.50%	77.92%	94.39%	120.53%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Infrastructure Backlog Ratio	0.02	0.02	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	1.00	1.07	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Expenditure Ratio	0.01	0.01	0.01	0.01	4.40	3.49	2.68	1.18	0.85	0.82	0.65	0.67	0.63	0.62	1.01



Appendix 2 – 10 Year Capital Works Program

Current Year Capital Item Requests Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
90	3	Urban Stormwater	6.1.12	Drainage Upgrade Kooyoo Street & Canal Street	Needed to maintain service level, fund from general purpose revenue	741,290				741,290	741,290									
91	3	Roads & Bridges	6.2.2	Bringagee Road Rehabilitation	Needed to improve service level, funded from general purpose revenue (no grant funding available)	17,150,000				34,300,000	17,150,000	17,150,000								
92	3	Parks & Gardens	6.1.12	New Dog Park-Sergi Park Collina	Lower priority but necessary in medium / longer term, funded majoritively from S94 Developer Contributions (Community Facility & Open Space)	120,000				341,250	120,000	75,000	70,000	76,250						
93	3	Parks & Gardens	6.1.12	Upgrade Toilet Block and Control Room-Ted Scobie Oval	Needed to maintain service level, fund from general purpose revenue	0				500,000				500,000						
94	3	Parks & Gardens	6.1.12	Replace Toilet Block-Willow Park	Needed to maintain service level, fund from general purpose revenue	350,000				350,000	350,000									
95	3	Parks & Gardens	6.1.12	Replace Existing Shelters-Lake Wyangan Picnic Area	Needed to maintain service level, fund from general purpose revenue	40,000				80,000	40,000		40,000							
96	3	Parks & Gardens	6.1.12	Conversion of Old Change Rooms and Amenities to Storage Spaces-Jubilee Oval	Needed to maintain service level, fund from general purpose revenue	100,000				100,000	100,000									
Total						18,501,290	0	0	0											
Total Capital Items Not Part of Original 2022/23 Capex Budget										36,412,540	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290

Longer Term Capital Items Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
97	5	Parks & Gardens	4.7.1	Play Equipment - Dog Of Leash Area (Community Gardens)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	1,500				1,500	1,500									
98	5	Parks & Gardens	4.7.1	Shade Sale Extension-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000									
99	5	Parks & Gardens	4.7.1	Mushroom Sprinkler Water Feature-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000									
100	5	Parks & Gardens	4.7.1	New Sprinkler System - Sidlow Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	52,455				52,455	52,455									
101	5	Parks & Gardens	4.7.1	New Sprinkler System-Median Strip Banna Ave (Between Woolworths & Bridgestone Service Centre)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	50,000				50,000	50,000									
102	5	Public Cemeteries	6.1.5	Public Mausoleum-Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000									
103	6	Airport	6.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000									
104	5	Fleet	6.1.14	Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000									
105	5	Fleet	6.1.14	Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	40,000				40,000	40,000									
106	5	Fleet	8.2.2	Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				22,000				22,000						
107	5	IT Services	2.2.5	CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	60,000				60,000	60,000									
108	6	Public Cemeteries	6.1.5	Upgrade Yenda Cemetery Carpark-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA									
109	3	Parks & Gardens	6.1.12	New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue	250,000				250,000	250,000									
110	3	Parks & Gardens	6.1.12	Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue	390,265				390,265	390,265									
111	6	Parks & Gardens	4.7.1	Yenda Memorial Park Enhancement-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA									
112	3	Urban Stormwater	6.1.12	Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000									
113	3	Urban Stormwater	6.1.12	Rae Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000									
114	5	Public Cemeteries	6.1.5	Installation of 2 Solar Lights-Infant Section of Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	20,000				20,000	20,000									
115	5	Urban Stormwater	6.1.12	Urban Drainage Problems ("Nuisance Flooding")	Lower priority but necessary in medium / longer term, fund from general purpose revenue	263,360				3,069,580	263,360	272,578	282,118	291,992	302,212	312,789	323,737	335,067	346,795	358,933
116	6	Roads & Bridges	6.2.1	Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available	121,551				1,528,851	121,551	127,628	134,010	140,710	147,746	155,133	162,889	171,034	179,586	188,565
117	5	Urban Stormwater	6.1.12	Detention Systems North of CBD	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	368,777				1,554,372	368,777	381,684	395,043	408,869						
118	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000									
119	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3A	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000									
120	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000									
121	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,000,000				1,000,000	1,000,000									
122	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,400,000				1,400,000	1,400,000									
123	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	700,000				700,000	700,000									
124	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	800,000				800,000	800,000									
125	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000								
126	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				700,000			700,000							
127	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				350,000				350,000						
128	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000									
129	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000								
130	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				1,200,000			1,200,000							
131	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				900,000				900,000						
132	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				480,000					480,000					
133	5	City Strategy	4.4.2	Cultural Precinct Masterplan Implementation (Includes the Clock Restaurant)	Escalated level of service, possible funding from major projects fund	2,000,000				3,000,000	2,000,000	1,000,000								
Total						10,737,907	0	0	0											
Total Capital Items Not Considered Further Due To Lack Of Funding										22,009,023	10,737,907	2,981,890	2,711,170	2,113,571	929,957	467,922	486,626	506,101	526,380	547,498

Items Identified At Strategic Planning Think Tank-Held on 15 December 2016

Item	Department	Linkage to Delivery Program/Community Strategic Plan	Project	Comments	Estimated Cost
A	Aquatic Facilities	4.7.2	50 Metre Outdoor Pool	Completed in 2020/21	8,150,000
B	Public Cemeteries	6.1.5	New Lawn Cemetery-Rifle Range Road	Refer item 3	1,500,000
C	City Strategy	6.2.1	Central Business District Upgrade & Carpark	69 Railway St completed in 2020/21. 53 Railway St to be completed in 2021/22.	500,000
D	Parks & Gardens	4.8.3	City Entrances Improvement Works	Completed in 2020/21	100,000
E	Roads & Bridges	6.2.4	Southern Section Of Industrial Link Road	Refer item 27, 28, 29	5,345,316
F	Parks & Gardens	4.8.1	Multi Purpose Sports Facility-Secondary Education Option	Completed in 2021/22	18,000,000
	Parks & Gardens	4.7.3	Multi Purpose Sports Facility-Showground Redevelopment (Crown Reserve)	Not in existing 10 Year Capex Program	-
G	City Strategy	4.4.2	Cultural Precincts-War Memorial, Pioneer Park, Clock Building, Art Gallery & Library	Refer item 133	2,000,000
H	City Strategy	2.2.2	Lake Wyangan-Walk/Cycle Track & Need for Other Upgraded Facilities	Refer item 39 & 84	1,532,670
I	City Strategy	2.1.3	Hermits Cave Development	Refer item 38	300,000
J	Parks & Gardens	4.3.1	Multi Purpose Community Facilities	Completed in 2020/21	4,780,000
K	Library	8.2.2	Installation of Solar Energy for Council Owned Buildings & Facilities	Council Chambers completed in 2020/21. Library to be completed in 2025/26. Refer item 49	70,000
L	Footpaths & Cycleways	2.2.2	Aged Care Facilities-Need for Public Pathways & Cycleways for Residents & Visitors	Refer items 80, 81, 82	1,831,858
M	City Strategy	2.1.3	Council Funding For Community Based Improvement Priorities	Not in existing 10 Year Capex Program	-
N	City Strategy	2.1.3	Affordable Housing Options	Capital Works to be completed in 2020/21. Rest (operational budget to be matched with grant) to be completed in 2022/23	12,594,545
O	Roads & Bridges	6.2.1	Road Network Maintenance	Grant application lodged & being assessed by TfNSW. Not in existing 10 Year Capex Program	-

**10 Year Capital Works Program
Waste Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works		Year 1 Funding					10											
			Improved LOS	Growth Works	Asset Renewal	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Plant																					
1	Plant Replacement Program - Waste (Net)	8.1.2			100%	441,000					4,227,500	441,000	480,000	490,000	366,000	43,500	545,000	461,000	480,000	790,000	131,000
Griffith																					
2	Complete Erection of Security Fence around the Perimeter of the Landfill	6.1.7			100%	0			200,000		200,000	200,000									
3	Digital Notice Board for Weighbridge	6.1.7		100%		50,000					50,000	50,000									
4	Landfill CCTV Server	6.1.7			100%	16,000					32,000	16,000				16,000					
5	Motors for Eight Roller Doors at Waste Transfer Station	6.1.7		100%		40,000					40,000	40,000									
6	Landscaping Landfill Workshop/Tea Room Site	6.1.7	70%	30%		20,000					20,000	20,000									
7	New Landfill Engineering & Restoration	6.1.7	20%	80%		0			200,000		200,000	200,000									
8	Existing Landfill Restoration	6.1.7		100%		60,000					60,000	60,000									
9	Preparation of Quarry for new Landfill Development	6.1.7		100%		0			500,000		2,600,000	500,000	250,000	250,000	250,000	250,000	250,000	250,000	100,000	100,000	400,000
10	Open Quarry Pit 101	6.1.7		100%		0					400,000			400,000							
11	New Landfill Cell Construction	6.1.7		100%		0					2,700,000		500,000			2,200,000					
12	Construct Outbound Weighbridge	6.1.7	100%			0					250,000					250,000					
13	Bin Replacements 240L Residential	6.1.9		10%	90%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
14	Bin Replacements 240L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
15	Bin Replacements 660L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
16	Bin Replacements 1100L Commercial	6.1.9		10%	90%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Waste Sundry Tools	6.1.9	40%		60%	15,000					105,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Signs	6.1.7	40%		60%	5,000					25,000	5,000			5,000		5,000		5,000		5,000
Total Capital						712,000	0	900,000	0	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000	

Improved LOS	356,000	62,000	4,000	4,000	6,000	4,000	256,000	4,000	6,000	4,000	6,000
Growth Works	6,081,000	822,500	756,500	256,500	656,500	2,456,500	256,500	256,500	106,500	106,500	406,500
Renewals	5,122,500	727,500	544,500	554,500	433,500	108,000	628,500	525,500	547,500	854,500	198,500
Total	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000

Summary

Total Capital Expenditure	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	3,600,000	900,000	500,000	0	0	2,200,000	0	0	0	0	0
Funded by Rates, Fees & Charges	7,959,500	712,000	805,000	815,000	1,096,000	368,500	1,141,000	786,000	660,000	965,000	611,000
Total Capital Spend funded	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000

**10 Year Capital Works Programme
Water Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works				Year 1 Funding				Project Totals	1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith WTP																					
1	Upgrade Capacity Griffith W.T.P (15MI)	8.1.1		100%		0					4,150,000		150,000								4,000,000
2	Construction of a Second Outlet from GWTP to Trunk Main	8.1.1				200,000					400,000	200,000	200,000								
3	Upgrade Water Treatment Plant	8.1.1	50%		50%	0			1,500,000		1,500,000	1,500,000									
Griffith Reservoirs																					
4	Refurbish Reservoir 30MI (1986)	8.1.1				0					177,000				177,000						
5	Refurbish Reservoir 14MI (1977)	8.1.1				400,000					800,000	400,000	400,000								
6	Refurbish Reservoir 9MI (1949)	8.1.1				510,000					510,000	510,000									
7	Refurbish Reservoir (Scenic Hill)-Raw Water	8.1.1	50%		50%	0					200,000										200,000
8	New 15 ML Storage (Scenic Hill)	8.1.1		100%		0					4,000,000										4,000,000
Yenda																					
9	Membrane Replacement/Raw Water Pumps	8.1.1				0					100,000			100,000							
Reticulation Renewals																					
10	Potable Reticulation Mains Renewals	8.1.1				300,000					2,800,000	300,000	300,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
11	Potable Trunk Mains Renewal	8.1.1				500,000					3,200,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Raw Mains Renewals	8.1.1				100,000					1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
13	Raw Water Pump Stations	8.1.1				0					0										
14	Potholing for Forward Design of Water Mains	8.1.1				20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Meter Etc Renewals																					
15	New Water Meters-Purchases	8.1.6	50%	50%		100,000					640,000	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
16	New Water Meters-Installation	8.1.6	50%	50%		60,000					600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
17	Backflows-Purchases	8.1.1	50%	50%		65,000					155,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Backflows-Installation	8.1.1	50%	50%		30,000					120,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
19	Electronic Water Meter Reading Program	8.1.6	100%			0					1,500,000			1,500,000							
Mains Extensions - Potable																					
20	New Reticulation Mains (Potable)	8.1.1		100%		80,000					800,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
21	Miscellaneous New/Replacement Mains	8.1.1	100%			20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
New Trunk Mains																					
22	New Trunk Mains (Potable)	8.1.1		100%		370,000					870,000	370,000			500,000						
Miscellaneous																					
23	Scada/Telemetry System	8.1.1	40%	30%	30%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
24	Capital Wages to be Allocated to Projects	8.1.1	20%	50%	30%	132,263					1,195,620	132,263	134,909	107,377	109,632	111,989	114,453	117,028	119,719	122,593	125,657
25	Plant Replacement Program - Water (Net)	8.1.1				250,000					2,871,650	250,000	266,500	340,000	223,000	276,000	440,250	405,000	229,400	387,000	54,500
26	Sundry Tools	8.1.1	50%		50%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
27	Additional Unforeseen Capital Requirements	8.1.1	20%	30%	50%	55,000					550,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
28	Investigation & Forward Planning	8.1.1	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
29	Chlorine Probes Replacement	8.1.1	50%		50%	12,500					50,000	12,500			12,500						12,500
30	Pressure Logger Replacement	8.1.1				30,000					40,000			30,000							10,000
31	Kooyoo Street Plaza Development-Water Infrastructure (Stage 2)	8.1.1	50%	25%	25%	0	203,105				203,105	203,105									
Total Capital						3,274,763	203,105	1,500,000	0	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657	

Improved LOS	3,968,177	1,061,255	146,482	1,640,975	147,676	141,898	142,391	149,156	143,444	144,019	250,881
Growth Works	11,436,086	715,408	388,455	224,689	725,816	226,995	228,227	229,514	230,860	232,297	8,233,829
Renewals	13,828,112	3,201,205	1,671,473	1,036,713	1,203,640	1,074,097	1,239,086	1,210,858	1,029,816	1,188,278	972,947
Total	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

Summary

Total Capital Expenditure	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/ Contributions	203,105	203,105	0	0	0	0	0	0	0	0	0
Funded from Reserve	11,000,000	1,500,000	0	1,500,000	0	0	0	0	0	0	8,000,000
Funded by Rates, Fees & Charges	18,029,270	3,274,763	2,206,409	1,402,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	1,457,657
Total Capital Spend funded	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

**10 Year Capital Works Programme
Sewer Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works			Year 1 Funding					Project Totals	1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith																					
1	Griffith WRP Diffusers	8.1.2			100%	600,000					600,000	600,000									
2	Griffith WRP Membrane Replacement	8.1.2			100%	0					1,300,000		1,300,000								
3	Replacement of GWRP Electrical/Mechanical Equipment	8.1.2			100%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
4	Griffith WRP - Various, landscaping	8.1.2	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
5	Upgrade of Pump Stations (Civil & Electrical)	8.1.2			100%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
New Pump Stations																					
6	Pump Station G21 (Murrumbidgee Av)	8.1.2		100%		0					500,000			500,000							
7	Pump Station (Farm 12 Collina)	8.1.2		100%		0					450,000		450,000								
8	Pump Station G32 (South of GWRP)	8.1.2		100%		0					500,000			500,000							
Yenda																					
9	Yenda Sewage Treatment Plant	8.1.2			100%	0					50,000		10,000		10,000		10,000			10,000	10,000
Lake Wyangan																					
10	New Rising Main (G7 To GWRP)	8.1.4		100%		0					900,000			900,000							
Sewer Renewals & New Sewers																					
11	Renewals of Gravity Sewers	8.1.2			100%	100,000					1,900,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
12	Renewals of Rising Mains	8.1.2			100%	700,000					3,100,000	700,000	500,000	500,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous																					
13	Upgrade SCADA & Telemetry Systems	8.1.1	80%		20%	50,000					140,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
14	Plant Replacement Program - Sewer (Net)	8.1.2			100%	123,000					1,238,450	123,000	100,000	106,000	93,000	100,000	224,000	165,000	76,100	232,850	18,500
15	Purchase Low Pressure Grinder Pumps	8.1.2		100%		10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Miscellaneous - Capital	8.1.2	80%		20%	50,000					500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
17	Capital Wages to be Allocated to Projects	8.1.2	20%	60%	20%	124,671					1,094,161	124,671	127,165	97,417	99,462	101,601	103,836	106,172	108,614	111,221	114,002
18	Sundry Tools	8.1.2	40%	20%	40%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
19	Investigation & Forward Planning	8.1.2	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
20	Kooyoo Street Plaza Development-Sewer Infrastructure (Stage 2)	8.1.2	50%	25%	25%	0	63,840				63,840	63,840									
Total Capital						1,852,671	63,840	0	0	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502	

Improved LOS	922,752	152,854	89,433	83,483	83,892	84,320	84,767	85,234	85,723	86,244	86,800
Growth Works	3,152,457	103,763	539,299	1,471,450	572,677	73,961	75,302	76,703	78,168	79,733	81,401
Renewals	9,311,242	1,659,894	2,223,433	913,483	910,892	558,320	692,767	624,234	545,823	693,094	489,300
Total	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502

Summary											
Total Capital Expenditure	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	63,840	63,840	0	0	0	0	0	0	0	0	0
Funded from Reserve	2,650,000	0	1,750,000	900,000	0	0	0	0	0	0	0
Funded by Rates, Fees & Charges	10,672,611	1,852,671	1,102,165	1,568,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
Total Capital Spend funded	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502



Scenario 1

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario 1: 1.3% SRV

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Other Revenues	1,904,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Grants & Contributions provided for Operating Purposes	9,722,000	14,597,074	12,056,159	10,665,011	9,284,146	9,511,020	9,744,700	9,985,390	10,233,301	10,488,650	10,751,658	11,022,557
Grants & Contributions provided for Capital Purposes	15,091,000	31,007,149	16,923,254	7,018,079	3,641,772	3,217,791	2,889,152	2,648,367	2,935,440	2,682,881	2,700,698	2,718,900
Other Income:												
Net gains/(loss) from the disposal of assets	(27,000)	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	75,848,000	97,379,310	84,675,782	75,376,895	72,207,190	73,713,636	75,334,438	77,143,685	79,398,013	81,314,549	83,437,671	85,696,909
Expenses from Continuing Operations												
Employee Benefits & On-Costs	23,357,000	27,316,533	28,883,320	29,312,613	29,817,320	30,354,402	31,004,770	31,684,592	32,395,184	33,137,843	33,929,879	34,778,051
Borrowing Costs	1,205,000	997,202	881,537	1,156,001	1,236,722	1,105,422	969,808	824,147	672,555	516,184	363,046	232,607
Materials & Contracts	17,614,000	20,146,058	21,198,301	19,693,133	19,358,852	19,476,297	19,769,984	19,580,724	20,252,101	20,446,646	20,749,707	20,932,158
Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	58,380,000	66,587,459	67,055,740	66,539,538	67,078,324	67,892,967	68,997,927	69,644,587	71,182,048	72,277,481	73,538,238	74,763,704
Operating Result from Continuing Operations	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	5,820,669	6,336,511	7,499,099	8,215,965	9,037,068	9,899,433	10,933,205
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	5,820,669	6,336,511	7,499,099	8,215,965	9,037,068	9,899,433	10,933,205
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,377,000	(215,298)	696,788	1,819,278	1,487,094	2,602,878	3,447,359	4,850,732	5,280,525	6,354,187	7,198,735	8,214,305

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - GENERAL FUND
Scenario 1: 1.3% SRV

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Other Revenues	1,754,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Grants & Contributions provided for Operating Purposes	9,609,000	14,483,574	11,942,659	10,548,106	9,163,734	9,386,995	9,616,955	9,853,812	10,097,776	10,349,059	10,607,879	10,874,465
Grants & Contributions provided for Capital Purposes	13,653,000	28,943,708	15,948,509	6,307,210	2,917,587	2,480,036	2,137,571	1,882,695	2,155,410	1,888,221	1,891,129	1,894,140
Other Income:												
Net gains/(loss) from the disposal of assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	54,095,000	74,857,237	60,833,748	51,035,681	47,129,659	47,887,892	48,732,922	49,738,152	51,164,508	52,228,265	53,462,789	54,819,485
Expenses from Continuing Operations												
Employee Benefits & On-Costs	19,102,000	23,044,402	24,434,545	24,833,207	25,265,156	25,707,903	26,259,661	26,836,411	27,439,268	28,069,321	28,741,153	29,459,607
Borrowing Costs	55,000	124,060	128,245	465,737	616,044	557,959	498,290	436,988	374,003	311,011	256,520	216,243
Materials & Contracts	9,469,000	10,793,596	12,090,854	10,405,512	9,219,718	9,313,302	9,524,185	9,531,254	9,814,432	9,969,618	10,190,626	10,163,019
Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	39,975,000	47,192,192	47,903,929	47,155,211	46,753,089	47,435,019	48,345,243	49,078,687	50,116,404	51,059,216	52,120,679	52,999,175
Operating Result from Continuing Operations	14,120,000	27,665,045	12,929,818	3,880,470	376,570	452,873	387,679	659,464	1,048,104	1,169,049	1,342,110	1,820,310
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	452,873	387,679	659,464	1,048,104	1,169,049	1,342,110	1,820,310
Net Operating Result before Grants and Contributions provided for Capital Purposes	467,000	(1,278,663)	(3,018,691)	(2,426,740)	(2,541,017)	(2,027,163)	(1,749,892)	(1,223,231)	(1,107,306)	(719,172)	(549,019)	(73,830)
Ordinary Fund-Net Operating Result (Before Capital)		(2,850,381)	(4,318,984)	(3,816,327)	(3,824,210)	(3,601,055)	(3,424,332)	(3,106,285)	(3,020,349)	(2,829,752)	(2,773,182)	(2,414,207)
Waste Fund-Net Operating Result (Before Capital)		1,571,718	1,300,293	1,389,587	1,283,193	1,573,892	1,674,440	1,883,054	1,913,043	2,110,580	2,224,163	2,340,377

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Other Revenues	132,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Grants & Contributions provided for Operating Purposes	59,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Grants & Contributions provided for Capital Purposes	775,000	1,338,962	607,505	412,084	419,913	427,892	436,021	444,306	452,748	461,350	470,116	479,048
Other Income:												
Net gains/(loss) from the disposal of assets	(86,000)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,361,000	11,991,496	13,169,943	13,403,658	13,811,266	14,226,080	14,658,476	15,108,840	15,567,572	16,045,081	16,546,794	17,048,206
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,529,000	2,313,910	2,385,302	2,375,864	2,415,824	2,466,557	2,519,588	2,575,019	2,632,956	2,693,514	2,758,159	2,827,113
Borrowing Costs	-	-	4,018	3,583	3,142	2,695	2,241	1,781	1,315	843	363	-
Materials & Contracts	5,075,000	5,836,987	5,679,088	5,809,757	6,208,013	6,288,810	6,393,350	6,299,199	6,438,304	6,537,415	6,593,598	6,723,620
Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	10,077,000	10,626,913	10,541,364	10,705,437	11,187,246	11,363,132	11,565,839	11,573,045	11,816,821	12,024,042	12,193,254	12,441,586
Operating Result from Continuing Operations	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Net Operating Result before Grants and Contributions provided for Capital Purposes	509,000	25,621	2,021,074	2,286,137	2,204,106	2,435,056	2,656,616	3,091,489	3,298,003	3,559,690	3,883,424	4,127,572

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Other Revenues	18,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Grants & Contributions provided for Operating Purposes	54,000	53,500	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805
Grants & Contributions provided for Capital Purposes	663,000	724,479	367,240	298,785	304,272	309,863	315,560	321,366	327,282	333,310	339,453	345,712
Other Income:												
Net gains/(loss) from the disposal of assets	13,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,392,000	10,530,577	10,672,091	10,937,555	11,266,265	11,599,663	11,943,039	12,296,693	12,665,933	13,041,203	13,428,088	13,829,217
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,726,000	1,958,221	2,063,473	2,103,542	2,136,339	2,179,942	2,225,521	2,273,163	2,322,959	2,375,007	2,430,567	2,491,331
Borrowing Costs	1,150,000	873,142	749,274	686,681	617,536	544,768	469,277	385,378	297,237	204,330	106,163	16,364
Materials & Contracts	3,070,000	3,515,475	3,428,359	3,477,863	3,931,121	3,874,185	3,852,448	3,750,272	3,999,365	3,939,613	3,965,484	4,045,519
Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	8,328,000	8,768,354	8,610,446	8,678,890	9,137,989	9,094,815	9,086,845	8,992,854	9,248,823	9,194,224	9,224,305	9,322,943
Operating Result from Continuing Operations	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,401,000	1,037,744	1,694,405	1,959,880	1,824,005	2,194,985	2,540,634	2,982,473	3,089,828	3,513,669	3,864,330	4,160,563

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario 1: 1.3% SRV

	Actual 2020/21	Revised Budget 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue Received	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Grants & Contributions	24,813,000	45,604,223	28,979,413	17,683,090	12,925,918	12,728,811	12,633,852	12,633,757	13,168,741	13,171,531	13,452,356	13,741,457
Other	1,877,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Payments:												
Employee Benefits & On-Costs	(23,357,000)	(27,316,533)	(28,883,320)	(29,312,613)	(29,817,320)	(30,354,402)	(31,004,770)	(31,684,592)	(32,395,184)	(33,137,843)	(33,929,879)	(34,778,051)
Materials & Contracts	(17,614,000)	(20,146,058)	(21,198,301)	(19,693,133)	(19,358,852)	(19,476,297)	(19,769,984)	(19,580,724)	(20,252,101)	(20,446,646)	(20,749,707)	(20,932,158)
Borrowing Costs	(1,205,000)	(997,202)	(881,537)	(1,156,001)	(1,236,722)	(1,105,422)	(969,808)	(824,147)	(672,555)	(516,184)	(363,046)	(232,607)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	32,353,000	45,350,720	32,572,711	24,054,310	20,612,117	21,574,877	22,366,417	23,809,528	24,811,827	25,923,357	27,081,233	28,415,686
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	725,650	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	220,427	54,225	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(59,206,772)	(35,065,801)	(23,632,391)	(18,440,108)	(13,377,371)	(13,135,018)	(10,653,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(56,972,695)	(35,011,576)	(23,632,391)	(18,440,108)	(13,377,371)	(13,135,018)	(10,653,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(3,044,125)	(3,093,418)	(3,742,515)	(3,868,650)	(3,999,948)	(4,135,563)	(4,281,224)	(4,432,817)	(4,331,894)	(3,386,741)	(2,190,163)
Other Financing Activity Payments-Capitalised Interest	-	(357,362)	(293,446)	(206,854)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(3,401,487)	613,136	1,330,631	(3,868,650)	(3,999,948)	(4,135,563)	(4,281,224)	(4,432,817)	(4,331,894)	(3,386,741)	(2,190,163)
Net Increase/(Decrease) in Cash & Cash Equivalents	32,353,000	(15,023,462)	(1,825,729)	1,752,550	(1,696,642)	4,197,558	5,095,836	8,874,910	9,302,788	11,035,058	12,961,142	8,524,541
plus: Cash, Cash Equivalents & Investments-beginning of year	49,507,000	81,860,000	66,836,538	65,010,809	66,763,359	65,066,717	69,264,275	74,360,110	83,235,020	92,537,809	103,572,866	116,534,008
Cash & Cash Equivalents - end of the year	81,860,000	66,836,538	65,010,809	66,763,359	65,066,717	69,264,275	74,360,110	83,235,020	92,537,809	103,572,866	116,534,008	125,058,549
Debt Service Ratio	0.02	0.05	0.06	0.07	0.07	0.07	0.07	0.07	0.07	0.06	0.05	0.03
Less Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	5,820,669	6,336,511	7,499,099	8,215,965	9,037,068	9,899,433	10,933,205

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - GENERAL FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Scenario 1: 1.3% SRV	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue Received	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Grants & Contributions	23,262,000	43,427,282	27,891,168	16,855,316	12,081,321	11,867,031	11,754,526	11,736,507	12,253,186	12,237,280	12,499,008	12,768,605
Other	1,800,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Payments:												
Employee Benefits & On-Costs	(19,102,000)	(23,044,402)	(24,434,545)	(24,833,207)	(25,265,156)	(25,707,903)	(26,259,661)	(26,836,411)	(27,439,268)	(28,069,321)	(28,741,153)	(29,459,607)
Materials & Contracts	(9,469,000)	(10,793,596)	(12,090,854)	(10,405,512)	(9,219,718)	(9,313,302)	(9,524,185)	(9,531,254)	(9,814,432)	(9,969,618)	(10,190,626)	(10,163,019)
Borrowing Costs	(55,000)	(124,060)	(128,245)	(465,737)	(616,044)	(557,959)	(498,290)	(436,988)	(374,003)	(311,011)	(256,520)	(216,243)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	24,150,000	37,326,382	23,040,191	14,170,388	10,846,561	11,106,089	11,227,326	11,688,805	12,270,458	12,587,795	12,960,684	13,642,209
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	492,900	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	2,100	2,100	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(49,046,347)	(28,171,422)	(18,573,817)	(13,069,314)	(9,732,777)	(10,975,428)	(8,190,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(48,551,347)	(28,169,322)	(18,573,817)	(13,069,314)	(9,732,777)	(10,975,428)	(8,190,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,977,771)	(1,770,630)	(2,356,699)	(2,413,247)	(2,471,331)	(2,531,000)	(2,592,302)	(2,655,288)	(2,493,733)	(1,449,934)	(1,296,887)
Other Financing Activity Payments-Capitalised Interest	-	(341,190)	(293,446)	(206,854)	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(2,318,961)	1,935,924	2,716,447	(2,413,247)	(2,471,331)	(2,531,000)	(2,592,302)	(2,655,288)	(2,493,733)	(1,449,934)	(1,296,887)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,150,000	(13,543,926)	(3,193,207)	(1,686,983)	(4,636,000)	(1,098,019)	(2,279,102)	905,649	914,648	1,651,489	3,201,064	4,759,500
plus: Cash, Cash Equivalents & Investments-beginning of year	16,234,000	40,384,000	26,840,074	23,646,867	21,959,884	17,323,884	16,225,865	13,946,764	14,852,412	15,767,061	17,418,550	20,619,614
Cash & Cash Equivalents - end of the year	40,384,000	26,840,074	23,646,867	21,959,884	17,323,884	16,225,865	13,946,764	14,852,412	15,767,061	17,418,550	20,619,614	25,379,113
Debt Service Ratio	0.00	0.05	0.04	0.06	0.07	0.07	0.07	0.06	0.06	0.06	0.03	0.03
Less Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	452,873	387,679	659,464	1,048,104	1,169,049	1,342,110	1,820,310

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - WATER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue Received	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Grants & Contributions	834,000	1,398,962	667,505	473,884	483,567	493,456	503,552	513,862	524,391	535,142	546,122	557,334
Other	46,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Payments:												
Employee Benefits & On-Costs	(2,529,000)	(2,313,910)	(2,385,302)	(2,375,864)	(2,415,824)	(2,466,557)	(2,519,588)	(2,575,019)	(2,632,956)	(2,693,514)	(2,758,159)	(2,827,113)
Materials & Contracts	(5,075,000)	(5,836,987)	(5,679,088)	(5,809,757)	(6,208,013)	(6,288,810)	(6,393,350)	(6,299,199)	(6,438,304)	(6,537,415)	(6,593,598)	(6,723,620)
Borrowing Costs	-	-	(4,018)	(3,583)	(3,142)	(2,695)	(2,241)	(1,781)	(1,315)	(843)	(363)	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	3,757,000	3,840,599	5,101,535	5,214,454	5,184,286	5,468,019	5,743,298	6,232,842	6,494,996	6,813,309	7,194,674	7,497,474
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	151,250	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	218,327	52,125	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,788,925)	(4,977,868)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,131,348)	(4,925,743)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(30,995)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Other Financing Activity Payments-Capitalised Interest	-	(4,447)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(35,442)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	3,757,000	(326,191)	144,366	2,976,185	2,249,608	3,358,139	4,267,107	4,589,477	4,871,340	5,374,590	5,595,002	(1,960,183)
plus: Cash, Cash Equivalents & Investments-beginning of year	23,202,000	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625
Cash & Cash Equivalents - end of the year	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625	58,098,441
Balance of Sec 64 Water Reserve	5,689,030	5,689,030	4,593,430	5,005,514	3,925,427	4,353,319	4,789,340	5,233,646	5,686,394	6,147,744	6,617,860	(903,092)
Balance of Unrestricted Cash	21,269,970	20,943,779	22,183,745	24,747,846	28,077,542	31,007,789	34,838,875	38,984,046	43,402,638	48,315,878	53,440,765	59,001,533
Less Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620

**Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032**

CASH FLOW STATEMENT - SEWER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue Received	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Grants & Contributions	717,000	777,979	420,740	353,890	361,030	368,324	375,775	383,387	391,164	399,108	407,225	415,517
Other	31,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Payments:												
Employee Benefits & On-Costs	(1,726,000)	(1,958,221)	(2,063,473)	(2,103,542)	(2,136,339)	(2,179,942)	(2,225,521)	(2,273,163)	(2,322,959)	(2,375,007)	(2,430,567)	(2,491,331)
Materials & Contracts	(3,070,000)	(3,515,475)	(3,428,359)	(3,477,863)	(3,931,121)	(3,874,185)	(3,852,448)	(3,750,272)	(3,999,365)	(3,939,613)	(3,965,484)	(4,045,519)
Borrowing Costs	(1,150,000)	(873,142)	(749,274)	(686,681)	(617,536)	(544,768)	(469,277)	(385,378)	(297,237)	(204,330)	(106,163)	(16,364)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	4,446,000	4,183,739	4,430,985	4,669,469	4,581,269	5,000,768	5,395,793	5,887,881	6,046,372	6,522,254	6,925,875	7,276,003
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	81,500	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,371,500)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,290,000)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,035,359)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Other Financing Activity Payments-Capitalised Interest	-	(11,725)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(1,047,084)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,446,000	(1,153,345)	1,223,111	463,348	689,750	1,937,437	3,107,831	3,379,785	3,516,799	4,008,979	4,165,076	5,725,225
plus: Cash, Cash Equivalents & Investments-beginning of year	10,071,000	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770
Cash & Cash Equivalents - end of the year	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770	41,580,995
Balance of Sec 64 Sewer Reserve	3,390,405	3,390,405	3,673,805	2,212,590	1,606,862	1,906,725	2,212,285	2,523,651	2,840,933	3,164,243	3,493,696	3,829,408
Balance of Unrestricted Cash	11,126,595	9,973,250	10,912,961	12,837,524	14,133,002	15,770,576	18,572,847	21,641,265	24,840,783	28,526,451	32,362,074	37,751,587
Debt Service Ratio	0.11	0.19	0.20	0.19	0.19	0.18	0.18	0.17	0.17	0.16	0.15	0.07
Less Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED

Scenario: 1	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	60,081,000	66,836,538	64,839,308	66,420,358	64,723,717	68,921,274	74,017,111	82,892,020	92,194,809	103,229,866	116,191,009	124,715,549
Investments	20,779,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	11,022,000	10,855,939	11,249,072	10,967,610	10,100,592	10,385,679	10,656,438	10,969,007	11,290,043	11,621,516	11,953,770	12,326,273
Inventories	2,249,000	2,570,888	2,624,460	2,495,026	2,424,338	2,437,596	2,462,168	2,456,309	2,489,218	2,508,818	2,530,917	2,537,534
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	313,000	116,212	121,598	106,382	95,672	96,720	98,852	99,112	101,916	103,565	105,812	105,784
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	94,444,000	80,379,578	78,834,438	79,989,375	77,344,318	81,841,270	87,234,569	96,416,448	106,075,986	117,463,765	130,781,508	139,685,141
Non-Current Assets												
Investments	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	189,000	290,200	290,200	290,200	290,200	290,200	290,200	290,200	290,200	290,200	290,200	290,200
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	802,053,000	851,573,935	888,777,067	914,342,504	917,099,362	914,722,526	911,827,638	906,170,603	900,650,963	894,321,079	887,872,630	888,091,130
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	815,662,000	864,284,135	901,487,267	927,052,704	929,809,562	927,432,726	924,537,838	918,880,803	913,361,163	907,031,279	900,582,830	900,801,330
TOTAL ASSETS	910,106,000	944,663,713	980,321,706	1,007,042,080	1,007,153,880	1,009,273,996	1,011,772,406	1,015,297,251	1,019,437,149	1,024,495,044	1,031,364,338	1,040,486,471
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	10,527,000	9,521,540	9,838,393	9,108,332	8,605,938	8,694,918	8,840,345	8,892,594	9,074,137	9,198,831	9,354,838	9,398,103
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	7,010,000	9,314,948	9,680,277	7,406,587	2,897,861	2,868,424	2,854,201	2,866,297	2,983,593	2,996,923	3,062,058	3,132,409
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,000,000	3,300,559	3,156,446	3,812,102	3,941,864	4,075,894	4,219,922	4,369,831	4,493,449	4,430,540	2,343,210	1,295,687
Provisions	6,367,000	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	33,904,000	28,565,258	29,103,326	26,755,231	21,873,874	22,067,446	22,342,678	22,556,933	22,979,390	23,054,505	21,188,316	20,254,410
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	29,132,000	32,900,358	33,012,976	34,592,336	30,763,951	26,803,595	22,701,313	18,451,267	14,079,795	9,740,474	7,489,534	6,193,847
Provisions	5,970,000	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	35,102,000	38,809,147	38,921,765	40,501,125	36,672,740	32,712,384	28,610,102	24,360,056	19,988,584	15,649,263	13,398,323	12,102,636
TOTAL LIABILITIES	69,006,000	67,374,405	68,025,091	67,256,357	58,546,615	54,779,830	50,952,780	46,916,989	42,967,974	38,703,768	34,586,640	32,357,046
Net Assets	841,100,000	877,289,307	912,296,614	939,785,723	948,607,266	954,494,165	960,819,626	968,380,262	976,469,174	985,791,276	996,777,698	1,008,129,424
EQUITY												
Retained Earnings	459,057,000	495,246,307	530,253,614	557,742,723	566,564,266	572,451,165	578,776,626	586,337,262	594,426,174	603,748,276	614,734,698	626,086,424
Revaluation Reserves	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000	382,043,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	841,100,000	877,289,307	912,296,614	939,785,723	948,607,266	954,494,165	960,819,626	968,380,262	976,469,174	985,791,276	996,777,698	1,008,129,424
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	841,100,000	877,289,307	912,296,614	939,785,723	948,607,266	954,494,165	960,819,626	968,380,262	976,469,174	985,791,276	996,777,698	1,008,129,424

**Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - GENERAL FUND
Scenario: 1**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	18,605,000	26,840,074	23,475,367	21,616,884	16,980,884	15,882,865	13,603,764	14,509,412	15,424,061	17,075,550	20,276,614	25,036,113
Investments	20,779,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	4,051,000	4,764,087	4,989,433	4,515,470	3,450,052	3,530,660	3,590,675	3,686,043	3,783,224	3,883,982	3,978,453	4,106,506
Inventories	661,000	939,903	997,827	859,451	761,509	769,239	786,657	787,241	810,630	823,448	841,702	839,422
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	313,000	116,212	121,598	106,382	95,672	96,720	98,852	99,112	101,916	103,565	105,812	105,784
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	44,409,000	32,660,275	29,584,225	27,098,186	21,288,116	20,279,484	18,079,947	19,081,808	20,119,831	21,886,545	25,202,581	30,087,825
Non-Current Assets												
Investments	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	137,000	135,200	135,200	135,200	135,200	135,200	135,200	135,200	135,200	135,200	135,200	135,200
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	527,755,000	574,291,468	609,442,517	634,876,416	637,275,739	636,355,300	636,491,081	633,652,595	631,130,762	628,154,590	624,845,702	620,609,625
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000	12,035,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	541,312,000	586,846,668	621,997,717	647,431,616	649,830,939	648,910,500	649,046,281	646,207,795	643,685,962	640,709,790	637,400,902	633,164,825
TOTAL ASSETS	585,721,000	619,506,943	651,581,942	674,529,802	671,119,056	669,189,985	667,126,228	665,289,603	663,805,793	662,596,335	662,603,483	663,252,650
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	10,518,000	9,513,369	9,830,312	9,100,066	8,597,105	8,685,970	8,831,248	8,883,631	9,064,976	9,189,529	9,345,456	9,388,536
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	7,010,000	9,314,948	9,680,277	7,406,587	2,897,861	2,868,424	2,854,201	2,866,297	2,983,593	2,996,923	3,062,058	3,132,409
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,927,000	1,977,771	1,770,630	2,356,699	2,413,247	2,471,331	2,531,000	2,592,302	2,655,288	2,493,733	1,449,934	1,295,687
Provisions	6,367,000	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211	6,428,211
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	25,822,000	27,234,299	27,709,430	25,291,562	20,336,424	20,453,935	20,644,660	20,770,441	21,132,068	21,108,395	20,285,658	20,244,843
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	20,763,000	18,943,698	21,173,068	24,096,369	21,683,122	19,211,791	16,680,791	14,088,489	11,433,201	8,939,468	7,489,534	6,193,847
Provisions	5,970,000	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789	5,908,789
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	26,733,000	24,852,487	27,081,857	30,005,158	27,591,911	25,120,580	22,589,580	19,997,278	17,341,990	14,848,257	13,398,323	12,102,636
TOTAL LIABILITIES	52,555,000	52,086,787	54,791,287	55,296,720	47,928,335	45,574,515	43,234,240	40,767,719	38,474,058	35,956,653	33,683,982	32,347,480
Net Assets	533,166,000	567,420,157	596,790,655	619,233,082	623,190,721	623,615,469	623,891,989	624,521,884	625,331,735	626,639,682	628,919,501	630,905,170
EQUITY												
Retained Earnings	289,282,000	323,536,157	352,906,655	375,349,082	379,306,721	379,731,469	380,007,989	380,637,884	381,447,735	382,755,682	385,035,501	387,021,170
Revaluation Reserves	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000	243,884,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	533,166,000	567,420,157	596,790,655	619,233,082	623,190,721	623,615,469	623,891,989	624,521,884	625,331,735	626,639,682	628,919,501	630,905,170
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	533,166,000	567,420,157	596,790,655	619,233,082	623,190,721	623,615,469	623,891,989	624,521,884	625,331,735	626,639,682	628,919,501	630,905,170

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - WATER FUND

Scenario: 1	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625	58,098,441
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	4,127,000	3,652,554	3,682,869	3,797,038	3,914,746	4,036,104	4,161,223	4,290,221	4,423,218	4,560,337	4,701,708	4,847,461
Inventories	1,588,000	1,630,986	1,626,633	1,635,575	1,662,829	1,668,358	1,675,512	1,669,069	1,678,588	1,685,370	1,689,215	1,698,113
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	32,674,000	31,916,348	32,086,678	35,185,973	37,580,544	41,065,569	45,464,949	50,176,981	55,190,837	60,709,329	66,449,547	64,644,014
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	52,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	155,433,000	157,125,654	159,630,566	159,320,743	159,662,853	159,134,913	157,927,242	156,839,898	155,685,181	154,297,031	153,020,490	159,587,293
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	155,485,000	157,280,654	159,785,566	159,475,743	159,817,853	159,289,913	158,082,242	156,994,898	155,840,181	154,452,031	153,175,490	159,742,293
TOTAL ASSETS	188,159,000	189,197,002	191,872,244	194,661,715	197,398,397	200,355,483	203,547,192	207,171,880	211,031,019	215,161,360	219,625,037	224,386,307
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	9,000	8,171	8,081	8,267	8,833	8,948	9,097	8,963	9,161	9,302	9,382	9,567
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	13,000	31,425	31,860	32,301	32,748	33,202	33,662	34,128	34,600	35,079	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	22,000	39,596	39,940	40,568	41,582	42,150	42,758	43,091	43,761	44,381	9,382	9,567
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	317,000	267,792	235,933	203,631	170,883	137,681	104,020	69,892	35,292	212	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	317,000	267,792	235,933	203,631	170,883	137,681	104,020	69,892	35,292	212	-	-
TOTAL LIABILITIES	339,000	307,388	275,873	244,199	212,465	179,831	146,778	112,983	79,053	44,593	9,382	9,567
Net Assets	187,820,000	188,889,614	191,596,371	194,417,517	197,185,932	200,175,652	203,400,413	207,058,897	210,951,966	215,116,767	219,615,655	224,376,740
EQUITY												
Retained Earnings	96,656,000	97,725,614	100,432,371	103,253,517	106,021,932	109,011,652	112,236,413	115,894,897	119,787,966	123,952,767	128,451,655	133,212,740
Revaluation Reserves	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000	91,164,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	187,820,000	188,889,614	191,596,371	194,417,517	197,185,932	200,175,652	203,400,413	207,058,897	210,951,966	215,116,767	219,615,655	224,376,740
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	187,820,000	188,889,614	191,596,371	194,417,517	197,185,932	200,175,652	203,400,413	207,058,897	210,951,966	215,116,767	219,615,655	224,376,740

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - SEWER FUND
Scenario: 1

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770	41,580,995
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,844,000	2,439,299	2,576,769	2,655,102	2,735,794	2,818,916	2,904,540	2,992,743	3,083,602	3,177,197	3,273,610	3,372,307
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	17,361,000	15,802,954	17,163,535	17,705,216	18,475,658	20,496,217	23,689,672	27,157,659	30,765,318	34,867,891	39,129,380	44,953,302
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	118,865,000	120,156,813	119,703,984	120,145,345	120,160,770	119,232,312	117,409,315	115,678,109	113,835,019	111,869,459	110,006,438	107,894,212
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	118,865,000	120,156,813	119,703,984	120,145,345	120,160,770	119,232,312	117,409,315	115,678,109	113,835,019	111,869,459	110,006,438	107,894,212
TOTAL ASSETS	136,226,000	135,959,767	136,867,519	137,850,562	138,636,428	139,728,528	141,098,987	142,835,768	144,600,337	146,737,349	149,135,818	152,847,514
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,060,000	1,291,363	1,353,956	1,423,102	1,495,869	1,571,361	1,655,260	1,743,401	1,803,561	1,901,728	893,276	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,060,000	1,291,363	1,353,956	1,423,102	1,495,869	1,571,361	1,655,260	1,743,401	1,803,561	1,901,728	893,276	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	8,052,000	13,688,868	11,603,975	10,292,336	8,909,946	7,454,123	5,916,502	4,292,886	2,611,302	800,794	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,052,000	13,688,868	11,603,975	10,292,336	8,909,946	7,454,123	5,916,502	4,292,886	2,611,302	800,794	-	-
TOTAL LIABILITIES	16,112,000	14,980,231	12,957,931	11,715,438	10,405,815	9,025,484	7,571,762	6,036,287	4,414,863	2,702,522	893,276	-
Net Assets	120,114,000	120,979,536	123,909,588	126,135,124	128,230,613	130,703,044	133,527,225	136,799,481	140,185,474	144,034,827	148,242,542	152,847,514
EQUITY												
Retained Earnings	73,119,000	73,984,536	76,914,588	79,140,124	81,235,613	83,708,044	86,532,225	89,804,481	93,190,474	97,039,827	101,247,542	105,852,514
Revaluation Reserves	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000	46,995,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	120,114,000	120,979,536	123,909,588	126,135,124	128,230,613	130,703,044	133,527,225	136,799,481	140,185,474	144,034,827	148,242,542	152,847,514
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	120,114,000	120,979,536	123,909,588	126,135,124	128,230,613	130,703,044	133,527,225	136,799,481	140,185,474	144,034,827	148,242,542	152,847,514



Scenario 2(a)

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario 2(a): 1.3% SRV & 10% Environmental Levy & 10 Year Loan Repayment

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
10.0% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	2,034,586	2,085,451	2,137,587	2,191,027	2,245,802	2,301,947	2,359,496
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Other Revenues	1,904,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Grants & Contributions provided for Operating Purposes	9,722,000	14,597,074	12,056,159	10,665,011	9,284,146	9,511,020	9,744,700	9,985,390	10,233,301	10,488,650	10,751,658	11,022,557
Grants & Contributions provided for Capital Purposes	15,091,000	31,007,149	16,923,254	7,018,079	3,641,772	15,530,531	4,110,902	10,670,867	2,935,440	2,682,881	2,700,698	2,718,900
Other Income:												
Net gains/(loss) from the disposal of assets	(27,000)	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	75,848,000	97,379,310	84,675,782	75,376,895	72,207,190	88,060,962	80,101,454	88,800,083	83,122,759	85,132,413	87,350,982	89,708,052
Expenses from Continuing Operations												
Employee Benefits & On-Costs	23,357,000	27,316,533	28,883,320	29,312,613	29,817,320	30,354,402	31,004,770	31,684,592	32,395,184	33,137,843	33,929,879	34,778,051
Borrowing Costs	1,205,000	997,202	881,537	1,156,001	1,236,722	1,105,422	969,808	824,147	672,555	516,184	363,046	232,607
Borrowing Costs- Lake Wyangan Loan over 10 Years	-	-	-	-	-	-	-	-	454,374	403,269	350,099	294,781
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	357,061	303,329	246,324	185,848
Materials & Contracts	17,614,000	20,146,058	21,198,301	19,693,133	19,358,852	19,476,297	19,769,984	19,580,724	20,252,101	20,446,646	20,749,707	20,932,158
Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	58,380,000	66,587,459	67,055,740	66,539,538	67,078,324	67,892,967	68,997,927	69,644,587	71,993,483	72,984,079	74,134,661	75,244,333
Operating Result from Continuing Operations	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	20,167,995	11,103,527	19,155,497	11,129,276	12,148,334	13,216,321	14,463,719
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	20,167,995	11,103,527	19,155,497	11,129,276	12,148,334	13,216,321	14,463,719
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,377,000	(215,298)	696,788	1,819,278	1,487,094	4,637,464	6,992,625	8,484,630	8,193,836	9,465,453	10,515,623	11,744,819

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - GENERAL FUND
Scenario 2(a): 1.3% SRV & 10% Environmental Levy & 10 Year Loan Repayment

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
10.0% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	2,034,586	2,085,451	2,137,587	2,191,027	2,245,802	2,301,947	2,359,496
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Other Revenues	1,754,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Grants & Contributions provided for Operating Purposes	9,609,000	14,483,574	11,942,659	10,548,106	9,163,734	9,386,995	9,616,955	9,853,812	10,097,776	10,349,059	10,607,879	10,874,465
Grants & Contributions provided for Capital Purposes	13,653,000	28,943,708	15,948,509	6,307,210	2,917,587	14,792,776	3,359,321	9,905,195	2,155,410	1,888,221	1,891,129	1,894,140
Other Income:												
Net gains/(loss) from the disposal of assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	54,095,000	74,857,237	60,833,748	51,035,681	47,129,659	62,235,218	53,499,939	61,394,550	54,889,253	56,046,129	57,376,099	58,830,629
Expenses from Continuing Operations												
Employee Benefits & On-Costs	19,102,000	23,044,402	24,434,545	24,833,207	25,265,156	25,707,903	26,259,661	26,836,411	27,439,268	28,069,321	28,741,153	29,459,607
Borrowing Costs	55,000	124,060	128,245	465,737	616,044	557,959	498,290	436,988	374,003	311,011	256,520	216,243
Borrowing Costs- Lake Wyangan Loan over 10 Years	-	-	-	-	-	-	-	-	454,374	403,269	350,099	294,781
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	357,061	303,329	246,324	185,848
Materials & Contracts	9,469,000	10,793,596	12,090,854	10,405,512	9,219,718	9,313,302	9,524,185	9,531,254	9,814,432	9,969,618	10,190,626	10,163,019
Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	39,975,000	47,192,192	47,903,929	47,155,211	46,753,089	47,435,019	48,345,243	49,078,687	50,927,839	51,765,814	52,717,102	53,479,804
Operating Result from Continuing Operations	14,120,000	27,665,045	12,929,818	3,880,470	376,570	14,800,199	5,154,695	12,315,862	3,961,414	4,280,315	4,658,997	5,350,825
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	14,800,199	5,154,695	12,315,862	3,961,414	4,280,315	4,658,997	5,350,825
Net Operating Result before Grants and Contributions provided for Capital Purposes	467,000	(1,278,663)	(3,018,691)	(2,426,740)	(2,541,017)	7,423	1,795,374	2,410,667	1,806,004	2,392,094	2,767,868	3,456,685
Ordinary Fund-Net Operating Result (Before Capital)		(2,850,381)	(4,318,984)	(3,816,327)	(3,824,210)	(1,566,469)	120,934	527,613	(107,039)	281,514	543,705	1,116,308
Waste Fund-Net Operating Result (Before Capital)		1,571,718	1,300,293	1,389,587	1,283,193	1,573,892	1,674,440	1,883,054	1,913,043	2,110,580	2,224,163	2,340,377

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Other Revenues	132,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Grants & Contributions provided for Operating Purposes	59,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Grants & Contributions provided for Capital Purposes	775,000	1,338,962	607,505	412,084	419,913	427,892	436,021	444,306	452,748	461,350	470,116	479,048
Other Income:												
Net gains/(loss) from the disposal of assets	(86,000)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,361,000	11,991,496	13,169,943	13,403,658	13,811,266	14,226,080	14,658,476	15,108,840	15,567,572	16,045,081	16,546,794	17,048,206
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,529,000	2,313,910	2,385,302	2,375,864	2,415,824	2,466,557	2,519,588	2,575,019	2,632,956	2,693,514	2,758,159	2,827,113
Borrowing Costs	-	-	4,018	3,583	3,142	2,695	2,241	1,781	1,315	843	363	-
Materials & Contracts	5,075,000	5,836,987	5,679,088	5,809,757	6,208,013	6,288,810	6,393,350	6,299,199	6,438,304	6,537,415	6,593,598	6,723,620
Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	10,077,000	10,626,913	10,541,364	10,705,437	11,187,246	11,363,132	11,565,839	11,573,045	11,816,821	12,024,042	12,193,254	12,441,586
Operating Result from Continuing Operations	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Net Operating Result before Grants and Contributions provided for Capital Purposes	509,000	25,621	2,021,074	2,286,137	2,204,106	2,435,056	2,656,616	3,091,489	3,298,003	3,559,690	3,883,424	4,127,572

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Other Revenues	18,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Grants & Contributions provided for Operating Purposes	54,000	53,500	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805
Grants & Contributions provided for Capital Purposes	663,000	724,479	367,240	298,785	304,272	309,863	315,560	321,366	327,282	333,310	339,453	345,712
Other Income:												
Net gains/(loss) from the disposal of assets	13,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,392,000	10,530,577	10,672,091	10,937,555	11,266,265	11,599,663	11,943,039	12,296,693	12,665,933	13,041,203	13,428,088	13,829,217
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,726,000	1,958,221	2,063,473	2,103,542	2,136,339	2,179,942	2,225,521	2,273,163	2,322,959	2,375,007	2,430,567	2,491,331
Borrowing Costs	1,150,000	873,142	749,274	686,681	617,536	544,768	469,277	385,378	297,237	204,330	106,163	16,364
Materials & Contracts	3,070,000	3,515,475	3,428,359	3,477,863	3,931,121	3,874,185	3,852,448	3,750,272	3,999,365	3,939,613	3,965,484	4,045,519
Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	8,328,000	8,768,354	8,610,446	8,678,890	9,137,989	9,094,815	9,086,845	8,992,854	9,248,823	9,194,224	9,224,305	9,322,943
Operating Result from Continuing Operations	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,401,000	1,037,744	1,694,405	1,959,880	1,824,005	2,194,985	2,540,634	2,982,473	3,089,828	3,513,669	3,864,330	4,160,563

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario 2(a): 1.3% SRV & 10% Environmental Levy & 10 Year Loan Repayment

	Actual 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
10.0% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	2,034,586	2,085,451	2,137,587	2,191,027	2,245,802	2,301,947	2,359,496
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue Received	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Grants & Contributions	24,813,000	45,604,223	28,979,413	17,683,090	12,925,918	25,041,551	13,855,602	20,656,257	13,168,741	13,171,531	13,452,356	13,741,457
Other	1,877,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Payments:												
Employee Benefits & On-Costs	(23,357,000)	(27,316,533)	(28,883,320)	(29,312,613)	(29,817,320)	(30,354,402)	(31,004,770)	(31,684,592)	(32,395,184)	(33,137,843)	(33,929,879)	(34,778,051)
Materials & Contracts	(17,614,000)	(20,146,058)	(21,198,301)	(19,693,133)	(19,358,852)	(19,476,297)	(19,769,984)	(19,580,724)	(20,252,101)	(20,446,646)	(20,749,707)	(20,932,158)
Borrowing Costs	(1,205,000)	(997,202)	(881,537)	(1,156,001)	(1,236,722)	(1,105,422)	(969,808)	(824,147)	(672,555)	(516,184)	(363,046)	(232,607)
Borrowing Costs- Lake Wyangan Loan over 10 Years	-	-	-	-	-	-	-	-	(454,374)	(403,269)	(350,099)	(294,781)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	32,353,000	45,350,720	32,572,711	24,054,310	20,612,117	35,922,203	27,133,433	35,465,926	27,725,138	29,034,623	30,398,120	31,946,200
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	725,650	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	220,427	54,225	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(59,206,772)	(35,065,801)	(23,632,391)	(18,440,108)	(36,136,464)	(23,078,518)	(19,198,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(56,972,695)	(35,011,576)	(23,632,391)	(18,440,108)	(36,136,464)	(23,078,518)	(19,198,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	-	14,056,990	7,000,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(3,044,125)	(3,093,418)	(3,742,515)	(3,868,650)	(3,999,948)	(4,135,563)	(4,281,224)	(4,432,817)	(4,331,894)	(3,386,741)	(2,190,163)
Principal Repayment of Lake Wyangan Loan	-	-	-	-	-	-	(1,168,650)	(1,215,863)	(1,264,984)	(1,316,090)	(1,369,260)	(1,424,578)
Principal Repayment of New Art Gallery Loan	-	-	-	-	-	-	-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(357,362)	(293,446)	(206,854)	-	-	(550,709)	(911,204)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(3,401,487)	613,136	1,330,631	(3,868,650)	10,057,042	1,145,078	(7,239,950)	(6,580,108)	(6,584,024)	(5,749,046)	(4,668,262)
Net Increase/(Decrease) in Cash & Cash Equivalents	32,353,000	(15,023,462)	(1,825,729)	1,752,550	(1,696,642)	9,842,781	5,199,993	9,027,582	10,068,808	11,894,193	13,915,724	9,576,957
plus: Cash, Cash Equivalents & Investments-beginning of year	49,507,000	81,860,000	66,836,538	65,010,809	66,763,359	65,066,717	74,909,498	80,109,490	89,137,073	99,205,880	111,100,074	125,015,798
Cash & Cash Equivalents - end of the year	81,860,000	66,836,538	65,010,809	66,763,359	65,066,717	74,909,498	80,109,490	89,137,073	99,205,880	111,100,074	125,015,798	134,592,754
Debt Service Ratio	0.02	0.05	0.06	0.07	0.07	0.07	0.07	0.07	0.06	0.06	0.04	0.03
Less Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	20,167,995	11,103,527	19,155,497	11,129,276	12,148,334	13,216,321	14,463,719

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario 2(a): 1.3% SRV & 10% Environmental Levy & 10 Year Loan Repayment

	Actual 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
10.0% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	2,034,586	2,085,451	2,137,587	2,191,027	2,245,802	2,301,947	2,359,496
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue Received	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Grants & Contributions	23,262,000	43,427,282	27,891,168	16,855,316	12,081,321	24,179,771	12,976,276	19,759,007	12,253,186	12,237,280	12,499,008	12,768,605
Other	1,800,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Payments:												
Employee Benefits & On-Costs	(19,102,000)	(23,044,402)	(24,434,545)	(24,833,207)	(25,265,156)	(25,707,903)	(26,259,661)	(26,836,411)	(27,439,268)	(28,069,321)	(28,741,153)	(29,459,607)
Materials & Contracts	(9,469,000)	(10,793,596)	(12,090,854)	(10,405,512)	(9,219,718)	(9,313,302)	(9,524,185)	(9,531,254)	(9,814,432)	(9,969,618)	(10,190,626)	(10,163,019)
Borrowing Costs	(55,000)	(124,060)	(128,245)	(465,737)	(616,044)	(557,959)	(498,290)	(436,988)	(374,003)	(311,011)	(256,520)	(216,243)
Borrowing Costs- Lake Wyangan Loan over 10 Years	-	-	-	-	-	-	-	-	(454,374)	(403,269)	(350,099)	(294,781)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	24,150,000	37,326,382	23,040,191	14,170,388	10,846,561	25,453,415	15,994,342	23,345,203	15,183,769	15,699,061	16,277,571	17,172,723
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	492,900	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	2,100	2,100	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(49,046,347)	(28,171,422)	(18,573,817)	(13,069,314)	(32,491,870)	(20,918,928)	(16,735,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(48,551,347)	(28,169,322)	(18,573,817)	(13,069,314)	(32,491,870)	(20,918,928)	(16,735,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	-	14,056,990	7,000,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,977,771)	(1,770,630)	(2,356,699)	(2,413,247)	(2,471,331)	(2,531,000)	(2,592,302)	(2,655,288)	(2,493,733)	(1,449,934)	(1,296,887)
Principal Repayment of Lake Wyangan Loan	-	-	-	-	-	-	(1,168,650)	(1,215,863)	(1,264,984)	(1,316,090)	(1,369,260)	(1,424,578)
Principal Repayment of New Art Gallery Loan	-	-	-	-	-	-	-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(341,190)	(293,446)	(206,854)	-	-	(550,709)	(911,204)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(2,318,961)	1,935,924	2,716,447	(2,413,247)	11,585,659	2,749,641	(5,551,028)	(4,802,579)	(4,745,863)	(3,812,239)	(3,774,986)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,150,000	(13,543,926)	(3,193,207)	(1,686,983)	(4,636,000)	4,547,204	(2,174,945)	1,058,321	1,680,668	2,510,625	4,155,646	5,811,915
plus: Cash, Cash Equivalents & Investments-beginning of year	16,234,000	40,384,000	26,840,074	23,646,867	21,959,884	17,323,884	21,871,088	19,696,144	20,754,464	22,435,132	24,945,757	29,101,403
Cash & Cash Equivalents - end of the year	40,384,000	26,840,074	23,646,867	21,959,884	17,323,884	21,871,088	19,696,144	20,754,464	22,435,132	24,945,757	29,101,403	34,913,319
Debt Service Ratio	0.00	0.05	0.04	0.06	0.07	0.06	0.06	0.06	0.06	0.05	0.03	0.03
Less Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	14,800,199	5,154,695	12,315,862	3,961,414	4,280,315	4,658,997	5,350,825

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - WATER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue Received	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Grants & Contributions	834,000	1,398,962	667,505	473,884	483,567	493,456	503,552	513,862	524,391	535,142	546,122	557,334
Other	46,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Payments:												
Employee Benefits & On-Costs	(2,529,000)	(2,313,910)	(2,385,302)	(2,375,864)	(2,415,824)	(2,466,557)	(2,519,588)	(2,575,019)	(2,632,956)	(2,693,514)	(2,758,159)	(2,827,113)
Materials & Contracts	(5,075,000)	(5,836,987)	(5,679,088)	(5,809,757)	(6,208,013)	(6,288,810)	(6,393,350)	(6,299,199)	(6,438,304)	(6,537,415)	(6,593,598)	(6,723,620)
Borrowing Costs	-	-	(4,018)	(3,583)	(3,142)	(2,695)	(2,241)	(1,781)	(1,315)	(843)	(363)	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	3,757,000	3,840,599	5,101,535	5,214,454	5,184,286	5,468,019	5,743,298	6,232,842	6,494,996	6,813,309	7,194,674	7,497,474
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	151,250	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	218,327	52,125	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,788,925)	(4,977,868)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,131,348)	(4,925,743)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(30,995)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Other Financing Activity Payments-Capitalised Interest	-	(4,447)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(35,442)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	3,757,000	(326,191)	144,366	2,976,185	2,249,608	3,358,139	4,267,107	4,589,477	4,871,340	5,374,590	5,595,002	(1,960,183)
plus: Cash, Cash Equivalents & Investments-beginning of year	23,202,000	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625
Cash & Cash Equivalents - end of the year	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625	58,098,441
Balance of Sec 64 Water Reserve	5,689,030	5,689,030	4,593,430	5,005,514	3,925,427	4,353,319	4,789,340	5,233,646	5,686,394	6,147,744	6,617,860	(903,092)
Balance of Unrestricted Cash	21,269,970	20,943,779	22,183,745	24,747,846	28,077,542	31,007,789	34,838,875	38,984,046	43,402,638	48,315,878	53,440,765	59,001,533
Less Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620

**Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032**

CASH FLOW STATEMENT - SEWER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue Received	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Grants & Contributions	717,000	777,979	420,740	353,890	361,030	368,324	375,775	383,387	391,164	399,108	407,225	415,517
Other	31,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Payments:												
Employee Benefits & On-Costs	(1,726,000)	(1,958,221)	(2,063,473)	(2,103,542)	(2,136,339)	(2,179,942)	(2,225,521)	(2,273,163)	(2,322,959)	(2,375,007)	(2,430,567)	(2,491,331)
Materials & Contracts	(3,070,000)	(3,515,475)	(3,428,359)	(3,477,863)	(3,931,121)	(3,874,185)	(3,852,448)	(3,750,272)	(3,999,365)	(3,939,613)	(3,965,484)	(4,045,519)
Borrowing Costs	(1,150,000)	(873,142)	(749,274)	(686,681)	(617,536)	(544,768)	(469,277)	(385,378)	(297,237)	(204,330)	(106,163)	(16,364)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	4,446,000	4,183,739	4,430,985	4,669,469	4,581,269	5,000,768	5,395,793	5,887,881	6,046,372	6,522,254	6,925,875	7,276,003
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	81,500	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,371,500)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,290,000)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,035,359)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Other Financing Activity Payments-Capitalised Interest	-	(11,725)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(1,047,084)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,446,000	(1,153,345)	1,223,111	463,348	689,750	1,937,437	3,107,831	3,379,785	3,516,799	4,008,979	4,165,076	5,725,225
plus: Cash, Cash Equivalents & Investments-beginning of year	10,071,000	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770
Cash & Cash Equivalents - end of the year	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770	41,580,995
Balance of Sec 64 Sewer Reserve	3,390,405	3,390,405	3,673,805	2,212,590	1,606,862	1,906,725	2,212,285	2,523,651	2,840,933	3,164,243	3,493,696	3,829,408
Balance of Unrestricted Cash	11,126,595	9,973,250	10,912,961	12,837,524	14,133,002	15,770,576	18,572,847	21,641,265	24,840,783	28,526,451	32,362,074	37,751,587
Debt Service Ratio	0.11	0.19	0.20	0.19	0.19	0.18	0.18	0.17	0.17	0.16	0.15	0.07
Less Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275

Current Year Capital Item Requests Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
90	3	Urban Stormwater	6.1.12	Drainage Upgrade Kooyoo Street & Canal Street	Needed to maintain service level, fund from general purpose revenue	741,290				741,290	741,290										
91	3	Roads & Bridges	6.2.2	Bringagee Road Rehabilitation	Needed to improve service level, funded from general purpose revenue (no grant funding available)	17,150,000				34,300,000	17,150,000	17,150,000									
92	3	Parks & Gardens	6.1.12	New Dog Park-Sergi Park Collina	Lower priority but necessary in medium / longer term, funded majoritively from S94 Developer Contributions (Community Facility & Open Space)	120,000				341,250	120,000	75,000	70,000	76,250							
93	3	Parks & Gardens	6.1.12	Upgrade Toilet Block and Control Room-Ted Scobie Oval	Needed to maintain service level, fund from general purpose revenue	0				500,000				500,000							
94	3	Parks & Gardens	6.1.12	Replace Toilet Block-Willow Park	Needed to maintain service level, fund from general purpose revenue	350,000				350,000	350,000										
95	3	Parks & Gardens	6.1.12	Replace Existing Shelters-Lake Wyangan Picnic Area	Needed to maintain service level, fund from general purpose revenue	40,000				80,000	40,000		40,000								
96	3	Parks & Gardens	6.1.12	Conversion of Old Change Rooms and Amenities to Storage Spaces-Jubilee Oval	Needed to maintain service level, fund from general purpose revenue	100,000				100,000	100,000										
Total						18,501,290	0	0	0												
Total Capital Items Not Part of Original 2022/23 Capex Budget										36,412,540	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	

Longer Term Capital Items Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32		
97	5	Parks & Gardens	4.7.1	Play Equipment - Dog Of Leash Area (Community Gardens)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	1,500				1,500	1,500											
98	5	Parks & Gardens	4.7.1	Shade Sale Extension-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000											
99	5	Parks & Gardens	4.7.1	Mushroom Sprinkler Water Feature-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
100	5	Parks & Gardens	4.7.1	New Sprinkler System - Sidlow Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	52,455				52,455	52,455											
101	5	Parks & Gardens	4.7.1	New Sprinkler System-Median Strip Banna Ave (Between Woolworths & Bridgestone Service Centre)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	50,000				50,000	50,000											
102	5	Public Cemeteries	6.1.5	Public Mausoleum-Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000											
103	6	Airport	6.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000											
104	5	Fleet	6.1.14	Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000											
105	5	Fleet	6.1.14	Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	40,000				40,000	40,000											
106	5	Fleet	8.2.2	Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				22,000				22,000								
107	5	IT Services	2.2.5	CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	60,000				60,000	60,000											
108	6	Public Cemeteries	6.1.5	Upgrade Yenda Cemetery Carpark-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA											
109	3	Parks & Gardens	6.1.12	New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue	250,000				250,000	250,000											
110	3	Parks & Gardens	6.1.12	Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue	390,265				390,265	390,265											
111	6	Parks & Gardens	4.7.1	Yenda Memorial Park Enhancement-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA											
112	3	Urban Stormwater	6.1.12	Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000											
113	3	Urban Stormwater	6.1.12	Rae Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
114	5	Public Cemeteries	6.1.5	Installation of 2 Solar Lights-Infant Section of Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	20,000				20,000	20,000											
115	5	Urban Stormwater	6.1.12	Urban Drainage Problems ("Nuisance Flooding")	Lower priority but necessary in medium / longer term, fund from general purpose revenue	263,360				3,089,580	263,360	272,578	282,118	291,992	302,212	312,789	323,737	335,067	346,795	358,933		
116	6	Roads & Bridges	6.2.1	Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available	121,551				1,528,851	121,551	127,628	134,010	140,710	147,746	155,133	162,889	171,034	179,586	188,565		
117	5	Urban Stormwater	6.1.12	Detention Systems North of CBD	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	368,777				1,554,372	368,777	381,684	395,043	408,869								
118	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000											
119	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3A	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000											
120	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000											
121	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,000,000				1,000,000	1,000,000											
122	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,400,000				1,400,000	1,400,000											
123	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	700,000				700,000	700,000											
124	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	800,000				800,000	800,000											
125	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000										
126	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				700,000			700,000									
127	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				350,000				350,000								
128	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
129	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000										
130	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				1,200,000			1,200,000									
131	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				900,000				900,000								
132	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				480,000					480,000							
133	5	City Strategy	4.4.2	Cultural Precinct Masterplan Implementation (Includes the Clock Restaurant)	Escalated level of service, possible funding from major projects fund	2,000,000				3,000,000	2,000,000	1,000,000										
Total						10,737,907	0	0	0													
Total Capital Items Not Considered Further Due To Lack Of Funding										22,009,023	10,737,907	2,981,890	2,711,170	2,113,571	929,957	467,922	486,626	506,101	526,380	547,498		

Items Identified At Strategic Planning Think Tank-Held on 15 December 2016

Item	Department	Linkage to Delivery Program/Community Strategic Plan	Project	Comments	Estimated Cost
A	Aquatic Facilities	4.7.2	50 Metre Outdoor Pool	Completed in 2020/21	8,150,000
B	Public Cemeteries	6.1.5	New Lawn Cemetery-Rifle Range Road	Refer item 3	1,500,000
C	City Strategy	6.2.1	Central Business District Upgrade & Carpark	69 Railway St completed in 2020/21. 53 Railway St to be completed in 2021/22.	500,000
D	Parks & Gardens	4.8.3	City Entrances Improvement Works	Completed in 2020/21	100,000
E	Roads & Bridges	6.2.4	Southern Section Of Industrial Link Road	Refer item 27, 28, 29	5,345,316
F	Parks & Gardens	4.8.1	Multi Purpose Sports Facility-Secondary Education Option	Completed in 2021/22	18,000,000
	Parks & Gardens	4.7.3	Multi Purpose Sports Facility-Showground Redevelopment (Crown Reserve)	Not in existing 10 Year Capex Program	-
G	City Strategy	4.4.2	Cultural Precincts-War Memorial, Pioneer Park, Clock Building, Art Gallery & Library	Refer item 133	2,000,000
H	City Strategy	2.2.2	Lake Wyangan-Walk/Cycle Track & Need for Other Upgraded Facilities	Refer item 39 & 84	1,532,670
I	City Strategy	2.1.3	Hermits Cave Development	Refer item 38	300,000
J	Parks & Gardens	4.3.1	Multi Purpose Community Facilities	Completed in 2020/21	4,780,000
K	Library	8.2.2	Installation of Solar Energy for Council Owned Buildings & Facilities	Council Chambers completed in 2020/21. Library to be completed in 2025/26. Refer item 49	70,000
L	Footpaths & Cycleways	2.2.2	Aged Care Facilities-Need for Public Pathways & Cycleways for Residents & Visitors	Refer items 80, 81, 82	1,831,858
M	City Strategy	2.1.3	Council Funding For Community Based Improvement Priorities	Not in existing 10 Year Capex Program	-
N	City Strategy	2.1.3	Affordable Housing Options	Capital Works to be completed in 2020/21. Rest (operational budget to be matched with grant) to be completed in 2022/23	12,594,545
O	Roads & Bridges	6.2.1	Road Network Maintenance	Grant application lodged & being assessed by TfNSW. Not in existing 10 Year Capex Program	-

**10 Year Capital Works Program
Waste Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works		Year 1 Funding					10											
			Improved LOS	Growth Works	Asset Renewal	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Plant																					
1	Plant Replacement Program - Waste (Net)	8.1.2			100%	441,000					4,227,500	441,000	480,000	490,000	366,000	43,500	545,000	461,000	480,000	790,000	131,000
Griffith																					
2	Complete Erection of Security Fence around the Perimeter of the Landfill	6.1.7			100%	0			200,000		200,000	200,000									
3	Digital Notice Board for Weighbridge	6.1.7		100%		50,000					50,000	50,000									
4	Landfill CCTV Server	6.1.7			100%	16,000					32,000	16,000				16,000					
5	Motors for Eight Roller Doors at Waste Transfer Station	6.1.7		100%		40,000					40,000	40,000									
6	Landscaping Landfill Workshop/Tea Room Site	6.1.7	70%	30%		20,000					20,000	20,000									
7	New Landfill Engineering & Restoration	6.1.7	20%	80%		0			200,000		200,000	200,000									
8	Existing Landfill Restoration	6.1.7		100%		60,000					60,000	60,000									
9	Preparation of Quarry for new Landfill Development	6.1.7		100%		0			500,000		2,600,000	500,000	250,000	250,000	250,000	250,000	250,000	250,000	100,000	100,000	400,000
10	Open Quarry Pit 101	6.1.7		100%		0					400,000			400,000							
11	New Landfill Cell Construction	6.1.7		100%		0					2,700,000		500,000			2,200,000					
12	Construct Outbound Weighbridge	6.1.7	100%			0					250,000					250,000					
13	Bin Replacements 240L Residential	6.1.9		10%	90%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
14	Bin Replacements 240L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
15	Bin Replacements 660L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
16	Bin Replacements 1100L Commercial	6.1.9		10%	90%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Waste Sundry Tools	6.1.9	40%		60%	15,000					105,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Signs	6.1.7	40%		60%	5,000					25,000	5,000			5,000		5,000		5,000		5,000
Total Capital						712,000	0	900,000	0	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000	

Improved LOS	356,000	62,000	4,000	4,000	6,000	4,000	256,000	4,000	6,000	4,000	6,000
Growth Works	6,081,000	822,500	756,500	256,500	656,500	2,456,500	256,500	256,500	106,500	106,500	406,500
Renewals	5,122,500	727,500	544,500	554,500	433,500	108,000	628,500	525,500	547,500	854,500	198,500
Total	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000

Summary

Total Capital Expenditure	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	3,600,000	900,000	500,000	0	0	2,200,000	0	0	0	0	0
Funded by Rates, Fees & Charges	7,959,500	712,000	805,000	815,000	1,096,000	368,500	1,141,000	786,000	660,000	965,000	611,000
Total Capital Spend funded	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000

**10 Year Capital Works Programme
Water Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works				Year 1 Funding				Project Totals	1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith WTP																					
1	Upgrade Capacity Griffith W.T.P (15MI)	8.1.1		100%		0					4,150,000		150,000							4,000,000	
2	Construction of a Second Outlet from GWTP to Trunk Main	8.1.1			100%	200,000					400,000	200,000	200,000								
3	Upgrade Water Treatment Plant	8.1.1	50%		50%	0			1,500,000		1,500,000										
Griffith Reservoirs																					
4	Refurbish Reservoir 30MI (1986)	8.1.1				0					177,000				177,000						
5	Refurbish Reservoir 14MI (1977)	8.1.1				400,000					800,000	400,000	400,000								
6	Refurbish Reservoir 9MI (1949)	8.1.1				510,000					510,000										
7	Refurbish Reservoir (Scenic Hill)-Raw Water	8.1.1	50%		50%	0					200,000									200,000	
8	New 15 ML Storage (Scenic Hill)	8.1.1		100%		0					4,000,000									4,000,000	
Yenda																					
9	Membrane Replacement/Raw Water Pumps	8.1.1				0					100,000			100,000							
Reticulation Renewals																					
10	Potable Reticulation Mains Renewals	8.1.1				300,000					2,800,000	300,000	300,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	
11	Potable Trunk Mains Renewal	8.1.1				500,000					3,200,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
12	Raw Mains Renewals	8.1.1				100,000					1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
13	Raw Water Pump Stations	8.1.1				0					0										
14	Potholing for Forward Design of Water Mains	8.1.1				20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Water Meter Etc Renewals																					
15	New Water Meters-Purchases	8.1.6	50%	50%		100,000					640,000	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
16	New Water Meters-Installation	8.1.6	50%	50%		60,000					600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
17	Backflows-Purchases	8.1.1	50%	50%		65,000					155,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
18	Backflows-Installation	8.1.1	50%	50%		30,000					120,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
19	Electronic Water Meter Reading Program	8.1.6	100%			0					1,500,000			1,500,000							
Mains Extensions - Potable																					
20	New Reticulation Mains (Potable)	8.1.1		100%		80,000					800,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
21	Miscellaneous New/Replacement Mains	8.1.1	100%			20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
New Trunk Mains																					
22	New Trunk Mains (Potable)	8.1.1		100%		370,000					870,000	370,000			500,000						
Miscellaneous																					
23	Scada/Telemetry System	8.1.1	40%	30%	30%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
24	Capital Wages to be Allocated to Projects	8.1.1	20%	50%	30%	132,263					1,195,620	132,263	134,909	107,377	109,632	111,989	114,453	117,028	119,719	122,593	
25	Plant Replacement Program - Water (Net)	8.1.1			100%	250,000					2,871,650	250,000	266,500	340,000	223,000	276,000	440,250	405,000	229,400	387,000	
26	Sundry Tools	8.1.1	50%		50%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
27	Additional Unforeseen Capital Requirements	8.1.1	20%	30%	50%	55,000					550,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	
28	Investigation & Forward Planning	8.1.1	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
29	Chlorine Probes Replacement	8.1.1	50%		50%	12,500					50,000	12,500			12,500				12,500	12,500	
30	Pressure Logger Replacement	8.1.1			100%	30,000					40,000	30,000								10,000	
31	Kooyoo Street Plaza Development-Water Infrastructure (Stage 2)	8.1.1	50%	25%	25%	0	203,105				203,105	203,105									
Total Capital						3,274,763	203,105	1,500,000	0	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657	

Improved LOS	3,968,177	1,061,255	146,482	1,640,975	147,676	141,898	142,391	149,156	143,444	144,019	250,881
Growth Works	11,436,086	715,408	388,455	224,689	725,816	226,995	228,227	229,514	230,860	232,297	8,233,829
Renewals	13,828,112	3,201,205	1,671,473	1,036,713	1,203,640	1,074,097	1,239,086	1,210,858	1,029,816	1,188,278	972,947
Total	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

Summary											
Total Capital Expenditure	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	203,105	203,105	0	0	0	0	0	0	0	0	0
Funded from Reserve	11,000,000	1,500,000	0	1,500,000	0	0	0	0	0	0	8,000,000
Funded by Rates, Fees & Charges	18,029,270	3,274,763	2,206,409	1,402,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	1,457,657
Total Capital Spend funded	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

**10 Year Capital Works Programme
Sewer Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works			Year 1 Funding														
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	1	2	3	4	5	6	7	8	9	10
										2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith																				
1	Griffith WRP Diffusers	8.1.2			100%	600,000				600,000	600,000									
2	Griffith WRP Membrane Replacement	8.1.2			100%	0				1,300,000		1,300,000								
3	Replacement of GWRP Electrical/Mechanical Equipment	8.1.2			100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
4	Griffith WRP - Various, landscaping	8.1.2	50%		50%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
5	Upgrade of Pump Stations (Civil & Electrical)	8.1.2			100%	30,000				300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
New Pump Stations																				
6	Pump Station G21 (Murrumbidgee Av)	8.1.2		100%		0				500,000			500,000							
7	Pump Station (Farm 12 Collina)	8.1.2		100%		0				450,000		450,000								
8	Pump Station G32 (South of GWRP)	8.1.2		100%		0				500,000		500,000								
Yenda																				
9	Yenda Sewage Treatment Plant	8.1.2			100%	0				50,000		10,000		10,000		10,000		10,000	10,000	
Lake Wyangan																				
10	New Rising Main (G7 To GWRP)	8.1.4		100%		0				900,000			900,000							
Sewer Renewals & New Sewers																				
11	Renewals of Gravity Sewers	8.1.2			100%	100,000				1,900,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
12	Renewals of Rising Mains	8.1.2			100%	700,000				3,100,000	700,000	500,000	500,000	500,000	150,000	150,000	150,000	150,000	150,000	
Miscellaneous																				
13	Upgrade SCADA & Telemetry Systems	8.1.1	80%		20%	50,000				140,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
14	Plant Replacement Program - Sewer (Net)	8.1.2			100%	123,000				1,238,450	123,000	100,000	106,000	93,000	100,000	224,000	165,000	76,100	232,850	
15	Purchase Low Pressure Grinder Pumps	8.1.2		100%		10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
16	Miscellaneous - Capital	8.1.2	80%		20%	50,000				500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
17	Capital Wages to be Allocated to Projects	8.1.2	20%	60%	20%	124,671				1,094,161	124,671	127,165	97,417	99,462	101,601	103,836	106,172	108,614	111,221	
18	Sundry Tools	8.1.2	40%	20%	40%	15,000				150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
19	Investigation & Forward Planning	8.1.2	50%		50%	10,000				100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
20	Kooyoo Street Plaza Development-Sewer Infrastructure (Stage 2)	8.1.2	50%	25%	25%	0	63,840			63,840	63,840									
Total Capital						1,852,671	63,840	0	0	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502

Improved LOS	922,752	152,854	89,433	83,483	83,892	84,320	84,767	85,234	85,723	86,244	86,800
Growth Works	3,152,457	103,763	539,299	1,471,450	572,677	73,961	75,302	76,703	78,168	79,733	81,401
Renewals	9,311,242	1,659,894	2,223,433	913,483	910,892	558,320	692,767	624,234	545,823	693,094	489,300
Total	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502

Summary											
Total Capital Expenditure	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	63,840	63,840	0	0	0	0	0	0	0	0	0
Funded from Reserve	2,650,000	0	1,750,000	900,000	0	0	0	0	0	0	0
Funded by Rates, Fees & Charges	10,672,611	1,852,671	1,102,165	1,568,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
Total Capital Spend funded	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502



scenario 2(b)

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario 2(b): 1.3% SRV & 4.5% Environmental Levy &
20 Year Loan Repayment

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
4.5% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	915,564	938,453	961,914	985,962	1,010,611	1,035,876	1,061,773
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Other Revenues	1,904,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Grants & Contributions provided for Operating Purposes	9,722,000	14,597,074	12,056,159	10,665,011	9,284,146	9,511,020	9,744,700	9,985,390	10,233,301	10,488,650	10,751,658	11,022,557
Grants & Contributions provided for Capital Purposes	15,091,000	31,007,149	16,923,254	7,018,079	3,641,772	15,530,531	4,110,902	10,670,867	2,935,440	2,682,881	2,700,698	2,718,900
Other Income:												
Net gains/(loss) from the disposal of assets	(27,000)	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	75,848,000	97,379,310	84,675,782	75,376,895	72,207,190	86,941,940	78,954,456	87,624,410	81,917,694	83,897,222	86,084,911	88,410,329
Expenses from Continuing Operations												
Employee Benefits & On-Costs	23,357,000	27,316,533	28,883,320	29,312,613	29,817,320	30,354,402	31,004,770	31,684,592	32,395,184	33,137,843	33,929,879	34,778,051
Borrowing Costs	1,205,000	997,202	881,537	1,156,001	1,236,722	1,105,422	969,808	824,147	672,555	516,184	363,046	232,607
Borrowing Costs- Lake Wyangan Loan over 20 Years	-	-	-	-	-	-	-	-	518,874	498,316	476,928	454,675
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	357,061	303,329	246,324	185,848
Materials & Contracts	17,614,000	20,146,058	21,198,301	19,693,133	19,358,852	19,476,297	19,769,984	19,580,724	20,252,101	20,446,646	20,749,707	20,932,158
Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	58,380,000	66,587,459	67,055,740	66,539,538	67,078,324	67,892,967	68,997,927	69,644,587	72,057,983	73,079,126	74,261,490	75,404,227
Operating Result from Continuing Operations	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	19,048,973	9,956,529	17,979,824	9,859,711	10,818,095	11,823,421	13,006,102
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	19,048,973	9,956,529	17,979,824	9,859,711	10,818,095	11,823,421	13,006,102
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,377,000	(215,298)	696,788	1,819,278	1,487,094	3,518,442	5,845,627	7,308,957	6,924,271	8,135,214	9,122,723	10,287,202

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - GENERAL FUND
Scenario 2(b): 1.3% SRV & 4.5% Environmental Levy & 20 Year Loan Repayment

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	2031/32 \$
Income from Continuing Operations												
Revenue:		Rate Increase:	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
4.5% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	915,564	938,453	961,914	985,962	1,010,611	1,035,876	1,061,773
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Other Revenues	1,754,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Grants & Contributions provided for Operating Purposes	9,609,000	14,483,574	11,942,659	10,548,106	9,163,734	9,386,995	9,616,955	9,853,812	10,097,776	10,349,059	10,607,879	10,874,465
Grants & Contributions provided for Capital Purposes	13,653,000	28,943,708	15,948,509	6,307,210	2,917,587	14,792,776	3,359,321	9,905,195	2,155,410	1,888,221	1,891,129	1,894,140
Other Income:												
Net gains/(loss) from the disposal of assets	46,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	54,095,000	74,857,237	60,833,748	51,035,681	47,129,659	61,116,196	52,352,941	60,218,877	53,684,188	54,810,937	56,110,028	57,532,906
Expenses from Continuing Operations												
Employee Benefits & On-Costs	19,102,000	23,044,402	24,434,545	24,833,207	25,265,156	25,707,903	26,259,661	26,836,411	27,439,268	28,069,321	28,741,153	29,459,607
Borrowing Costs	55,000	124,060	128,245	465,737	616,044	557,959	498,290	436,988	374,003	311,011	256,520	216,243
Borrowing Costs- Lake Wyangan Loan over 20 Years	-	-	-	-	-	-	-	-	518,874	498,316	476,928	454,675
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	357,061	303,329	246,324	185,848
Materials & Contracts	9,469,000	10,793,596	12,090,854	10,405,512	9,219,718	9,313,302	9,524,185	9,531,254	9,814,432	9,969,618	10,190,626	10,163,019
Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Other Expenses	1,319,000	3,568,797	1,139,913	1,160,837	1,182,180	1,202,639	1,223,459	1,244,694	1,266,346	1,290,519	1,313,806	1,338,407
Total Expenses from Continuing Operations	39,975,000	47,192,192	47,903,929	47,155,211	46,753,089	47,435,019	48,345,243	49,078,687	50,992,339	51,860,861	52,843,931	53,639,698
Operating Result from Continuing Operations	14,120,000	27,665,045	12,929,818	3,880,470	376,570	13,681,177	4,007,697	11,140,189	2,691,849	2,950,076	3,266,097	3,893,208
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	13,681,177	4,007,697	11,140,189	2,691,849	2,950,076	3,266,097	3,893,208
Net Operating Result before Grants and Contributions provided for Capital Purposes	467,000	(1,278,663)	(3,018,691)	(2,426,740)	(2,541,017)	(1,111,599)	648,376	1,234,994	536,439	1,061,855	1,374,968	1,999,068
Ordinary Fund-Net Operating Result (Before Capital)		(2,850,381)	(4,318,984)	(3,816,327)	(3,824,210)	(2,685,491)	(1,026,064)	(648,060)	(1,376,604)	(1,048,725)	(849,195)	(341,309)
Waste Fund-Net Operating Result (Before Capital)		1,571,718	1,300,293	1,389,587	1,283,193	1,573,892	1,674,440	1,883,054	1,913,043	2,110,580	2,224,163	2,340,377

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - WATER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Other Revenues	132,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Grants & Contributions provided for Operating Purposes	59,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Grants & Contributions provided for Capital Purposes	775,000	1,338,962	607,505	412,084	419,913	427,892	436,021	444,306	452,748	461,350	470,116	479,048
Other Income:												
Net gains/(loss) from the disposal of assets	(86,000)	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,361,000	11,991,496	13,169,943	13,403,658	13,811,266	14,226,080	14,658,476	15,108,840	15,567,572	16,045,081	16,546,794	17,048,206
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,529,000	2,313,910	2,385,302	2,375,864	2,415,824	2,466,557	2,519,588	2,575,019	2,632,956	2,693,514	2,758,159	2,827,113
Borrowing Costs	-	-	4,018	3,583	3,142	2,695	2,241	1,781	1,315	843	363	-
Materials & Contracts	5,075,000	5,836,987	5,679,088	5,809,757	6,208,013	6,288,810	6,393,350	6,299,199	6,438,304	6,537,415	6,593,598	6,723,620
Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	10,077,000	10,626,913	10,541,364	10,705,437	11,187,246	11,363,132	11,565,839	11,573,045	11,816,821	12,024,042	12,193,254	12,441,586
Operating Result from Continuing Operations	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620
Net Operating Result before Grants and Contributions provided for Capital Purposes	509,000	25,621	2,021,074	2,286,137	2,204,106	2,435,056	2,656,616	3,091,489	3,298,003	3,559,690	3,883,424	4,127,572

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - SEWER FUND

	Actuals 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Other Revenues	18,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Grants & Contributions provided for Operating Purposes	54,000	53,500	53,500	55,105	56,758	58,461	60,215	62,021	63,882	65,798	67,772	69,805
Grants & Contributions provided for Capital Purposes	663,000	724,479	367,240	298,785	304,272	309,863	315,560	321,366	327,282	333,310	339,453	345,712
Other Income:												
Net gains/(loss) from the disposal of assets	13,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	10,392,000	10,530,577	10,672,091	10,937,555	11,266,265	11,599,663	11,943,039	12,296,693	12,665,933	13,041,203	13,428,088	13,829,217
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,726,000	1,958,221	2,063,473	2,103,542	2,136,339	2,179,942	2,225,521	2,273,163	2,322,959	2,375,007	2,430,567	2,491,331
Borrowing Costs	1,150,000	873,142	749,274	686,681	617,536	544,768	469,277	385,378	297,237	204,330	106,163	16,364
Materials & Contracts	3,070,000	3,515,475	3,428,359	3,477,863	3,931,121	3,874,185	3,852,448	3,750,272	3,999,365	3,939,613	3,965,484	4,045,519
Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	8,328,000	8,768,354	8,610,446	8,678,890	9,137,989	9,094,815	9,086,845	8,992,854	9,248,823	9,194,224	9,224,305	9,322,943
Operating Result from Continuing Operations	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,401,000	1,037,744	1,694,405	1,959,880	1,824,005	2,194,985	2,540,634	2,982,473	3,089,828	3,513,669	3,864,330	4,160,563

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario 2(b): 1.3% SRV & 4.5% Environmental Levy & 20 Year Loan Repayment

	Actual 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	32,910,000	33,116,404	34,040,385	34,979,074	35,937,006	36,921,391	37,932,964	38,972,483	40,040,725	41,138,492	42,266,605	43,423,410
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
4.5% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	915,564	938,453	961,914	985,962	1,010,611	1,035,876	1,061,773
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	15,280,000	16,275,152	18,786,995	19,560,061	20,164,788	20,858,443	21,431,388	22,164,220	22,777,553	23,552,022	24,208,281	24,957,003
Interest & Investment Revenue Received	968,000	912,873	817,656	892,427	905,599	908,724	1,016,802	1,029,830	1,042,809	1,055,737	1,078,613	1,091,436
Grants & Contributions	24,813,000	45,604,223	28,979,413	17,683,090	12,925,918	25,041,551	13,855,602	20,656,257	13,168,741	13,171,531	13,452,356	13,741,457
Other	1,877,000	1,470,658	1,810,518	2,015,407	2,020,873	2,036,935	2,053,617	2,070,936	2,088,913	2,110,514	2,138,407	2,182,858
Payments:												
Employee Benefits & On-Costs	(23,357,000)	(27,316,533)	(28,883,320)	(29,312,613)	(29,817,320)	(30,354,402)	(31,004,770)	(31,684,592)	(32,395,184)	(33,137,843)	(33,929,879)	(34,778,051)
Materials & Contracts	(17,614,000)	(20,146,058)	(21,198,301)	(19,693,133)	(19,358,852)	(19,476,297)	(19,769,984)	(19,580,724)	(20,252,101)	(20,446,646)	(20,749,707)	(20,932,158)
Borrowing Costs	(1,205,000)	(997,202)	(881,537)	(1,156,001)	(1,236,722)	(1,105,422)	(969,808)	(824,147)	(672,555)	(516,184)	(363,046)	(232,607)
Borrowing Costs- Lake Wyangan Loan over 20 Years	-	-	-	-	-	-	-	-	(518,874)	(498,316)	(476,928)	(454,675)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	32,353,000	45,350,720	32,572,711	24,054,310	20,612,117	34,803,180	25,986,435	34,290,253	26,455,573	27,704,385	29,005,220	30,488,583
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	725,650	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	220,427	54,225	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	-	(59,206,772)	(35,065,801)	(23,632,391)	(18,440,108)	(36,136,464)	(23,078,518)	(19,198,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(56,972,695)	(35,011,576)	(23,632,391)	(18,440,108)	(36,136,464)	(23,078,518)	(19,198,394)	(11,076,222)	(10,556,406)	(10,733,350)	(17,700,981)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	14,056,990	-	7,000,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(3,044,125)	(3,093,418)	(3,742,515)	(3,868,650)	(3,999,948)	(4,135,563)	(4,281,224)	(4,432,817)	(4,331,894)	(3,386,741)	(2,190,163)
Principal Repayment of Lake Wyangan Loan	-	-	-	-	-	-	(470,102)	(489,095)	(508,854)	(529,412)	(550,800)	(573,052)
Principal Repayment of New Art Gallery Loan	-	-	-	-	-	-	-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(357,362)	(293,446)	(206,854)	-	-	(557,625)	(946,342)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(3,401,487)	613,136	1,330,631	10,188,340	(3,999,948)	1,836,710	(6,548,320)	(5,823,978)	(5,797,346)	(4,930,586)	(3,816,736)
Net Increase/(Decrease) in Cash & Cash Equivalents	32,353,000	(15,023,462)	(1,825,729)	1,752,550	12,360,348	(5,333,232)	4,744,627	8,543,539	9,555,373	11,350,633	13,341,284	8,970,866
plus: Cash, Cash Equivalents & Investments-beginning of year	49,507,000	81,860,000	66,836,538	65,010,809	66,763,359	79,123,707	73,790,475	78,535,102	87,078,641	96,634,014	107,984,648	121,325,932
Cash & Cash Equivalents - end of the year	81,860,000	66,836,538	65,010,809	66,763,359	79,123,707	73,790,475	78,535,102	87,078,641	96,634,014	107,984,648	121,325,932	130,296,798
Debt Service Ratio	0.02	0.05	0.06	0.07	0.07	0.07	0.07	0.07	0.06	0.06	0.04	0.03
Less Depreciation & Amortisation	14,885,000	14,558,869	14,952,669	15,216,954	15,483,250	15,754,207	16,029,906	16,310,429	16,595,862	16,886,289	17,181,800	17,482,481
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Operating Result for the Year	17,468,000	30,791,851	17,620,042	8,837,357	5,128,866	19,048,973	9,956,529	17,979,824	9,859,711	10,818,095	11,823,421	13,006,102

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - GENERAL FUND
Scenario 2(b): 1.3% SRV & 4.5% Environmental Levy & 20 Year Loan Repayment

	Actual 2020/21 \$	Revised Budget 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	2030/31 \$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	22,256,000	22,291,802	22,685,229	23,279,571	23,882,809	24,501,841	25,137,083	25,788,961	26,457,915	27,144,394	27,848,862	28,571,792
1.3% Special Rate Variation (SRV): 2.0% less existing 0.7%	-	-	240,815	246,835	253,006	259,331	265,815	272,460	279,272	286,253	293,410	300,745
4.5% Special Environmental Rate Variation for Lake Wyangan	-	-	-	-	-	915,564	938,453	961,914	985,962	1,010,611	1,035,876	1,061,773
7.0% Special Rate Variation (SRV) for New Art Gallery	-	-	-	-	-	-	1,459,815	1,496,311	1,533,719	1,572,062	1,611,363	1,651,647
User Charges & Fees	6,125,000	7,346,975	7,906,986	8,342,772	8,599,762	8,934,902	9,138,218	9,489,961	9,710,392	10,079,779	10,318,398	10,636,534
Interest & Investment Revenue Received	652,000	499,440	491,290	492,290	492,790	493,290	593,790	594,290	594,790	595,290	595,790	596,290
Grants & Contributions	23,262,000	43,427,282	27,891,168	16,855,316	12,081,321	24,179,771	12,976,276	19,759,007	12,253,186	12,237,280	12,499,008	12,768,605
Other	1,800,000	1,291,738	1,618,260	1,818,896	1,819,970	1,831,496	1,843,492	1,855,973	1,868,953	1,885,268	1,907,321	1,945,520
Payments:												
Employee Benefits & On-Costs	(19,102,000)	(23,044,402)	(24,434,545)	(24,833,207)	(25,265,156)	(25,707,903)	(26,259,661)	(26,836,411)	(27,439,268)	(28,069,321)	(28,741,153)	(29,459,607)
Materials & Contracts	(9,469,000)	(10,793,596)	(12,090,854)	(10,405,512)	(9,219,718)	(9,313,302)	(9,524,185)	(9,531,254)	(9,814,432)	(9,969,618)	(10,190,626)	(10,163,019)
Borrowing Costs	(55,000)	(124,060)	(128,245)	(465,737)	(616,044)	(557,959)	(498,290)	(436,988)	(374,003)	(311,011)	(256,520)	(216,243)
Borrowing Costs- Lake Wyangan Loan over 20 Years	-	-	-	-	-	-	-	-	(518,874)	(498,316)	(476,928)	(454,675)
Borrowing Costs- Art Gallery Loan over 7 Years	-	-	-	-	-	-	-	-	(357,061)	(303,329)	(246,324)	(185,848)
Other	(1,319,000)	(3,568,797)	(1,139,913)	(1,160,837)	(1,182,180)	(1,202,639)	(1,223,459)	(1,244,694)	(1,266,346)	(1,290,519)	(1,313,806)	(1,338,407)
Net Cash provided (or used in) Operating Activities	24,150,000	37,326,382	23,040,191	14,170,388	10,846,561	24,334,393	14,847,345	22,169,531	13,914,204	14,368,822	14,884,671	15,715,107
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	492,900	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	2,100	2,100	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(49,046,347)	(28,171,422)	(18,573,817)	(13,069,314)	(32,491,870)	(20,918,928)	(16,735,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(48,551,347)	(28,169,322)	(18,573,817)	(13,069,314)	(32,491,870)	(20,918,928)	(16,735,855)	(8,700,522)	(8,442,573)	(8,309,686)	(7,585,822)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,000,000	5,280,000	14,056,990	-	7,000,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,977,771)	(1,770,630)	(2,356,699)	(2,413,247)	(2,471,331)	(2,531,000)	(2,592,302)	(2,655,288)	(2,493,733)	(1,449,934)	(1,296,887)
Principal Repayment of Lake Wyangan Loan	-	-	-	-	-	-	(470,102)	(489,095)	(508,854)	(529,412)	(550,800)	(573,052)
Principal Repayment of New Art Gallery Loan	-	-	-	-	-	-	-	(831,659)	(882,307)	(936,040)	(993,045)	(1,053,521)
Other Financing Activity Payments-Capitalised Interest	-	(341,190)	(293,446)	(206,854)	-	-	(557,625)	(946,342)	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(2,318,961)	1,935,924	2,716,447	11,643,743	(2,471,331)	3,441,273	(4,859,398)	(4,046,449)	(3,959,185)	(2,993,779)	(2,923,460)
Net Increase/(Decrease) in Cash & Cash Equivalents	24,150,000	(13,543,926)	(3,193,207)	(1,686,983)	9,420,990	(10,628,808)	(2,630,311)	574,278	1,167,233	1,967,065	3,581,206	5,205,824
plus: Cash, Cash Equivalents & Investments-beginning of year	16,234,000	40,384,000	26,840,074	23,646,867	21,959,884	31,380,874	20,752,066	18,121,755	18,696,033	19,863,266	21,830,331	25,411,537
Cash & Cash Equivalents - end of the year	40,384,000	26,840,074	23,646,867	21,959,884	31,380,874	20,752,066	18,121,755	18,696,033	19,863,266	21,830,331	25,411,537	30,617,362
Debt Service Ratio	0.00	0.05	0.04	0.06	0.07	0.07	0.06	0.06	0.06	0.05	0.03	0.03
Less Depreciation & Amortisation	10,030,000	9,661,337	10,110,373	10,289,918	10,469,991	10,653,216	10,839,647	11,029,341	11,222,355	11,418,746	11,618,574	11,821,899
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains/Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,120,000	27,665,045	12,929,818	3,880,470	376,570	13,681,177	4,007,697	11,140,189	2,691,849	2,950,076	3,266,097	3,893,208

Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - WATER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	2,010,000	2,010,905	2,052,929	2,115,148	2,179,249	2,245,289	2,313,327	2,383,422	2,455,639	2,530,039	2,606,690	2,685,659
User Charges & Fees	8,240,000	8,130,187	10,049,854	10,361,399	10,682,603	11,013,764	11,355,190	11,707,201	12,070,124	12,444,298	12,830,071	13,227,804
Interest & Investment Revenue Received	231,000	298,433	230,366	279,137	286,809	289,434	297,012	309,540	317,019	329,447	351,823	359,146
Grants & Contributions	834,000	1,398,962	667,505	473,884	483,567	493,456	503,552	513,862	524,391	535,142	546,122	557,334
Other	46,000	153,009	169,289	174,090	179,038	184,138	189,396	194,814	200,399	206,154	212,087	218,263
Payments:												
Employee Benefits & On-Costs	(2,529,000)	(2,313,910)	(2,385,302)	(2,375,864)	(2,415,824)	(2,466,557)	(2,519,588)	(2,575,019)	(2,632,956)	(2,693,514)	(2,758,159)	(2,827,113)
Materials & Contracts	(5,075,000)	(5,836,987)	(5,679,088)	(5,809,757)	(6,208,013)	(6,288,810)	(6,393,350)	(6,299,199)	(6,438,304)	(6,537,415)	(6,593,598)	(6,723,620)
Borrowing Costs	-	-	(4,018)	(3,583)	(3,142)	(2,695)	(2,241)	(1,781)	(1,315)	(843)	(363)	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	3,757,000	3,840,599	5,101,535	5,214,454	5,184,286	5,468,019	5,743,298	6,232,842	6,494,996	6,813,309	7,194,674	7,497,474
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	1,288,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	151,250	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	218,327	52,125	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,788,925)	(4,977,868)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,131,348)	(4,925,743)	(2,206,409)	(2,902,377)	(2,077,132)	(1,442,989)	(1,609,703)	(1,589,528)	(1,404,119)	(1,564,593)	(9,457,657)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(30,995)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Other Financing Activity Payments-Capitalised Interest	-	(4,447)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(35,442)	(31,425)	(31,860)	(32,301)	(32,748)	(33,202)	(33,662)	(34,128)	(34,600)	(35,079)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	3,757,000	(326,191)	144,366	2,976,185	2,249,608	3,358,139	4,267,107	4,589,477	4,871,340	5,374,590	5,595,002	(1,960,183)
plus: Cash, Cash Equivalents & Investments-beginning of year	23,202,000	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625
Cash & Cash Equivalents - end of the year	26,959,000	26,632,809	26,777,175	29,753,360	32,002,969	35,361,108	39,628,215	44,217,692	49,089,032	54,463,622	60,058,625	58,098,441
Balance of Sec 64 Water Reserve	5,689,030	5,689,030	4,593,430	5,005,514	3,925,427	4,353,319	4,789,340	5,233,646	5,686,394	6,147,744	6,617,860	(903,092)
Balance of Unrestricted Cash	21,269,970	20,943,779	22,183,745	24,747,846	28,077,542	31,007,789	34,838,875	38,984,046	43,402,638	48,315,878	53,440,765	59,001,533
Less Depreciation & Amortisation	2,473,000	2,476,016	2,472,956	2,516,233	2,560,267	2,605,071	2,650,660	2,697,047	2,744,245	2,792,269	2,841,134	2,890,854
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,284,000	1,364,583	2,628,579	2,698,221	2,624,019	2,862,948	3,092,637	3,535,795	3,750,751	4,021,040	4,353,540	4,606,620

**Griffith City Council
10 Year Financial Plan for the Years ending 30 June 2032**

CASH FLOW STATEMENT - SEWER FUND	Actual	Revised Budget	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,644,000	8,813,697	9,302,227	9,584,355	9,874,949	10,174,261	10,482,555	10,800,100	11,127,172	11,464,058	11,811,053	12,165,959
User Charges & Fees	915,000	797,990	830,155	855,890	882,422	909,777	937,981	967,058	997,037	1,027,945	1,059,811	1,092,665
Interest & Investment Revenue Received	85,000	115,000	96,000	121,000	126,000	126,000	126,000	126,000	131,000	131,000	131,000	136,000
Grants & Contributions	717,000	777,979	420,740	353,890	361,030	368,324	375,775	383,387	391,164	399,108	407,225	415,517
Other	31,000	25,911	22,969	22,421	21,864	21,301	20,729	20,149	19,561	19,092	18,999	19,076
Payments:												
Employee Benefits & On-Costs	(1,726,000)	(1,958,221)	(2,063,473)	(2,103,542)	(2,136,339)	(2,179,942)	(2,225,521)	(2,273,163)	(2,322,959)	(2,375,007)	(2,430,567)	(2,491,331)
Materials & Contracts	(3,070,000)	(3,515,475)	(3,428,359)	(3,477,863)	(3,931,121)	(3,874,185)	(3,852,448)	(3,750,272)	(3,999,365)	(3,939,613)	(3,965,484)	(4,045,519)
Borrowing Costs	(1,150,000)	(873,142)	(749,274)	(686,681)	(617,536)	(544,768)	(469,277)	(385,378)	(297,237)	(204,330)	(106,163)	(16,364)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	4,446,000	4,183,739	4,430,985	4,669,469	4,581,269	5,000,768	5,395,793	5,887,881	6,046,372	6,522,254	6,925,875	7,276,003
Cash Flows from Investing Activities												
Receipts:												
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	81,500	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(4,371,500)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(4,290,000)	(1,916,511)	(2,852,165)	(2,468,417)	(1,567,462)	(716,601)	(852,836)	(786,172)	(709,714)	(859,071)	(657,502)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,035,359)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Other Financing Activity Payments-Capitalised Interest	-	(11,725)	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(1,047,084)	(1,291,363)	(1,353,956)	(1,423,102)	(1,495,869)	(1,571,361)	(1,655,260)	(1,743,401)	(1,803,561)	(1,901,728)	(893,276)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,446,000	(1,153,345)	1,223,111	463,348	689,750	1,937,437	3,107,831	3,379,785	3,516,799	4,008,979	4,165,076	5,725,225
plus: Cash, Cash Equivalents & Investments-beginning of year	10,071,000	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770
Cash & Cash Equivalents - end of the year	14,517,000	13,363,655	14,586,766	15,050,114	15,739,864	17,677,301	20,785,132	24,164,916	27,681,716	31,690,694	35,855,770	41,580,995
Balance of Sec 64 Sewer Reserve	3,390,405	3,390,405	3,673,805	2,212,590	1,606,862	1,906,725	2,212,285	2,523,651	2,840,933	3,164,243	3,493,696	3,829,408
Balance of Unrestricted Cash	11,126,595	9,973,250	10,912,961	12,837,524	14,133,002	15,770,576	18,572,847	21,641,265	24,840,783	28,526,451	32,362,074	37,751,587
Debt Service Ratio	0.11	0.19	0.20	0.19	0.19	0.18	0.18	0.17	0.17	0.16	0.15	0.07
Less Depreciation & Amortisation	2,382,000	2,421,516	2,369,340	2,410,803	2,452,993	2,495,920	2,539,598	2,584,041	2,629,262	2,675,274	2,722,092	2,769,728
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,064,000	1,762,223	2,061,645	2,258,665	2,128,277	2,504,848	2,856,194	3,303,839	3,417,110	3,846,979	4,203,783	4,506,275

Current Year Capital Item Requests Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
90	3	Urban Stormwater	6.1.12	Drainage Upgrade Kooyoo Street & Canal Street	Needed to maintain service level, fund from general purpose revenue	741,290				741,290	741,290										
91	3	Roads & Bridges	6.2.2	Bringagee Road Rehabilitation	Needed to improve service level, funded from general purpose revenue (no grant funding available)	17,150,000				34,300,000	17,150,000	17,150,000									
92	3	Parks & Gardens	6.1.12	New Dog Park-Sergi Park Collina	Lower priority but necessary in medium / longer term, funded majoritively from S94 Developer Contributions (Community Facility & Open Space)	120,000				341,250	120,000	75,000	70,000	76,250							
93	3	Parks & Gardens	6.1.12	Upgrade Toilet Block and Control Room-Ted Scobie Oval	Needed to maintain service level, fund from general purpose revenue	0				500,000				500,000							
94	3	Parks & Gardens	6.1.12	Replace Toilet Block-Willow Park	Needed to maintain service level, fund from general purpose revenue	350,000				350,000	350,000										
95	3	Parks & Gardens	6.1.12	Replace Existing Shelters-Lake Wyangan Picnic Area	Needed to maintain service level, fund from general purpose revenue	40,000				80,000	40,000		40,000								
96	3	Parks & Gardens	6.1.12	Conversion of Old Change Rooms and Amenities to Storage Spaces-Jubilee Oval	Needed to maintain service level, fund from general purpose revenue	100,000				100,000	100,000										
Total						18,501,290	0	0	0												
Total Capital Items Not Part of Original 2022/23 Capex Budget										36,412,540	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	1,771,290	

Longer Term Capital Items Not Considered Further Due To Lack Of Funding						Rates/ Charges/ Fees	Grants/ Contributions	Reserves	Loans	Project Total	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32		
97	5	Parks & Gardens	4.7.1	Play Equipment - Dog Of Leash Area (Community Gardens)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	1,500				1,500	1,500											
98	5	Parks & Gardens	4.7.1	Shade Sale Extension-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000											
99	5	Parks & Gardens	4.7.1	Mushroom Sprinkler Water Feature-Memorial Park Yenda	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
100	5	Parks & Gardens	4.7.1	New Sprinkler System - Sidlow Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	52,455				52,455	52,455											
101	5	Parks & Gardens	4.7.1	New Sprinkler System-Median Strip Banna Ave (Between Woolworths & Bridgestone Service Centre)	Lower priority but necessary in medium / longer term, fund from general purpose revenue	50,000				50,000	50,000											
102	5	Public Cemeteries	6.1.5	Public Mausoleum-Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000											
103	6	Airport	6.1.15	Long Term Paid Car Parking	Lower priority but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000											
104	5	Fleet	6.1.14	Brake Roller Tester-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	100,000				100,000	100,000											
105	5	Fleet	6.1.14	Suspension Shaker-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	40,000				40,000	40,000											
106	5	Fleet	8.2.2	Solar Power System-New Workshop	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				22,000				22,000								
107	5	IT Services	2.2.5	CCTV Installation-IOOF Park	Lower priority but necessary in medium / longer term, fund from general purpose revenue	60,000				60,000	60,000											
108	6	Public Cemeteries	6.1.5	Upgrade Yenda Cemetery Carpark-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA											
109	3	Parks & Gardens	6.1.12	New Toilet Block - Dalton Park (Includes demolition of existing one)	Needed to maintain service level, fund from general purpose revenue	250,000				250,000	250,000											
110	3	Parks & Gardens	6.1.12	Dalton Park Drainage Upgrade	Needed to maintain service level, fund from general purpose revenue	390,265				390,265	390,265											
111	6	Parks & Gardens	4.7.1	Yenda Memorial Park Enhancement-Submission in 2018/19 by Yenda Progress Association	Lower priority but necessary in medium / longer term, fund from general purpose revenue	0				0	TBA											
112	3	Urban Stormwater	6.1.12	Crook Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	30,000				30,000	30,000											
113	3	Urban Stormwater	6.1.12	Rae Rd Drainage Upgrade	Lower priority but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
114	5	Public Cemeteries	6.1.5	Installation of 2 Solar Lights-Infant Section of Griffith Cemetery	Lower priority but necessary in medium / longer term, fund from general purpose revenue	20,000				20,000	20,000											
115	5	Urban Stormwater	6.1.12	Urban Drainage Problems ("Nuisance Flooding")	Lower priority but necessary in medium / longer term, fund from general purpose revenue	263,360				3,089,580	263,360	272,578	282,118	291,992	302,212	312,789	323,737	335,067	346,795	358,933		
116	6	Roads & Bridges	6.2.1	Rural Sealed - Heavy Patching	Can only be funded from general purpose revenue if available	121,551				1,528,851	121,551	127,628	134,010	140,710	147,746	155,133	162,889	171,034	179,586	188,565		
117	5	Urban Stormwater	6.1.12	Detention Systems North of CBD	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	368,777				1,554,372	368,777	381,684	395,043	408,869								
118	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000											
119	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3A	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	400,000				400,000	400,000											
120	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	900,000				900,000	900,000											
121	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 3C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,000,000				1,000,000	1,000,000											
122	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	1,400,000				1,400,000	1,400,000											
123	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yenda Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	700,000				700,000	700,000											
124	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	800,000				800,000	800,000											
125	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000										
126	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				700,000			700,000									
127	5	Urban Stormwater	6.1.12	Urban Drainage Problems Yoogali Stage 5	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				350,000				350,000								
128	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1B	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	120,000				120,000	120,000											
129	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 1C	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				600,000		600,000										
130	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 2	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				1,200,000			1,200,000									
131	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 3	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				900,000				900,000								
132	5	Urban Stormwater	6.1.12	Urban Drainage Problems Hanwood Stage 4	Priority to be determined but necessary in medium / longer term, fund from general purpose revenue	0				480,000					480,000							
133	5	City Strategy	4.4.2	Cultural Precinct Masterplan Implementation (Includes the Clock Restaurant)	Escalated level of service, possible funding from major projects fund	2,000,000				3,000,000	2,000,000	1,000,000										
Total						10,737,907	0	0	0													
Total Capital Items Not Considered Further Due To Lack Of Funding										22,009,023	10,737,907	2,981,890	2,711,170	2,113,571	929,957	467,922	486,626	506,101	526,380	547,498		

Items Identified At Strategic Planning Think Tank-Held on 15 December 2016

Item	Department	Linkage to Delivery Program/Community Strategic Plan	Project	Comments	Estimated Cost
A	Aquatic Facilities	4.7.2	50 Metre Outdoor Pool	Completed in 2020/21	8,150,000
B	Public Cemeteries	6.1.5	New Lawn Cemetery-Rifle Range Road	Refer item 3	1,500,000
C	City Strategy	6.2.1	Central Business District Upgrade & Carpark	69 Railway St completed in 2020/21. 53 Railway St to be completed in 2021/22.	500,000
D	Parks & Gardens	4.8.3	City Entrances Improvement Works	Completed in 2020/21	100,000
E	Roads & Bridges	6.2.4	Southern Section Of Industrial Link Road	Refer item 27, 28, 29	5,345,316
F	Parks & Gardens	4.8.1	Multi Purpose Sports Facility-Secondary Education Option	Completed in 2021/22	18,000,000
	Parks & Gardens	4.7.3	Multi Purpose Sports Facility-Showground Redevelopment (Crown Reserve)	Not in existing 10 Year Capex Program	-
G	City Strategy	4.4.2	Cultural Precincts-War Memorial, Pioneer Park, Clock Building, Art Gallery & Library	Refer item 133	2,000,000
H	City Strategy	2.2.2	Lake Wyangan-Walk/Cycle Track & Need for Other Upgraded Facilities	Refer item 39 & 84	1,532,670
I	City Strategy	2.1.3	Hermits Cave Development	Refer item 38	300,000
J	Parks & Gardens	4.3.1	Multi Purpose Community Facilities	Completed in 2020/21	4,780,000
K	Library	8.2.2	Installation of Solar Energy for Council Owned Buildings & Facilities	Council Chambers completed in 2020/21. Library to be completed in 2025/26. Refer item 49	70,000
L	Footpaths & Cycleways	2.2.2	Aged Care Facilities-Need for Public Pathways & Cycleways for Residents & Visitors	Refer items 80, 81, 82	1,831,858
M	City Strategy	2.1.3	Council Funding For Community Based Improvement Priorities	Not in existing 10 Year Capex Program	-
N	City Strategy	2.1.3	Affordable Housing Options	Capital Works to be completed in 2020/21. Rest (operational budget to be matched with grant) to be completed in 2022/23	12,594,545
O	Roads & Bridges	6.2.1	Road Network Maintenance	Grant application lodged & being assessed by TfNSW. Not in existing 10 Year Capex Program	-

**10 Year Capital Works Program
Waste Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works		Year 1 Funding					10											
			Improved LOS	Growth Works	Asset Renewal	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	Project Totals	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Plant																					
1	Plant Replacement Program - Waste (Net)	8.1.2			100%	441,000					4,227,500	441,000	480,000	490,000	366,000	43,500	545,000	461,000	480,000	790,000	131,000
Griffith																					
2	Complete Erection of Security Fence around the Perimeter of the Landfill	6.1.7			100%	0			200,000		200,000	200,000									
3	Digital Notice Board for Weighbridge	6.1.7		100%		50,000					50,000	50,000									
4	Landfill CCTV Server	6.1.7			100%	16,000					32,000	16,000				16,000					
5	Motors for Eight Roller Doors at Waste Transfer Station	6.1.7		100%		40,000					40,000	40,000									
6	Landscaping Landfill Workshop/Tea Room Site	6.1.7	70%	30%		20,000					20,000	20,000									
7	New Landfill Engineering & Restoration	6.1.7	20%	80%		0			200,000		200,000	200,000									
8	Existing Landfill Restoration	6.1.7		100%		60,000					60,000	60,000									
9	Preparation of Quarry for new Landfill Development	6.1.7		100%		0			500,000		2,600,000	500,000	250,000	250,000	250,000	250,000	250,000	250,000	100,000	100,000	400,000
10	Open Quarry Pit 101	6.1.7		100%		0					400,000			400,000							
11	New Landfill Cell Construction	6.1.7		100%		0					2,700,000		500,000			2,200,000					
12	Construct Outbound Weighbridge	6.1.7	100%			0					250,000					250,000					
13	Bin Replacements 240L Residential	6.1.9		10%	90%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
14	Bin Replacements 240L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
15	Bin Replacements 660L Commercial	6.1.9		10%	90%	12,500					125,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
16	Bin Replacements 1100L Commercial	6.1.9		10%	90%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
17	Waste Sundry Tools	6.1.9	40%		60%	15,000					105,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Signs	6.1.7	40%		60%	5,000					25,000	5,000			5,000		5,000		5,000		5,000
Total Capital						712,000	0	900,000	0	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000	

Improved LOS	356,000	62,000	4,000	4,000	6,000	4,000	256,000	4,000	6,000	4,000	6,000	4,000	6,000
Growth Works	6,081,000	822,500	756,500	256,500	656,500	2,456,500	256,500	256,500	106,500	106,500	406,500		
Renewals	5,122,500	727,500	544,500	554,500	433,500	108,000	628,500	525,500	547,500	854,500	198,500		
Total	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000		

Summary											
Total Capital Expenditure	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	0	0	0	0	0	0	0	0	0	0	0
Funded from Reserve	3,600,000	900,000	500,000	0	0	2,200,000	0	0	0	0	0
Funded by Rates, Fees & Charges	7,959,500	712,000	805,000	815,000	1,096,000	368,500	1,141,000	786,000	660,000	965,000	611,000
Total Capital Spend funded	11,559,500	1,612,000	1,305,000	815,000	1,096,000	2,568,500	1,141,000	786,000	660,000	965,000	611,000

**10 Year Capital Works Programme
Water Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works				Year 1 Funding				Project Totals	1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith WTP																					
1	Upgrade Capacity Griffith W.T.P (15MI)	8.1.1		100%		0					4,150,000		150,000								4,000,000
2	Construction of a Second Outlet from GWTP to Trunk Main	8.1.1			100%	200,000					400,000	200,000	200,000								
3	Upgrade Water Treatment Plant	8.1.1	50%		50%	0			1,500,000		1,500,000										
Griffith Reservoirs																					
4	Refurbish Reservoir 30MI (1986)	8.1.1			100%	0					177,000				177,000						
5	Refurbish Reservoir 14MI (1977)	8.1.1			100%	400,000					800,000	400,000	400,000								
6	Refurbish Reservoir 9MI (1949)	8.1.1			100%	510,000					510,000										
7	Refurbish Reservoir (Scenic Hill)-Raw Water	8.1.1	50%		50%	0					200,000										200,000
8	New 15 ML Storage (Scenic Hill)	8.1.1		100%		0					4,000,000										4,000,000
Yenda																					
9	Membrane Replacement/Raw Water Pumps	8.1.1			100%	0					100,000			100,000							
Reticulation Renewals																					
10	Potable Reticulation Mains Renewals	8.1.1			100%	300,000					2,800,000	300,000	300,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
11	Potable Trunk Mains Renewal	8.1.1			100%	500,000					3,200,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Raw Mains Renewals	8.1.1			100%	100,000					1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
13	Raw Water Pump Stations	8.1.1			100%	0					0										
14	Potholing for Forward Design of Water Mains	8.1.1			100%	20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Meter Etc Renewals																					
15	New Water Meters-Purchases	8.1.6	50%	50%		100,000					640,000	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
16	New Water Meters-Installation	8.1.6	50%	50%		60,000					600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
17	Backflows-Purchases	8.1.1	50%	50%		65,000					155,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
18	Backflows-Installation	8.1.1	50%	50%		30,000					120,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
19	Electronic Water Meter Reading Program	8.1.6	100%			0					1,500,000			1,500,000							
Mains Extensions - Potable																					
20	New Reticulation Mains (Potable)	8.1.1		100%		80,000					800,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
21	Miscellaneous New/Replacement Mains	8.1.1	100%			20,000					200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
New Trunk Mains																					
22	New Trunk Mains (Potable)	8.1.1		100%		370,000					870,000	370,000			500,000						
Miscellaneous																					
23	Scada/Telemetry System	8.1.1	40%	30%	30%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
24	Capital Wages to be Allocated to Projects	8.1.1	20%	50%	30%	132,263					1,195,620	132,263	134,909	107,377	109,632	111,989	114,453	117,028	119,719	122,593	125,657
25	Plant Replacement Program - Water (Net)	8.1.1			100%	250,000					2,871,650	250,000	266,500	340,000	223,000	276,000	440,250	405,000	229,400	387,000	54,500
26	Sundry Tools	8.1.1	50%		50%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
27	Additional Unforeseen Capital Requirements	8.1.1	20%	30%	50%	55,000					550,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
28	Investigation & Forward Planning	8.1.1	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
29	Chlorine Probes Replacement	8.1.1	50%		50%	12,500					50,000	12,500			12,500						12,500
30	Pressure Logger Replacement	8.1.1			100%	30,000					40,000	30,000									10,000
31	Kooyoo Street Plaza Development-Water Infrastructure (Stage 2)	8.1.1	50%	25%	25%	0	203,105				203,105	203,105									
Total Capital						3,274,763	203,105	1,500,000	0	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657	

Improved LOS	3,968,177	1,061,255	146,482	1,640,975	147,676	141,898	142,391	149,156	143,444	144,019	250,881
Growth Works	11,436,086	715,408	388,455	224,689	725,816	226,995	228,227	229,514	230,860	232,297	8,233,829
Renewals	13,828,112	3,201,205	1,671,473	1,036,713	1,203,640	1,074,097	1,239,086	1,210,858	1,029,816	1,188,278	972,947
Total	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

Summary											
Total Capital Expenditure	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	203,105	203,105	0	0	0	0	0	0	0	0	0
Funded from Reserve	11,000,000	1,500,000	0	1,500,000	0	0	0	0	0	0	8,000,000
Funded by Rates, Fees & Charges	18,029,270	3,274,763	2,206,409	1,402,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	1,457,657
Total Capital Spend funded	29,232,375	4,977,868	2,206,409	2,902,377	2,077,132	1,442,989	1,609,703	1,589,528	1,404,119	1,564,593	9,457,657

**10 Year Capital Works Programme
Sewer Fund**

Item	Project	Linkage to Delivery Program/Community Strategic Plan	Type of Works				Year 1 Funding				Project Totals	1	2	3	4	5	6	7	8	9	10
			Improved LOS	Growth Works	Asset Renewals	Rates / Charges/Fees	Grants/ Contributions	Reserves	Loans	2022/23		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Griffith																					
1	Griffith WRP Diffusers	8.1.2			100%	600,000					600,000	600,000									
2	Griffith WRP Membrane Replacement	8.1.2			100%	0					1,300,000		1,300,000								
3	Replacement of GWRP Electrical/Mechanical Equipment	8.1.2			100%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
4	Griffith WRP - Various, landscaping	8.1.2	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
5	Upgrade of Pump Stations (Civil & Electrical)	8.1.2			100%	30,000					300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
New Pump Stations																					
6	Pump Station G21 (Murrumbidgee Av)	8.1.2		100%		0					500,000			500,000							
7	Pump Station (Farm 12 Collina)	8.1.2		100%		0					450,000		450,000								
8	Pump Station G32 (South of GWRP)	8.1.2		100%		0					500,000			500,000							
Yenda																					
9	Yenda Sewage Treatment Plant	8.1.2			100%	0					50,000		10,000		10,000		10,000			10,000	
Lake Wyangan																					
10	New Rising Main (G7 To GWRP)	8.1.4		100%		0					900,000			900,000							
Sewer Renewals & New Sewers																					
11	Renewals of Gravity Sewers	8.1.2			100%	100,000					1,900,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
12	Renewals of Rising Mains	8.1.2			100%	700,000					3,100,000	700,000	500,000	500,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous																					
13	Upgrade SCADA & Telemetry Systems	8.1.1	80%		20%	50,000					140,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
14	Plant Replacement Program - Sewer (Net)	8.1.2			100%	123,000					1,238,450	123,000	100,000	106,000	93,000	100,000	224,000	165,000	76,100	232,850	18,500
15	Purchase Low Pressure Grinder Pumps	8.1.2		100%		10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
16	Miscellaneous - Capital	8.1.2	80%		20%	50,000					500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
17	Capital Wages to be Allocated to Projects	8.1.2	20%	60%	20%	124,671					1,094,161	124,671	127,165	97,417	99,462	101,601	103,836	106,172	108,614	111,221	114,002
18	Sundry Tools	8.1.2	40%	20%	40%	15,000					150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
19	Investigation & Forward Planning	8.1.2	50%		50%	10,000					100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
20	Kooyoo Street Plaza Development-Sewer Infrastructure (Stage 2)	8.1.2	50%	25%	25%	0	63,840				63,840	63,840									
Total Capital						1,852,671	63,840	0	0	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502	

Improved LOS	922,752	152,854	89,433	83,483	83,892	84,320	84,767	85,234	85,723	86,244	86,800
Growth Works	3,152,457	103,763	539,299	1,471,450	572,677	73,961	75,302	76,703	78,168	79,733	81,401
Renewals	9,311,242	1,659,894	2,223,433	913,483	910,892	558,320	692,767	624,234	545,823	693,094	489,300
Total	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502

Summary											
Total Capital Expenditure	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
New Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Unspent Loans	0	0	0	0	0	0	0	0	0	0	0
Funded from Grants/Contributions	63,840	63,840	0	0	0	0	0	0	0	0	0
Funded from Reserve	2,650,000	0	1,750,000	900,000	0	0	0	0	0	0	0
Funded by Rates, Fees & Charges	10,672,611	1,852,671	1,102,165	1,568,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502
Total Capital Spend funded	13,386,451	1,916,511	2,852,165	2,468,417	1,567,462	716,601	852,836	786,172	709,714	859,071	657,502



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