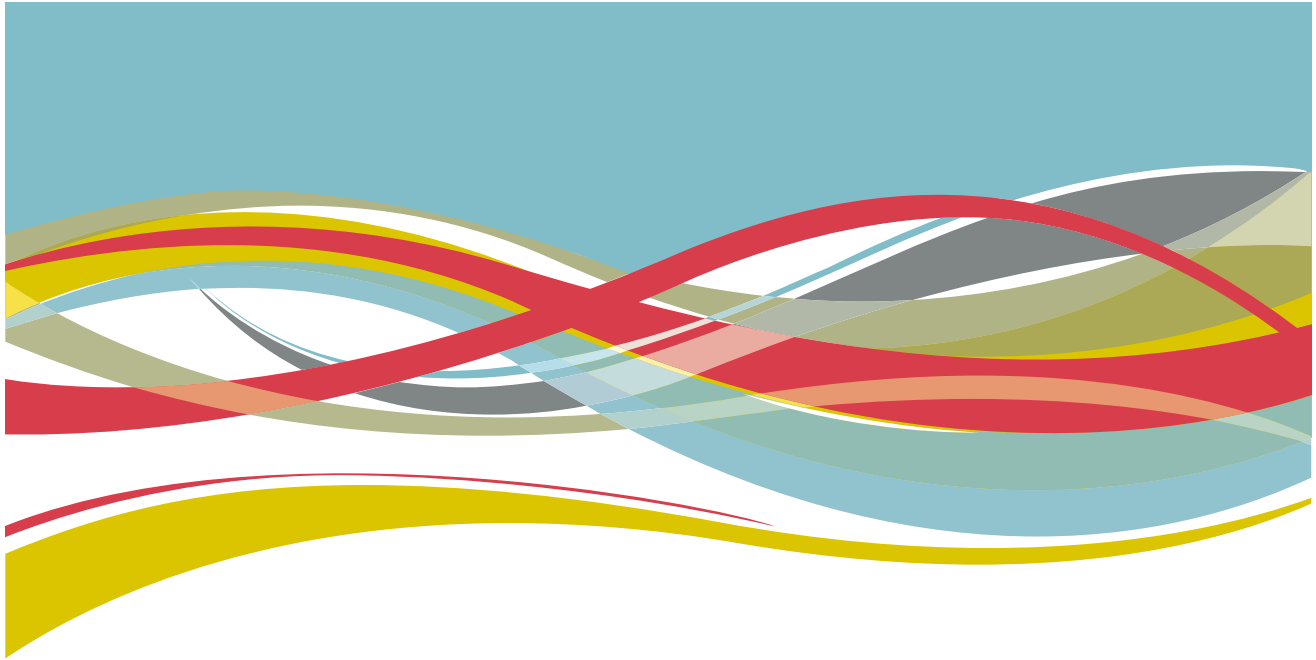




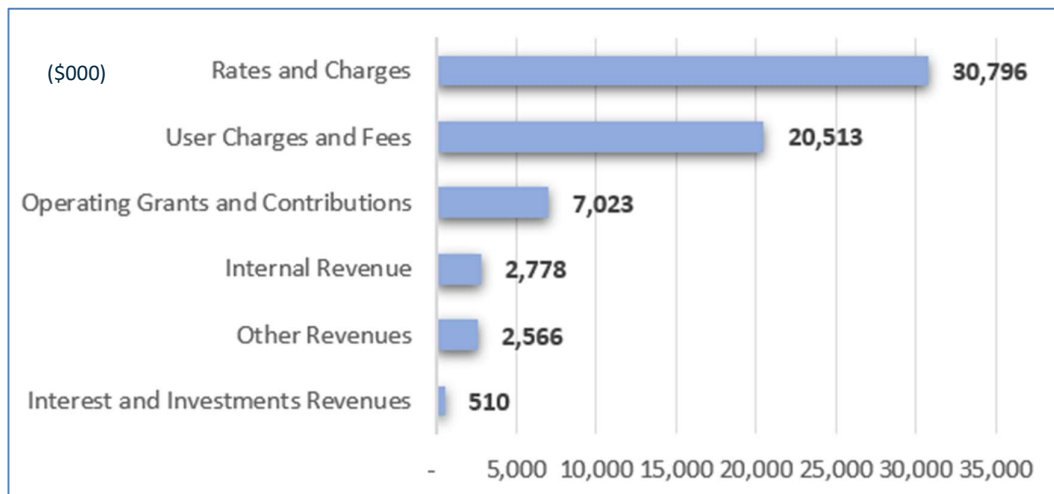
**Muswellbrook Shire Council  
Budget Estimates  
2022-23**

## Purpose of the Budget

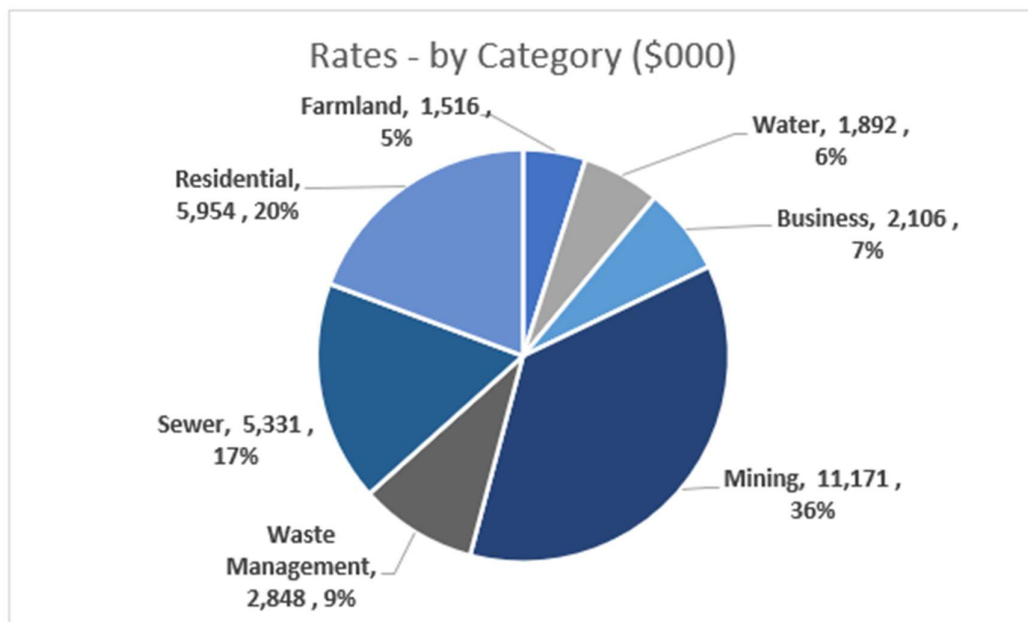
The Muswellbrook 10-Year Community Strategic Plan outlines the outcomes and aspirations of Muswellbrook Shire community. The Delivery Program (4-year) and Operational Plan (1-year) delve into further detail on achieving these aspirations, and the associated Budget is a decision-making tool for stakeholders (Council and the community) to use in optimising the use of resources available to deliver these outcomes.

## Where does the Money come from?

**Council's consolidated operating income budget estimates of \$64 million are composed of:**

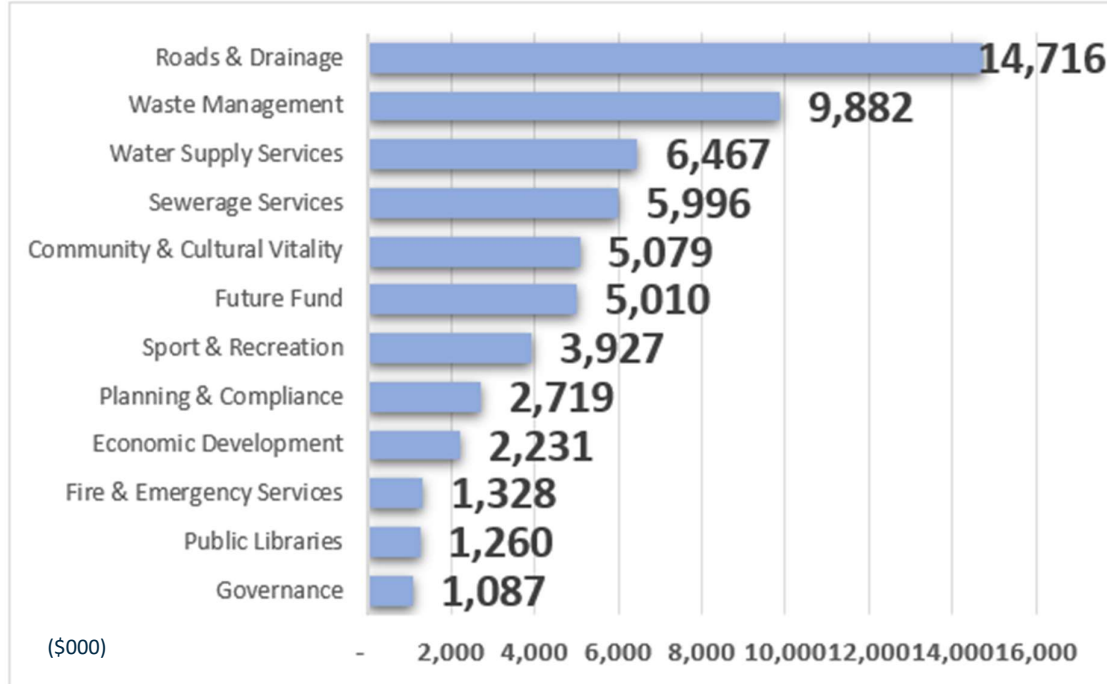


**Rates and Charges (\$31M) comprise almost 50% of the operating income, and are composed of:**



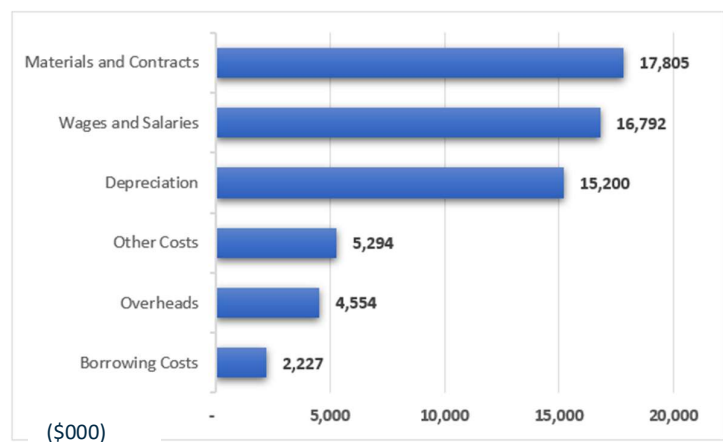
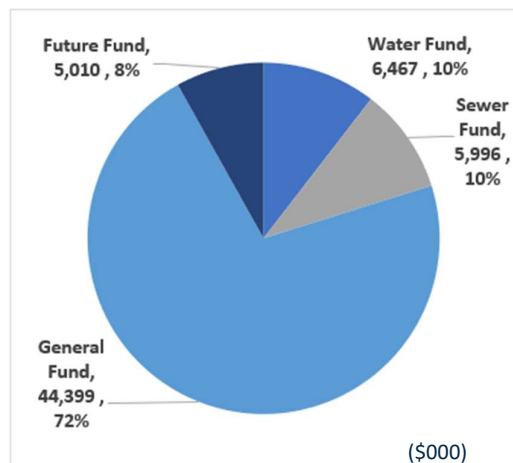
## How will the money be spent?

Council's operating expense budget estimates of \$62 million will deliver services in the following areas:



These expenses are in the following Funds of Council:

...and in these categories:



Budget Estimates 2022/23

Income & Expenses - Consolidated



|                                                             | 2021/22 Budget<br>ORIGINAL<br>\$000 | 2021/22 Budget<br>REVISED<br>\$000 | 2022/23 Budget<br>ESTIMATE<br>\$000 | 2023/24 Budget<br>ESTIMATE<br>\$000 | 2024/25 Budget<br>ESTIMATE<br>\$000 | 2025/26 Budget<br>ESTIMATE<br>\$000 |
|-------------------------------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <b>Income</b>                                               |                                     |                                    |                                     |                                     |                                     |                                     |
| <i>Rates and Annual Charges</i>                             | 29,399                              | 29,399                             | 30,796                              | 31,412                              | 32,040                              | 32,681                              |
| <i>User Charges and Fees</i>                                | 20,174                              | 19,654                             | 20,513                              | 20,923                              | 21,342                              | 21,769                              |
| <i>Interest and Investment Revenue</i>                      | 711                                 | 689                                | 510                                 | 521                                 | 531                                 | 542                                 |
| <i>Other Revenues</i>                                       | 2,589                               | 3,105                              | 2,566                               | 2,618                               | 2,670                               | 2,723                               |
| <i>Grants &amp; Contributions - Operating</i>               | 5,805                               | 7,628                              | 7,023                               | 7,164                               | 7,307                               | 7,453                               |
| <i>Internal Revenue</i>                                     | 4,240                               | 6,010                              | 2,778                               | 2,834                               | 2,890                               | 2,948                               |
| <b>Total Income from continuing operations</b>              | <b>62,918</b>                       | <b>66,485</b>                      | <b>64,187</b>                       | <b>65,471</b>                       | <b>66,780</b>                       | <b>68,116</b>                       |
| <b>Expenses</b>                                             |                                     |                                    |                                     |                                     |                                     |                                     |
| <i>Employee costs</i>                                       | 14,761                              | 14,692                             | 16,792                              | 17,128                              | 17,470                              | 17,820                              |
| <i>Materials &amp; Contracts</i>                            | 17,431                              | 20,020                             | 17,805                              | 18,161                              | 18,524                              | 18,894                              |
| <i>Borrowing Costs</i>                                      | 2,137                               | 2,119                              | 2,227                               | 2,272                               | 2,317                               | 2,364                               |
| <i>Depreciation</i>                                         | 14,528                              | 14,275                             | 15,200                              | 15,505                              | 15,815                              | 16,131                              |
| <i>Overheads</i>                                            | 4,388                               | 4,405                              | 4,554                               | 4,645                               | 4,738                               | 4,833                               |
| <i>Other Expenses</i>                                       | 6,386                               | 8,312                              | 5,294                               | 5,400                               | 5,508                               | 5,618                               |
| <b>Total Expenses from continuing operations</b>            | <b>59,632</b>                       | <b>63,823</b>                      | <b>61,872</b>                       | <b>63,110</b>                       | <b>64,372</b>                       | <b>65,659</b>                       |
| <b>Net Operating Result from continuing operations</b>      | <b>3,286</b>                        | <b>2,662</b>                       | <b>2,315</b>                        | <b>2,361</b>                        | <b>2,408</b>                        | <b>2,457</b>                        |
| <b>Reconciliation to Cash Budget</b>                        |                                     |                                    |                                     |                                     |                                     |                                     |
| <b>Net Operating Result, excluding depreciation</b>         | <b>17,814</b>                       | <b>16,937</b>                      | <b>17,515</b>                       | <b>17,866</b>                       | <b>18,223</b>                       | <b>18,587</b>                       |
| <b>Minus Budget Items not Included in Income Statement:</b> |                                     |                                    |                                     |                                     |                                     |                                     |
| <i>Capital Expenditure and Purchases</i>                    | 40,222                              | 70,352                             | 17,541                              | 13,742                              | 14,473                              | 24,699                              |
| <i>Contribution from General Fund to Future Fund</i>        | 3,000                               | 3,000                              | 2,000                               | 2,000                               | 2,000                               | 2,000                               |
| <i>Loan Principal Repayments</i>                            | 7,425                               | 7,425                              | 6,577                               | 5,468                               | 5,100                               | 5,246                               |
|                                                             | <b>50,647</b>                       | <b>80,777</b>                      | <b>26,118</b>                       | <b>21,210</b>                       | <b>21,574</b>                       | <b>31,945</b>                       |
| <b>Plus:</b>                                                |                                     |                                    |                                     |                                     |                                     |                                     |
| <i>Grants and Contributions - Capital</i>                   | 19,639                              | 33,596                             | 2,830                               | 619                                 | 619                                 | 619                                 |
| <b>Cash Surplus (Deficit)</b>                               | <b>(13,194)</b>                     | <b>(30,244)</b>                    | <b>(5,772)</b>                      | <b>(2,726)</b>                      | <b>(2,732)</b>                      | <b>(12,738)</b>                     |
| <b>Funded by:</b>                                           |                                     |                                    |                                     |                                     |                                     |                                     |
| <b>Borrowings</b>                                           | 6,625                               | 6,375                              | -                                   | -                                   | -                                   | 10,000                              |
| <b>Transfers from Reserves</b>                              | 3,569                               | 20,869                             | 3,772                               | 726                                 | 732                                 | 738                                 |
| <b>General Fund Contribution to Future Fund</b>             | 3,000                               | 3,000                              | 2,000                               | 2,000                               | 2,000                               | 2,000                               |
|                                                             | <b>13,194</b>                       | <b>30,244</b>                      | <b>5,772</b>                        | <b>2,726</b>                        | <b>2,732</b>                        | <b>12,738</b>                       |
| <b>Cash Surplus (Deficit)</b>                               | <b>-</b>                            | <b>-</b>                           | <b>-</b>                            | <b>-</b>                            | <b>-</b>                            | <b>-</b>                            |

# **Operating Budget Estimates – 2022/23**

## Operating Budget - Overview by Fund

### General Fund (\$000)

| Account Group                         | 2021/22<br>Total Budget | December<br>Review<br>Budget | 2022/23<br>Estimate<br>Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|---------------------------------------|-------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Revenue</b>                        |                         |                              |                               |                               |                               |                               |
| User Charges and Fees                 | 7,832                   | 7,607                        | 8,316                         | 8,483                         | 8,652                         | 8,825                         |
| Rates and Charges                     | 22,652                  | 22,652                       | 23,573                        | 24,044                        | 24,525                        | 25,015                        |
| Other Revenues                        | 2,589                   | 3,105                        | 2,566                         | 2,618                         | 2,670                         | 2,723                         |
| Operating Grants and Contributions    | 5,731                   | 7,551                        | 6,949                         | 7,088                         | 7,230                         | 7,375                         |
| Internal Revenue                      | 4,120                   | 5,277                        | 2,654                         | 2,707                         | 2,762                         | 2,817                         |
| Interest and Investments Revenues     | 451                     | 437                          | 340                           | 347                           | 354                           | 361                           |
| <b>Revenue Total</b>                  | <b>43,374</b>           | <b>46,629</b>                | <b>44,399</b>                 | <b>45,287</b>                 | <b>46,193</b>                 | <b>47,117</b>                 |
| <b>Expenses</b>                       |                         |                              |                               |                               |                               |                               |
| Wages and Salaries                    | 12,472                  | 12,403                       | 14,360                        | 14,647                        | 14,940                        | 15,239                        |
| Materials and Contracts               | 13,386                  | 15,307                       | 13,433                        | 13,702                        | 13,976                        | 14,256                        |
| Other Costs                           | 4,549                   | 6,236                        | 3,538                         | 3,609                         | 3,681                         | 3,754                         |
| Depreciation                          | 10,018                  | 9,600                        | 10,267                        | 10,473                        | 10,682                        | 10,896                        |
| Borrowing Costs                       | 438                     | 438                          | 488                           | 498                           | 508                           | 518                           |
| Overheads                             | 2,033                   | 2,033                        | 2,313                         | 2,359                         | 2,406                         | 2,454                         |
| <b>Expenses Total</b>                 | <b>42,896</b>           | <b>46,017</b>                | <b>44,399</b>                 | <b>45,287</b>                 | <b>46,193</b>                 | <b>47,117</b>                 |
| <b>General Fund Surplus/(Deficit)</b> | <b>478</b>              | <b>612</b>                   | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

### Water Fund (\$000)

| Account Group                       | 2021/22<br>Total Budget | December<br>Review<br>Budget | 2022/23<br>Estimate<br>Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|-------------------------------------|-------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Revenue</b>                      |                         |                              |                               |                               |                               |                               |
| User Charges and Fees               | 4,483                   | 4,489                        | 4,419                         | 4,507                         | 4,597                         | 4,689                         |
| Rates and Charges                   | 1,760                   | 1,760                        | 1,892                         | 1,930                         | 1,968                         | 2,008                         |
| Operating Grants and Contributions  | 38                      | 39                           | 38                            | 38                            | 39                            | 40                            |
| Internal Revenue                    | -                       | 391                          | -                             | -                             | -                             | -                             |
| Interest and Investments Revenues   | 199                     | 191                          | 119                           | 121                           | 124                           | 126                           |
| <b>Revenue Total</b>                | <b>6,479</b>            | <b>6,870</b>                 | <b>6,467</b>                  | <b>6,597</b>                  | <b>6,729</b>                  | <b>6,863</b>                  |
| <b>Expenses</b>                     |                         |                              |                               |                               |                               |                               |
| Wages and Salaries                  | 1,204                   | 1,204                        | 1,324                         | 1,351                         | 1,378                         | 1,405                         |
| Materials and Contracts             | 1,489                   | 2,030                        | 1,691                         | 1,725                         | 1,759                         | 1,794                         |
| Other Costs                         | 510                     | 760                          | 366                           | 373                           | 381                           | 389                           |
| Depreciation                        | 1,972                   | 1,903                        | 1,963                         | 2,003                         | 2,043                         | 2,083                         |
| Borrowing Costs                     | 85                      | 85                           | 85                            | 87                            | 89                            | 91                            |
| Overheads                           | 1,522                   | 1,530                        | 1,037                         | 1,058                         | 1,079                         | 1,101                         |
| <b>Expenses Total</b>               | <b>6,782</b>            | <b>7,512</b>                 | <b>6,467</b>                  | <b>6,597</b>                  | <b>6,729</b>                  | <b>6,863</b>                  |
| <b>Water Fund Surplus/(Deficit)</b> | <b>(303)</b>            | <b>(642)</b>                 | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

## Sewer Fund (\$000)

| Account Group                       | 2021/22<br>Total Budget | December<br>Review<br>Budget | 2022/23<br>Estimate<br>Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|-------------------------------------|-------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Revenue</b>                      |                         |                              |                               |                               |                               |                               |
| User Charges and Fees               | 540                     | 465                          | 577                           | 588                           | 600                           | 612                           |
| Rates and Charges                   | 4,987                   | 4,987                        | 5,331                         | 5,438                         | 5,546                         | 5,657                         |
| Operating Grants and Contributions  | 37                      | 39                           | 37                            | 37                            | 38                            | 39                            |
| Interest and Investments Revenues   | 61                      | 61                           | 51                            | 52                            | 53                            | 54                            |
| <b>Revenue Total</b>                | <b>5,625</b>            | <b>5,552</b>                 | <b>5,996</b>                  | <b>6,116</b>                  | <b>6,238</b>                  | <b>6,363</b>                  |
| <b>Expenses</b>                     |                         |                              |                               |                               |                               |                               |
| Wages and Salaries                  | 849                     | 849                          | 866                           | 883                           | 901                           | 919                           |
| Materials and Contracts             | 861                     | 978                          | 1,082                         | 1,103                         | 1,126                         | 1,148                         |
| Other Costs                         | 451                     | 437                          | 451                           | 460                           | 470                           | 479                           |
| Depreciation                        | 1,890                   | 2,158                        | 2,188                         | 2,232                         | 2,276                         | 2,322                         |
| Borrowing Costs                     | 741                     | 741                          | 701                           | 715                           | 729                           | 744                           |
| Overheads                           | 833                     | 841                          | 708                           | 722                           | 737                           | 751                           |
| <b>Expenses Total</b>               | <b>5,625</b>            | <b>6,004</b>                 | <b>5,996</b>                  | <b>6,116</b>                  | <b>6,238</b>                  | <b>6,363</b>                  |
| <b>Sewer Fund Surplus/(Deficit)</b> | <b>-</b>                | <b>(452)</b>                 | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

## Future Fund (\$000)

| Account Group                        | 2021/22<br>Total Budget | December<br>Review<br>Budget | 2022/23<br>Estimate<br>Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|--------------------------------------|-------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Revenue</b>                       |                         |                              |                               |                               |                               |                               |
| User Charges and Fees                | 7,319                   | 7,093                        | 7,201                         | 7,345                         | 7,492                         | 7,642                         |
| Internal Revenue                     | 120                     | 342                          | 124                           | 126                           | 129                           | 131                           |
| <b>Revenue Total</b>                 | <b>7,439</b>            | <b>7,435</b>                 | <b>7,325</b>                  | <b>7,471</b>                  | <b>7,621</b>                  | <b>7,773</b>                  |
| <b>Expenses</b>                      |                         |                              |                               |                               |                               |                               |
| Wages and Salaries                   | 237                     | 237                          | 242                           | 247                           | 252                           | 257                           |
| Materials and Contracts              | 1,694                   | 1,705                        | 1,599                         | 1,631                         | 1,663                         | 1,696                         |
| Other Costs                          | 876                     | 879                          | 938                           | 957                           | 976                           | 996                           |
| Depreciation                         | 647                     | 614                          | 782                           | 798                           | 814                           | 830                           |
| Borrowing Costs                      | 873                     | 855                          | 953                           | 972                           | 992                           | 1,011                         |
| Overheads                            | -                       | -                            | 496                           | 506                           | 516                           | 526                           |
| <b>Expenses Total</b>                | <b>4,328</b>            | <b>4,290</b>                 | <b>5,010</b>                  | <b>5,110</b>                  | <b>5,212</b>                  | <b>5,316</b>                  |
| <b>Future Fund Surplus/(Deficit)</b> | <b>3,111</b>            | <b>3,144</b>                 | <b>2,315</b>                  | <b>2,361</b>                  | <b>2,408</b>                  | <b>2,457</b>                  |

## Budget 2022-23 Operating Estimates - Community Infrastructure

- by Account Group



| Account Group                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Domestic Waste</b>              |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees              | 11                      | 11                        | 11                               | 11                            | 12                            | 12                            |
| Rates and Charges                  | 2,778                   | 2,778                     | 2,848                            | 2,905                         | 2,963                         | 3,022                         |
| Operating Grants and Contributions | 38                      | 38                        | 38                               | 39                            | 40                            | 40                            |
| Interest and Investments Revenues  | 13                      | 13                        | 13                               | 13                            | 14                            | 14                            |
| <b>Revenue Total</b>               | <b>2,840</b>            | <b>2,840</b>              | <b>2,910</b>                     | <b>2,968</b>                  | <b>3,028</b>                  | <b>3,088</b>                  |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 93                      | 93                        | 95                               | 97                            | 99                            | 101                           |
| Materials and Contracts            | 1,198                   | 1,198                     | 1,216                            | 1,240                         | 1,265                         | 1,290                         |
| Other Costs                        | 207                     | 207                       | 207                              | 211                           | 215                           | 220                           |
| Overheads                          | 1,342                   | 1,342                     | 1,342                            | 1,369                         | 1,396                         | 1,424                         |
| <b>Expenses Total</b>              | <b>2,840</b>            | <b>2,840</b>              | <b>2,860</b>                     | <b>2,917</b>                  | <b>2,976</b>                  | <b>3,035</b>                  |
| <b>Domestic Waste Total</b>        | <b>-</b>                | <b>-</b>                  | <b>50</b>                        | <b>51</b>                     | <b>52</b>                     | <b>53</b>                     |
| <b>Fleet Operations</b>            |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| Other Revenues                     | 2,248                   | 2,114                     | 2,169                            | 2,213                         | 2,257                         | 2,302                         |
| <b>Revenue Total</b>               | <b>2,248</b>            | <b>2,114</b>              | <b>2,169</b>                     | <b>2,213</b>                  | <b>2,257</b>                  | <b>2,302</b>                  |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 283                     | 283                       | 288                              | 294                           | 300                           | 306                           |
| Materials and Contracts            | 827                     | 827                       | 827                              | 843                           | 860                           | 877                           |
| Other Costs                        | 268                     | 268                       | 268                              | 273                           | 278                           | 284                           |
| Depreciation                       | 871                     | 736                       | 786                              | 802                           | 818                           | 835                           |
| <b>Expenses Total</b>              | <b>2,248</b>            | <b>2,114</b>              | <b>2,169</b>                     | <b>2,213</b>                  | <b>2,257</b>                  | <b>2,302</b>                  |
| <b>Fleet Operations Total</b>      | <b>-</b>                | <b>-</b>                  | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |



# Budget 2022-23 Operating Estimates - Community Infrastructure

- by Account Group



| Account Group                                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|----------------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Recreation</b>                                  |                         |                           |                                  |                               |                               |                               |
| <b>Expenses</b>                                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                 | 853                     | 853                       | 870                              | 887                           | 905                           | 923                           |
| Materials and Contracts                            | 520                     | 519                       | 488                              | 497                           | 507                           | 517                           |
| Other Costs                                        | 87                      | 87                        | 87                               | 89                            | 90                            | 92                            |
| <b>Expenses Total</b>                              | <b>1,460</b>            | <b>1,459</b>              | <b>1,445</b>                     | <b>1,473</b>                  | <b>1,503</b>                  | <b>1,533</b>                  |
| <b>Recreation Total</b>                            | <b>(1,460)</b>          | <b>(1,459)</b>            | <b>(1,445)</b>                   | <b>(1,473)</b>                | <b>(1,503)</b>                | <b>(1,533)</b>                |
| <b>Technical Services</b>                          |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                     |                         |                           |                                  |                               |                               |                               |
| Operating Grants and Contributions                 | -                       | 13                        | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>                               | <b>-</b>                | <b>13</b>                 | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |
| <b>Expenses</b>                                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                 | 267                     | 267                       | 272                              | 278                           | 283                           | 289                           |
| Materials and Contracts                            | 328                     | 355                       | 220                              | 224                           | 229                           | 233                           |
| <b>Expenses Total</b>                              | <b>595</b>              | <b>622</b>                | <b>492</b>                       | <b>502</b>                    | <b>512</b>                    | <b>522</b>                    |
| <b>Technical Services Total</b>                    | <b>(595)</b>            | <b>(608)</b>              | <b>(492)</b>                     | <b>(502)</b>                  | <b>(512)</b>                  | <b>(522)</b>                  |
| <b>Waste Management Facility</b>                   |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                              | 5,179                   | 5,211                     | 5,420                            | 5,528                         | 5,639                         | 5,752                         |
| Other Revenues                                     | 10                      | 10                        | 10                               | 10                            | 10                            | 11                            |
| Operating Grants and Contributions                 | 60                      | 60                        | -                                | -                             | -                             | -                             |
| Internal Revenue                                   | 691                     | 691                       | 691                              | 705                           | 719                           | 733                           |
| <b>Revenue Total</b>                               | <b>5,940</b>            | <b>5,972</b>              | <b>6,121</b>                     | <b>6,243</b>                  | <b>6,368</b>                  | <b>6,495</b>                  |
| <b>Expenses</b>                                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                 | 859                     | 859                       | 908                              | 926                           | 944                           | 963                           |
| Materials and Contracts                            | 3,268                   | 3,808                     | 3,181                            | 3,245                         | 3,310                         | 3,376                         |
| Other Costs                                        | 31                      | 31                        | 31                               | 31                            | 32                            | 33                            |
| Depreciation                                       | 106                     | 82                        | 85                               | 87                            | 89                            | 90                            |
| Borrowing Costs                                    | 205                     | 205                       | 205                              | 209                           | 213                           | 217                           |
| Overheads                                          | 428                     | 428                       | 702                              | 716                           | 730                           | 745                           |
| <b>Expenses Total</b>                              | <b>4,896</b>            | <b>5,413</b>              | <b>5,111</b>                     | <b>5,214</b>                  | <b>5,318</b>                  | <b>5,424</b>                  |
| <b>Waste Management Facility Total</b>             | <b>1,044</b>            | <b>559</b>                | <b>1,009</b>                     | <b>1,030</b>                  | <b>1,050</b>                  | <b>1,071</b>                  |
| <b>Community Infrastructure - Operating Result</b> | <b>(1,011)</b>          | <b>(1,508)</b>            | <b>(877)</b>                     | <b>(895)</b>                  | <b>(913)</b>                  | <b>(931)</b>                  |

## Budget 2022-23 Operating Estimates - Corporate Services

- by Account Group



| Account Group                                    | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|--------------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Customer Service and Administration</b>       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                   |                         |                           |                                  |                               |                               |                               |
| Other Revenues                                   | -                       | 1                         | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>                             | -                       | 1                         | -                                | -                             | -                             | -                             |
| <b>Expenses</b>                                  |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                               | 915                     | 876                       | 933                              | 952                           | 971                           | 990                           |
| Materials and Contracts                          | 49                      | 38                        | 54                               | 55                            | 57                            | 58                            |
| Other Costs                                      | 32                      | 22                        | 23                               | 24                            | 24                            | 25                            |
| <b>Expenses Total</b>                            | <b>996</b>              | <b>936</b>                | <b>1,010</b>                     | <b>1,031</b>                  | <b>1,052</b>                  | <b>1,073</b>                  |
| <b>Customer Service and Administration Total</b> | <b>995,852</b>          | <b>935,330</b>            | <b>1,010,817</b>                 | <b>1,031,033</b>              | <b>1,051,654</b>              | <b>1,072,687</b>              |
| <b>Financial Services</b>                        |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                   |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                            | 116                     | 134                       | 120                              | 122                           | 125                           | 127                           |
| Rates and Charges                                | 18,036                  | 18,036                    | 18,841                           | 19,218                        | 19,603                        | 19,995                        |
| Other Revenues                                   | -                       | 575                       | -                                | -                             | -                             | -                             |
| Operating Grants and Contributions               | 2,586                   | 2,586                     | 2,586                            | 2,637                         | 2,690                         | 2,744                         |
| Internal Revenue                                 | 2,719                   | 3,876                     | 2,689                            | 2,743                         | 2,798                         | 2,854                         |
| Interest and Investments Revenues                | 438                     | 424                       | 327                              | 334                           | 340                           | 347                           |
| <b>Revenue Total</b>                             | <b>23,895</b>           | <b>25,631</b>             | <b>24,563</b>                    | <b>25,054</b>                 | <b>25,556</b>                 | <b>26,067</b>                 |
| <b>Expenses</b>                                  |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                               | 1,069                   | 1,088                     | 1,245                            | 1,270                         | 1,295                         | 1,321                         |
| Materials and Contracts                          | 726                     | 548                       | 666                              | 679                           | 693                           | 707                           |
| Other Costs                                      | 261                     | 261                       | 261                              | 266                           | 272                           | 277                           |
| <b>Expenses Total</b>                            | <b>2,056</b>            | <b>1,897</b>              | <b>2,172</b>                     | <b>2,215</b>                  | <b>2,260</b>                  | <b>2,305</b>                  |
| <b>Financial Services Total</b>                  | <b>21,839</b>           | <b>23,734</b>             | <b>22,391</b>                    | <b>22,839</b>                 | <b>23,296</b>                 | <b>23,762</b>                 |

## Budget 2022-23 Operating Estimates - Corporate Services

- by Account Group



| Account Group                     | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|-----------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Information Services</b>       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                    |                         |                           |                                  |                               |                               |                               |
| Other Revenues                    | -                       | 6                         | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>              | -                       | (5,940)                   | -                                | -                             | -                             | -                             |
| <b>Expenses</b>                   |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                | 431                     | 431                       | 591                              | 603                           | 615                           | 628                           |
| Materials and Contracts           | 535                     | 790                       | 677                              | 690                           | 704                           | 718                           |
| Other Costs                       | 73                      | 47                        | 51                               | 52                            | 53                            | 54                            |
| <b>Expenses Total</b>             | <b>1,039</b>            | <b>1,268</b>              | <b>1,319</b>                     | <b>1,345</b>                  | <b>1,372</b>                  | <b>1,400</b>                  |
| <b>Information Services Total</b> | <b>(1,039)</b>          | <b>(7,208)</b>            | <b>(1,319)</b>                   | <b>(1,345)</b>                | <b>(1,372)</b>                | <b>(1,400)</b>                |

## Budget 2022-23 Operating Estimates - Corporate Services

- by Account Group



| Account Group                                | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|----------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Special Rate Variation</b>                |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                               |                         |                           |                                  |                               |                               |                               |
| Rates and Charges                            | 1,837                   | 1,837                     | 1,883                            | 1,921                         | 1,959                         | 1,999                         |
| Internal Revenue                             | -                       | -                         | (1,442)                          | (1,471)                       | (1,500)                       | (1,530)                       |
| <b>Revenue Total</b>                         | <b>1,837</b>            | <b>1,837</b>              | <b>441</b>                       | <b>450</b>                    | <b>459</b>                    | <b>469</b>                    |
| <b>Expenses</b>                              |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                           | -                       | -                         | -                                | -                             | -                             | -                             |
| Materials and Contracts                      | 283                     | 283                       | 172                              | 175                           | 179                           | 182                           |
| Overheads                                    | 263                     | 263                       | 269                              | 275                           | 280                           | 286                           |
| <b>Expenses Total</b>                        | <b>546</b>              | <b>546</b>                | <b>441</b>                       | <b>450</b>                    | <b>459</b>                    | <b>468</b>                    |
| <b>Special Rate Variation Total</b>          | <b>1,291</b>            | <b>1,291</b>              | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>1</b>                      |
| <b>Governance</b>                            |                         |                           |                                  |                               |                               |                               |
| <b>Expenses</b>                              |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                           | 298                     | 517                       | 773                              | 788                           | 804                           | 820                           |
| Materials and Contracts                      | 219                     | 300                       | 100                              | 102                           | 104                           | 106                           |
| <b>Expenses Total</b>                        | <b>517</b>              | <b>817</b>                | <b>873</b>                       | <b>890</b>                    | <b>908</b>                    | <b>926</b>                    |
| <b>Governance Total</b>                      | <b>517,901</b>          | <b>816,564</b>            | <b>872,623</b>                   | <b>890,075</b>                | <b>907,877</b>                | <b>926,034</b>                |
| <b>Corporate Services - Operating Result</b> | <b>20,578</b>           | <b>22,011</b>             | <b>19,189</b>                    | <b>19,573</b>                 | <b>19,964</b>                 | <b>20,364</b>                 |

## Budget 2022-23 Operating Estimates - Environmental & Planning Services

- by Account Group



| Account Group                       | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|-------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Environmental Planning</b>       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                      |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees               | 430                     | 505                       | 454                              | 463                           | 472                           | 482                           |
| Operating Grants and Contributions  | 7                       | 10                        | 5                                | 5                             | 5                             | 5                             |
| Internal Revenue                    | (0)                     | (0)                       | (0)                              | (0)                           | (0)                           | (0)                           |
| <b>Revenue Total</b>                | <b>437</b>              | <b>515</b>                | <b>459</b>                       | <b>468</b>                    | <b>478</b>                    | <b>487</b>                    |
| <b>Expenses</b>                     |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                  | 1,175                   | 1,170                     | 1,275                            | 1,301                         | 1,327                         | 1,353                         |
| Materials and Contracts             | 91                      | 106                       | 105                              | 107                           | 109                           | 111                           |
| Other Costs                         | 20                      | 16                        | 4                                | 4                             | 4                             | 4                             |
| <b>Expenses Total</b>               | <b>1,287</b>            | <b>1,292</b>              | <b>1,384</b>                     | <b>1,412</b>                  | <b>1,440</b>                  | <b>1,469</b>                  |
| <b>Environmental Planning Total</b> | <b>(850)</b>            | <b>(777)</b>              | <b>(925)</b>                     | <b>(943)</b>                  | <b>(962)</b>                  | <b>(982)</b>                  |
| <b>Regulatory Services</b>          |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                      |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees               | 110                     | 98                        | 110                              | 112                           | 115                           | 117                           |
| Operating Grants and Contributions  | -                       | -                         | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>                | <b>110</b>              | <b>98</b>                 | <b>110</b>                       | <b>112</b>                    | <b>115</b>                    | <b>117</b>                    |
| <b>Expenses</b>                     |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                  | 281                     | 281                       | 286                              | 292                           | 298                           | 304                           |
| Materials and Contracts             | 66                      | 61                        | 64                               | 65                            | 67                            | 68                            |
| <b>Expenses Total</b>               | <b>347</b>              | <b>342</b>                | <b>350</b>                       | <b>357</b>                    | <b>364</b>                    | <b>372</b>                    |
| <b>Regulatory Services Total</b>    | <b>(236)</b>            | <b>(243)</b>              | <b>(240)</b>                     | <b>(245)</b>                  | <b>(250)</b>                  | <b>(255)</b>                  |

## Budget 2022-23 Operating Estimates - Environmental & Planning Services

- by Account Group



| Account Group                                                 | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|---------------------------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Sustainability</b>                                         |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                                |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                                         | -                       | -                         | -                                | -                             | -                             | -                             |
| Other Revenues                                                | 1                       | 1                         | 1                                | 1                             | 1                             | 1                             |
| Operating Grants and Contributions                            | 100                     | 166                       | 94                               | 96                            | 98                            | 100                           |
| Internal Revenue                                              | 447                     | 447                       | 447                              | 456                           | 465                           | 475                           |
| <b>Revenue Total</b>                                          | <b>548</b>              | <b>614</b>                | <b>542</b>                       | <b>553</b>                    | <b>564</b>                    | <b>576</b>                    |
| <b>Expenses</b>                                               |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                            | 271                     | 296                       | 302                              | 308                           | 314                           | 320                           |
| Materials and Contracts                                       | 146                     | 225                       | 146                              | 149                           | 152                           | 155                           |
| Depreciation                                                  | -                       | 4                         | 4                                | 4                             | 4                             | 5                             |
| <b>Expenses Total</b>                                         | <b>417</b>              | <b>525</b>                | <b>452</b>                       | <b>461</b>                    | <b>470</b>                    | <b>479</b>                    |
| <b>Sustainability Total</b>                                   | <b>131</b>              | <b>89</b>                 | <b>91</b>                        | <b>92</b>                     | <b>94</b>                     | <b>96</b>                     |
| <b>Environmental and Planning Services - Operating Result</b> | <b>(955)</b>            | <b>(932)</b>              | <b>(1,074)</b>                   | <b>(1,096)</b>                | <b>(1,118)</b>                | <b>(1,140)</b>                |

## Budget 2022-23 Operating Estimates - Property & Place

- by Account Group



| Account Group                               | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|---------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Emergency Services</b>                   |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                              |                         |                           |                                  |                               |                               |                               |
| Operating Grants and Contributions          | 212                     | 193                       | 212                              | 216                           | 221                           | 225                           |
| <b>Revenue Total</b>                        | <b>212</b>              | <b>193</b>                | <b>212</b>                       | <b>216</b>                    | <b>221</b>                    | <b>225</b>                    |
| <b>Expenses</b>                             |                         |                           |                                  |                               |                               |                               |
| Materials and Contracts                     | 211                     | 179                       | 211                              | 215                           | 220                           | 224                           |
| Other Costs                                 | 535                     | 550                       | 535                              | 546                           | 557                           | 568                           |
| Depreciation                                | 341                     | 302                       | 327                              | 333                           | 340                           | 347                           |
| <b>Expenses Total</b>                       | <b>1,087</b>            | <b>1,031</b>              | <b>1,073</b>                     | <b>1,094</b>                  | <b>1,116</b>                  | <b>1,138</b>                  |
| <b>Emergency Services Total</b>             | <b>(875)</b>            | <b>(838)</b>              | <b>(861)</b>                     | <b>(878)</b>                  | <b>(895)</b>                  | <b>(913)</b>                  |
| <b>Property and Building Services</b>       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                              |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                       | 253                     | 253                       | 261                              | 266                           | 271                           | 277                           |
| Other Revenues                              | 140                     | 160                       | 140                              | 143                           | 146                           | 149                           |
| Operating Grants and Contributions          | 11                      | 11                        | 11                               | 11                            | 11                            | 12                            |
| <b>Revenue Total</b>                        | <b>404</b>              | <b>424</b>                | <b>412</b>                       | <b>420</b>                    | <b>428</b>                    | <b>437</b>                    |
| <b>Expenses</b>                             |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                          | 302                     | 302                       | 312                              | 319                           | 325                           | 331                           |
| Materials and Contracts                     | 810                     | 840                       | 850                              | 867                           | 884                           | 902                           |
| Other Costs                                 | 578                     | 533                       | 574                              | 586                           | 597                           | 609                           |
| Depreciation                                | 1,708                   | 1,553                     | 1,530                            | 1,561                         | 1,592                         | 1,624                         |
| <b>Expenses Total</b>                       | <b>3,399</b>            | <b>3,228</b>              | <b>3,267</b>                     | <b>3,332</b>                  | <b>3,399</b>                  | <b>3,467</b>                  |
| <b>Property and Building Services Total</b> | <b>(3,146)</b>          | <b>(2,975)</b>            | <b>(3,006)</b>                   | <b>(3,066)</b>                | <b>(3,127)</b>                | <b>(3,190)</b>                |

## Budget 2022-23 Operating Estimates - Property & Place

- by Account Group



| Account Group                                | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|----------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Roads and Drainage - Works</b>            |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                               |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                        | 947                     | 1,182                     | 975                              | 995                           | 1,015                         | 1,035                         |
| Operating Grants and Contributions           | 2,603                   | 2,683                     | 2,693                            | 2,746                         | 2,801                         | 2,857                         |
| <b>Revenue Total</b>                         | <b>3,549</b>            | <b>3,865</b>              | <b>3,668</b>                     | <b>3,741</b>                  | <b>3,816</b>                  | <b>3,892</b>                  |
| <b>Expenses</b>                              |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                           | 1,812                   | 1,787                     | 1,963                            | 2,003                         | 2,043                         | 2,084                         |
| Materials and Contracts                      | 2,148                   | 2,777                     | 2,139                            | 2,182                         | 2,226                         | 2,270                         |
| Other Costs                                  | 481                     | 480                       | 481                              | 491                           | 500                           | 510                           |
| Depreciation                                 | 6,258                   | 6,145                     | 6,539                            | 6,670                         | 6,804                         | 6,940                         |
| Borrowing Costs                              | 200                     | 200                       | 200                              | 204                           | 208                           | 213                           |
| <b>Expenses Total</b>                        | <b>10,899</b>           | <b>11,390</b>             | <b>11,323</b>                    | <b>11,550</b>                 | <b>11,781</b>                 | <b>12,016</b>                 |
| <b>Roads and Drainage - Works Total</b>      | <b>(7,350)</b>          | <b>(7,525)</b>            | <b>(7,656)</b>                   | <b>(7,809)</b>                | <b>(7,965)</b>                | <b>(8,124)</b>                |
| <b>Property and Place - Operating Result</b> | <b>(11,219)</b>         | <b>(11,168)</b>           | <b>(11,371)</b>                  | <b>(11,599)</b>               | <b>(11,831)</b>               | <b>(12,067)</b>               |



## Budget 2022-23 Operating Estimates - Office of the General Manager

- by Account Group



| Account Group                              | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|--------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Corporate Services Management</b>       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                             |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                      | -                       | 0                         | -                                | -                             | -                             | -                             |
| Other Revenues                             | 78                      | 92                        | 78                               | 80                            | 81                            | 83                            |
| <b>Revenue Total</b>                       | <b>78</b>               | <b>93</b>                 | <b>78</b>                        | <b>80</b>                     | <b>81</b>                     | <b>83</b>                     |
| <b>Expenses</b>                            |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                         | 1,224                   | 1,100                     | 1,311                            | 1,338                         | 1,364                         | 1,392                         |
| Materials and Contracts                    | 291                     | 291                       | 308                              | 314                           | 320                           | 327                           |
| Other Costs                                | 520                     | 858                       | 533                              | 544                           | 555                           | 566                           |
| Depreciation                               | 327                     | 280                       | 297                              | 303                           | 309                           | 316                           |
| Borrowing Costs                            | 33                      | 33                        | 83                               | 85                            | 86                            | 88                            |
| <b>Expenses Total</b>                      | <b>2,395</b>            | <b>2,562</b>              | <b>2,533</b>                     | <b>2,583</b>                  | <b>2,635</b>                  | <b>2,688</b>                  |
| <b>Corporate Services Management Total</b> | <b>(2,317)</b>          | <b>(2,469)</b>            | <b>(2,454)</b>                   | <b>(2,503)</b>                | <b>(2,554)</b>                | <b>(2,605)</b>                |
| <b>Executive Services</b>                  |                         |                           |                                  |                               |                               |                               |
| <b>Expenses</b>                            |                         |                           |                                  |                               |                               |                               |
| Materials and Contracts                    | 52                      | 52                        | 52                               | 53                            | 54                            | 56                            |
| <b>Expenses Total</b>                      | <b>52</b>               | <b>52</b>                 | <b>52</b>                        | <b>53</b>                     | <b>54</b>                     | <b>56</b>                     |
| <b>Executive Services Total</b>            | <b>52</b>               | <b>52</b>                 | <b>52</b>                        | <b>53</b>                     | <b>54</b>                     | <b>56</b>                     |

## Budget 2022-23 Operating Estimates - Office of the General Manager

- by Account Group



| Account Group                                           | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|---------------------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Human Resources</b>                                  |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                          |                         |                           |                                  |                               |                               |                               |
| Other Revenues                                          | -                       | 8                         | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>                                    | -                       | 8                         | -                                | -                             | -                             | -                             |
| <b>Expenses</b>                                         |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                      | 327                     | 327                       | 333                              | 340                           | 347                           | 353                           |
| Materials and Contracts                                 | 212                     | 207                       | 212                              | 216                           | 221                           | 225                           |
| Other Costs                                             | 110                     | 161                       | 147                              | 150                           | 153                           | 156                           |
| <b>Expenses Total</b>                                   | 649                     | 695                       | 692                              | 706                           | 720                           | 735                           |
| <b>Human Resources Total</b>                            | (649)                   | (687)                     | (692)                            | (706)                         | (720)                         | (735)                         |
| <b>Office of the General Manager - Operating Result</b> | <b>(3,018)</b>          | <b>(3,208)</b>            | <b>(3,199)</b>                   | <b>(3,263)</b>                | <b>(3,328)</b>                | <b>(3,395)</b>                |

## Budget 2022-23 Operating Estimates - Economic & Community Services

- by Account Group



| Account Group                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Aquatic Centres</b>             |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees              | 775                     | 202                       | 955                              | 974                           | 993                           | 1,013                         |
| <b>Revenue Total</b>               | <b>775</b>              | <b>202</b>                | <b>955</b>                       | <b>974</b>                    | <b>993</b>                    | <b>1,013</b>                  |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 705                     | 559                       | 807                              | 823                           | 839                           | 856                           |
| Materials and Contracts            | 204                     | 176                       | 287                              | 293                           | 299                           | 305                           |
| Other Costs                        | 187                     | 170                       | 195                              | 199                           | 203                           | 207                           |
| Depreciation                       | 240                     | 373                       | 560                              | 571                           | 582                           | 594                           |
| <b>Expenses Total</b>              | <b>1,335</b>            | <b>1,279</b>              | <b>1,849</b>                     | <b>1,886</b>                  | <b>1,923</b>                  | <b>1,962</b>                  |
| <b>Aquatic Centres Total</b>       | <b>(560)</b>            | <b>(1,077)</b>            | <b>(894)</b>                     | <b>(912)</b>                  | <b>(930)</b>                  | <b>(949)</b>                  |
| <b>Community Services</b>          |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees              | 7                       | 7                         | 9                                | 9                             | 9                             | 9                             |
| Operating Grants and Contributions | 65                      | 92                        | 65                               | 67                            | 68                            | 69                            |
| <b>Revenue Total</b>               | <b>72</b>               | <b>99</b>                 | <b>74</b>                        | <b>75</b>                     | <b>77</b>                     | <b>79</b>                     |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 476                     | 476                       | 486                              | 496                           | 505                           | 516                           |
| Materials and Contracts            | 169                     | 225                       | 166                              | 170                           | 173                           | 177                           |
| Other Costs                        | 62                      | 99                        | 82                               | 83                            | 85                            | 87                            |
| <b>Expenses Total</b>              | <b>707</b>              | <b>800</b>                | <b>734</b>                       | <b>749</b>                    | <b>764</b>                    | <b>779</b>                    |
| <b>Community Services Total</b>    | <b>(635)</b>            | <b>(702)</b>              | <b>(660)</b>                     | <b>(673)</b>                  | <b>(687)</b>                  | <b>(700)</b>                  |

## Budget 2022-23 Operating Estimates - Economic & Community Services

- by Account Group



| Account Group                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Cultural</b>                    |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| Other Revenues                     | 29                      | 36                        | 50                               | 51                            | 52                            | 53                            |
| Operating Grants and Contributions | -                       | -                         | -                                | -                             | -                             | -                             |
| <b>Revenue Total</b>               | <b>29</b>               | <b>36</b>                 | <b>50</b>                        | <b>51</b>                     | <b>52</b>                     | <b>53</b>                     |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 218                     | 218                       | 222                              | 226                           | 231                           | 235                           |
| Materials and Contracts            | 111                     | 120                       | 128                              | 131                           | 134                           | 136                           |
| Other Costs                        | 36                      | 33                        | 30                               | 31                            | 31                            | 32                            |
| Depreciation                       | 30                      | 25                        | 30                               | 31                            | 31                            | 32                            |
| <b>Expenses Total</b>              | <b>395</b>              | <b>395</b>                | <b>410</b>                       | <b>419</b>                    | <b>427</b>                    | <b>436</b>                    |
| <b>Cultural Total</b>              | <b>(366)</b>            | <b>(359)</b>              | <b>(361)</b>                     | <b>(368)</b>                  | <b>(375)</b>                  | <b>(383)</b>                  |
| <b>Hospitality</b>                 |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| Other Revenues                     | 51                      | 72                        | 91                               | 93                            | 95                            | 97                            |
| <b>Revenue Total</b>               | <b>51</b>               | <b>72</b>                 | <b>91</b>                        | <b>93</b>                     | <b>95</b>                     | <b>97</b>                     |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 173                     | 173                       | 177                              | 180                           | 184                           | 188                           |
| Materials and Contracts            | 31                      | 43                        | 41                               | 41                            | 42                            | 43                            |
| Other Costs                        | 28                      | 28                        | 28                               | 28                            | 29                            | 29                            |
| <b>Expenses Total</b>              | <b>232</b>              | <b>244</b>                | <b>245</b>                       | <b>250</b>                    | <b>255</b>                    | <b>260</b>                    |
| <b>Hospitality Total</b>           | <b>(181)</b>            | <b>(172)</b>              | <b>(154)</b>                     | <b>(157)</b>                  | <b>(160)</b>                  | <b>(163)</b>                  |

## Budget 2022-23 Operating Estimates - Economic & Community Services

- by Account Group



| Account Group                                             | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|-----------------------------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Libraries</b>                                          |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                            |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                                     | 4                       | 4                         | 2                                | 2                             | 2                             | 2                             |
| Other Revenues                                            | 31                      | 31                        | 27                               | 28                            | 28                            | 29                            |
| Operating Grants and Contributions                        | 49                      | 49                        | 49                               | 50                            | 51                            | 52                            |
| <b>Revenue Total</b>                                      | <b>84</b>               | <b>84</b>                 | <b>78</b>                        | <b>79</b>                     | <b>81</b>                     | <b>83</b>                     |
| <b>Expenses</b>                                           |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                        | 440                     | 440                       | 459                              | 468                           | 478                           | 487                           |
| Materials and Contracts                                   | 134                     | 134                       | 123                              | 126                           | 128                           | 131                           |
| Other Costs                                               | 2                       | 1                         | 2                                | 2                             | 2                             | 2                             |
| Depreciation                                              | 122                     | 86                        | 92                               | 94                            | 96                            | 98                            |
| <b>Expenses Total</b>                                     | <b>697</b>              | <b>661</b>                | <b>676</b>                       | <b>690</b>                    | <b>704</b>                    | <b>718</b>                    |
| <b>Libraries Total</b>                                    | <b>(613)</b>            | <b>(577)</b>              | <b>(599)</b>                     | <b>(610)</b>                  | <b>(623)</b>                  | <b>(635)</b>                  |
| <b>Economic Development and Innovation Uppe</b>           |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                                            |                         |                           |                                  |                               |                               |                               |
| Operating Grants and Contributions                        | -                       | 1,650                     | 1,196                            | 1,220                         | 1,245                         | 1,270                         |
| Internal Revenue                                          | 263                     | 263                       | 269                              | 275                           | 280                           | 286                           |
| <b>Revenue Total</b>                                      | <b>263</b>              | <b>1,913</b>              | <b>1,466</b>                     | <b>1,495</b>                  | <b>1,525</b>                  | <b>1,555</b>                  |
| <b>Expenses</b>                                           |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                                        | 0                       | 7                         | 450                              | 459                           | 468                           | 478                           |
| Materials and Contracts                                   | 756                     | 1,206                     | 1,000                            | 1,020                         | 1,040                         | 1,061                         |
| Other Costs                                               | 1,033                   | 2,383                     | -                                | -                             | -                             | -                             |
| Depreciation                                              | 16                      | 13                        | 16                               | 16                            | 16                            | 16                            |
| <b>Expenses Total</b>                                     | <b>1,805</b>            | <b>3,609</b>              | <b>1,466</b>                     | <b>1,495</b>                  | <b>1,525</b>                  | <b>1,555</b>                  |
| <b>Economic Development and Innovation Uppe Total</b>     | <b>(1,542)</b>          | <b>(1,696)</b>            | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |
| <b>Economic and Community Services - Operating Result</b> | <b>(3,897)</b>          | <b>(4,583)</b>            | <b>(2,667)</b>                   | <b>(2,721)</b>                | <b>(2,775)</b>                | <b>(2,831)</b>                |

## Budget 2022-23 Operating Estimates - Water

- by Account Group



| Account Group                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Water</b>                       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees              | 4,483                   | 4,489                     | 4,419                            | 4,507                         | 4,597                         | 4,689                         |
| Rates and Charges                  | 1,760                   | 1,760                     | 1,892                            | 1,930                         | 1,968                         | 2,008                         |
| Operating Grants and Contributions | 38                      | 39                        | 38                               | 38                            | 39                            | 40                            |
| Internal Revenue                   | -                       | 391                       | -                                | -                             | -                             | -                             |
| Interest and Investments Revenues  | 199                     | 191                       | 119                              | 121                           | 124                           | 126                           |
| <b>Revenue Total</b>               | <b>6,479</b>            | <b>6,870</b>              | <b>6,467</b>                     | <b>6,597</b>                  | <b>6,729</b>                  | <b>6,863</b>                  |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 1,204                   | 1,204                     | 1,324                            | 1,351                         | 1,378                         | 1,405                         |
| Materials and Contracts            | 1,489                   | 2,030                     | 1,691                            | 1,725                         | 1,759                         | 1,794                         |
| Other Costs                        | 510                     | 760                       | 366                              | 373                           | 381                           | 389                           |
| Depreciation                       | 1,972                   | 1,903                     | 1,963                            | 2,003                         | 2,043                         | 2,083                         |
| Borrowing Costs                    | 85                      | 85                        | 85                               | 87                            | 89                            | 91                            |
| Overheads                          | 1,522                   | 1,530                     | 1,037                            | 1,058                         | 1,079                         | 1,101                         |
| <b>Expenses Total</b>              | <b>6,782</b>            | <b>7,512</b>              | <b>6,467</b>                     | <b>6,597</b>                  | <b>6,729</b>                  | <b>6,863</b>                  |
| <b>Water - Operating Result</b>    | <b>(303)</b>            | <b>(642)</b>              | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

## Budget 2022-23 Operating Estimates - Sewer

- by Account Group



| Account Group                      | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Sewer</b>                       |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                     |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees              | 540                     | 465                       | 577                              | 588                           | 600                           | 612                           |
| Rates and Charges                  | 4,987                   | 4,987                     | 5,331                            | 5,438                         | 5,546                         | 5,657                         |
| Operating Grants and Contributions | 37                      | 39                        | 37                               | 37                            | 38                            | 39                            |
| Interest and Investments Revenues  | 61                      | 61                        | 51                               | 52                            | 53                            | 54                            |
| <b>Revenue Total</b>               | <b>5,625</b>            | <b>5,552</b>              | <b>5,996</b>                     | <b>6,116</b>                  | <b>6,238</b>                  | <b>6,363</b>                  |
| <b>Expenses</b>                    |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                 | 849                     | 849                       | 866                              | 883                           | 901                           | 919                           |
| Materials and Contracts            | 861                     | 978                       | 1,082                            | 1,103                         | 1,126                         | 1,148                         |
| Other Costs                        | 451                     | 437                       | 451                              | 460                           | 470                           | 479                           |
| Depreciation                       | 1,890                   | 2,158                     | 2,188                            | 2,232                         | 2,276                         | 2,322                         |
| Borrowing Costs                    | 741                     | 741                       | 701                              | 715                           | 729                           | 744                           |
| Overheads                          | 833                     | 841                       | 708                              | 722                           | 737                           | 751                           |
| <b>Expenses Total</b>              | <b>5,625</b>            | <b>6,004</b>              | <b>5,996</b>                     | <b>6,116</b>                  | <b>6,238</b>                  | <b>6,363</b>                  |
| <b>Sewer - Operating Result</b>    | <b>-</b>                | <b>(452)</b>              | <b>-</b>                         | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

## Budget 2022-23 Operating Estimates - Future Fund

- by Account Group



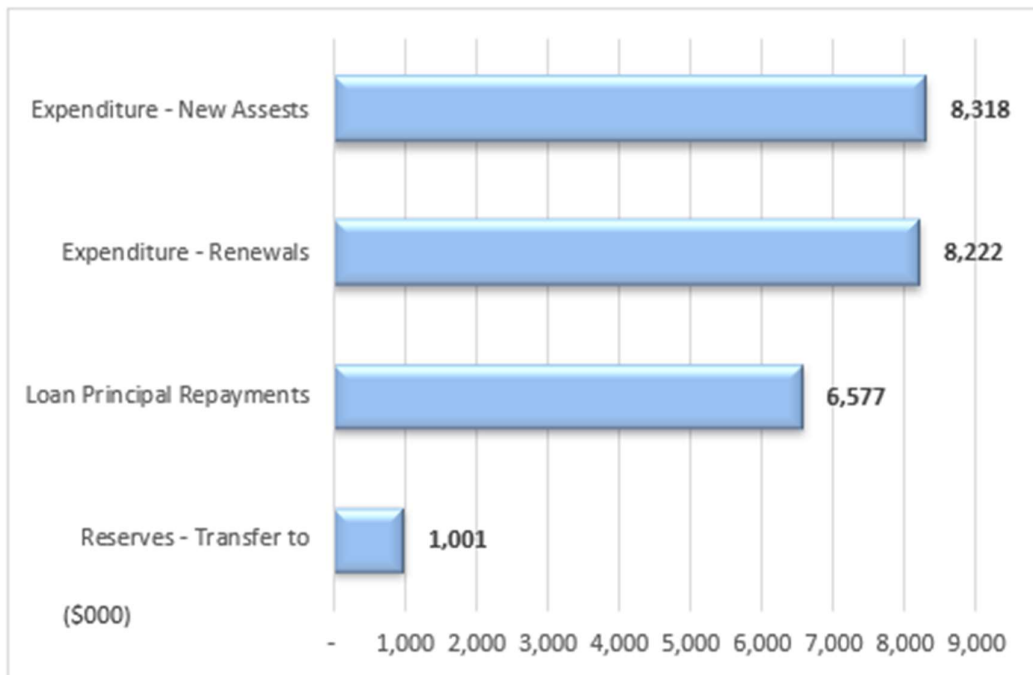
| Account Group                         | 2021/22 Total<br>Budget | December<br>Review Budget | 2022/23 Total<br>Estimate Budget | 2023/24<br>Estimate<br>Budget | 2024/25<br>Estimate<br>Budget | 2025/26<br>Estimate<br>Budget |
|---------------------------------------|-------------------------|---------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Commercial Division</b>            |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                        |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                 | 6,643                   | 6,580                     | 6,584                            | 6,716                         | 6,850                         | 6,987                         |
| Internal Revenue                      | 120                     | 342                       | 124                              | 126                           | 129                           | 131                           |
| <b>Revenue Total</b>                  | <b>6,763</b>            | <b>6,922</b>              | <b>6,708</b>                     | <b>6,842</b>                  | <b>6,979</b>                  | <b>7,118</b>                  |
| <b>Expenses</b>                       |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                    | 152                     | 152                       | 155                              | 158                           | 161                           | 164                           |
| Materials and Contracts               | 1,406                   | 1,549                     | 1,358                            | 1,385                         | 1,413                         | 1,441                         |
| Other Costs                           | 704                     | 705                       | 693                              | 707                           | 721                           | 736                           |
| Borrowing Costs                       | 808                     | 823                       | 808                              | 824                           | 841                           | 857                           |
| Overheads                             | -                       | -                         | 496                              | 506                           | 516                           | 526                           |
| <b>Expenses Total</b>                 | <b>3,070</b>            | <b>3,229</b>              | <b>3,510</b>                     | <b>3,580</b>                  | <b>3,652</b>                  | <b>3,725</b>                  |
| <b>Commercial Division Total</b>      | <b>3,693</b>            | <b>3,693</b>              | <b>3,198</b>                     | <b>3,262</b>                  | <b>3,327</b>                  | <b>3,394</b>                  |
| <b>Education Division</b>             |                         |                           |                                  |                               |                               |                               |
| <b>Revenue</b>                        |                         |                           |                                  |                               |                               |                               |
| User Charges and Fees                 | 676                     | 513                       | 617                              | 629                           | 642                           | 655                           |
| <b>Revenue Total</b>                  | <b>676</b>              | <b>513</b>                | <b>617</b>                       | <b>629</b>                    | <b>642</b>                    | <b>655</b>                    |
| <b>Expenses</b>                       |                         |                           |                                  |                               |                               |                               |
| Wages and Salaries                    | 85                      | 85                        | 87                               | 89                            | 91                            | 93                            |
| Materials and Contracts               | 288                     | 156                       | 241                              | 245                           | 250                           | 255                           |
| Other Costs                           | 171                     | 174                       | 245                              | 250                           | 255                           | 260                           |
| Depreciation                          | 647                     | 614                       | 782                              | 798                           | 814                           | 830                           |
| Borrowing Costs                       | 65                      | 32                        | 145                              | 148                           | 151                           | 154                           |
| <b>Expenses Total</b>                 | <b>1,258</b>            | <b>1,062</b>              | <b>1,500</b>                     | <b>1,530</b>                  | <b>1,561</b>                  | <b>1,592</b>                  |
| <b>Education Division Total</b>       | <b>(581)</b>            | <b>(549)</b>              | <b>(883)</b>                     | <b>(901)</b>                  | <b>(919)</b>                  | <b>(937)</b>                  |
| <b>Future Fund - Operating Result</b> | <b>3,111</b>            | <b>3,144</b>              | <b>2,315</b>                     | <b>2,361</b>                  | <b>2,408</b>                  | <b>2,457</b>                  |



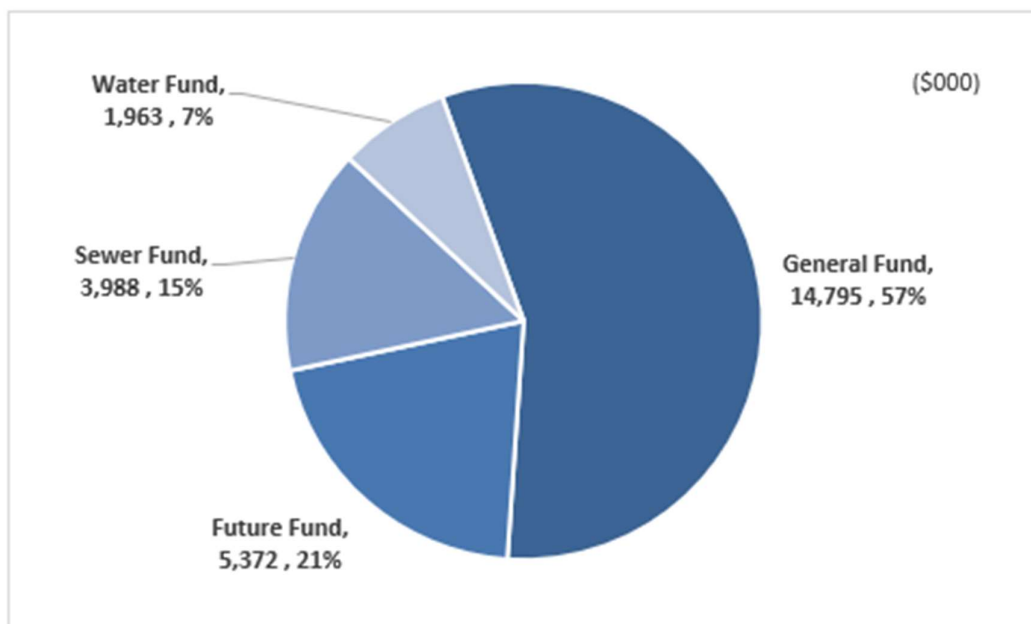
## **Capital Budget Estimates – 2022/23**

## Capital Budget

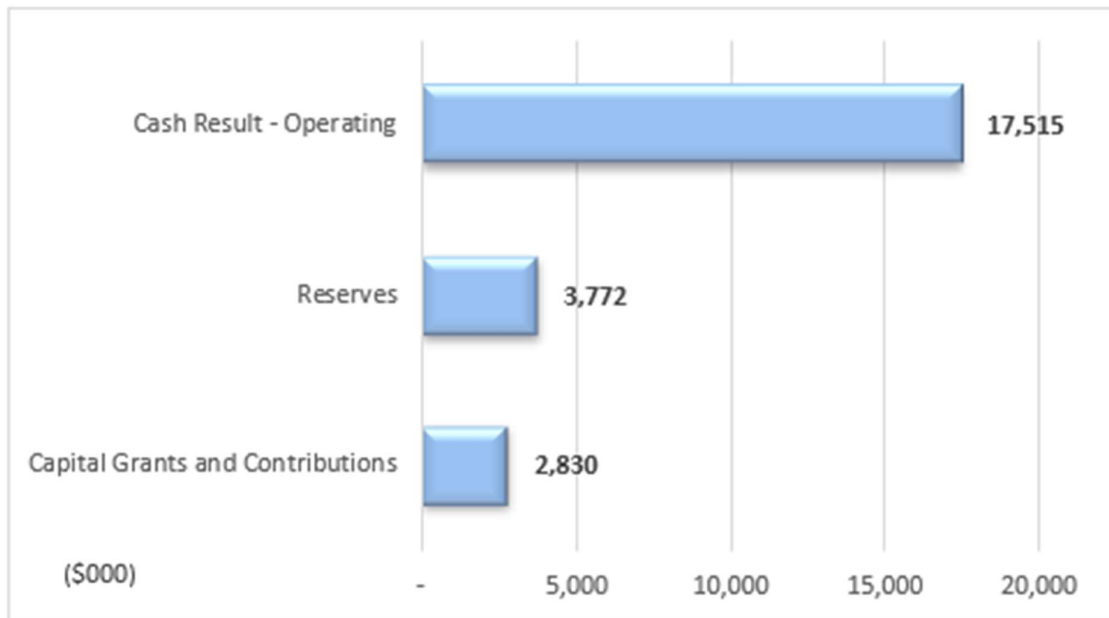
Council's budgeted consolidated capital expenditure of \$24 million are composed of:



...across the Funds of Council like this:



And are funded from these sources:



## Capital Budget – Consolidated Overview

[illegible]

## Capital Budget - Overview by Fund

General Fund (\$000)

[illegible]

## Water Fund (\$000)

[illegible]



## Future Fund (\$000)

[illegible]



Budget 2022/23 - Capital Estimates



Program Detail (\$000)

| Item                                                    | 2021-22 Budget | 2021-22 Carryover | 2021-22 Total Budget | 2021-22 Dec Review | 2022/23 Budget Estimates | 2023-24 Budget Estimates | 2024-25 Budget Estimates | 2025-26 Budget Estimates |
|---------------------------------------------------------|----------------|-------------------|----------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>General Fund</b>                                     |                |                   |                      |                    |                          |                          |                          |                          |
| <b>Planning, Community and Corporate</b>                |                |                   |                      |                    |                          |                          |                          |                          |
| Aquatic Centre Gym Equipment                            | -              | -                 | -                    | -                  | 50                       | -                        | -                        | -                        |
| Aquatic Centres program                                 | 60             | -                 | 60                   | 100                | 60                       | 60                       | 60                       | 60                       |
| Art Acquisitions                                        | 65             | -                 | 65                   | 70                 | 70                       | 70                       | 70                       | 70                       |
| Buildings New and Replacement                           | 225            | -                 | 225                  | 225                | 228                      | 225                      | 225                      | 225                      |
| Bushfire Assets                                         | 250            | -                 | 250                  | 650                | -                        | -                        | -                        | -                        |
| Capital Works Contingency                               | 150            | -                 | 150                  | -                  | -                        | 150                      | 150                      | 150                      |
| CBD Stage 7 (Town Centre)                               | 750            | -                 | 750                  | 1,000              | 630                      | -                        | -                        | -                        |
| Civic Precinct (Town Square)                            | 3,805          | -                 | 3,805                | 3,269              | 642                      | -                        | -                        | -                        |
| Contribution to Future Fund from General Fund           | 3,000          | -                 | 3,000                | 3,000              | 2,000                    | 2,000                    | 2,000                    | 2,000                    |
| Corporate Services General program                      | 148            | -                 | 148                  | 148                | -                        | 48                       | 48                       | 48                       |
| COVID 19                                                | 120            | -                 | 120                  | 120                | 122                      | 124                      | 126                      | 128                      |
| Denman Childrens Centre - Expansion (Contribution)      | -              | -                 | -                    | 620                | -                        | -                        | -                        | -                        |
| Denman Heritage Village                                 | 860            | 38                | 898                  | 898                | 933                      | -                        | -                        | -                        |
| Denman Indoor Sports Centre                             | -              | -                 | -                    | 151                | -                        | -                        | -                        | -                        |
| Denman Netball Courts                                   | 600            | -                 | 600                  | 206                | 105                      | -                        | -                        | -                        |
| Denman Park Upgrade                                     | -              | -                 | -                    | 45                 | -                        | -                        | -                        | -                        |
| Denman Pool - Heating Study                             | -              | -                 | -                    | 20                 | -                        | -                        | -                        | -                        |
| Design - Playground Upgrades                            | -              | -                 | -                    | 20                 | -                        | -                        | -                        | -                        |
| General Design program                                  | 45             | -                 | 45                   | 45                 | -                        | 45                       | 45                       | 45                       |
| Highbrook Park Upgrade                                  | -              | -                 | -                    | 55                 | -                        | -                        | -                        | -                        |
| Hunter Beach                                            | -              | 2,923             | 2,923                | 3,173              | -                        | -                        | -                        | -                        |
| Intelligent Lighting                                    | -              | 188               | 188                  | 188                | -                        | -                        | -                        | -                        |
| Investigation and Design - Aquatic Centre               | 800            | 1,993             | 2,793                | 2,943              | -                        | -                        | -                        | -                        |
| IT - Replacement Program                                | -              | -                 | -                    | -                  | 200                      | 200                      | 200                      | 200                      |
| Karoola Park Citizens Pathway                           | -              | 20                | 20                   | 30                 | -                        | -                        | -                        | -                        |
| Landscaping and Tree Maintenance program                | 90             | -                 | 90                   | 90                 | 90                       | 90                       | 90                       | 90                       |
| Liberty Swing - Simpson Park                            | -              | -                 | -                    | 75                 | 75                       | -                        | -                        | -                        |
| Library Books General Capital Purchases (General)       | 59             | 36                | 94                   | 94                 | 59                       | 59                       | 59                       | 59                       |
| Library Subsidy Projects                                | -              | 129               | 129                  | 165                | -                        | -                        | -                        | -                        |
| Local Priority Grant                                    | 11             | 34                | 45                   | 52                 | 11                       | 11                       | 11                       | 11                       |
| Major Landcare Projects                                 | 225            | 3                 | 228                  | 228                | 125                      | 225                      | 225                      | 225                      |
| MSC Depot                                               | 2,200          | -                 | 2,200                | 200                | 200                      | -                        | -                        | -                        |
| Muscle Creek Nature Trail                               | -              | -                 | -                    | 238                | -                        | -                        | -                        | -                        |
| Muswellbrook Indoor Sports Centre                       | -              | -                 | -                    | 148                | -                        | -                        | -                        | -                        |
| Muswellbrook Regional Art Centre                        | -              | 61                | 61                   | 61                 | -                        | -                        | -                        | -                        |
| Muswellbrook Youth Centre & Indoor Sports Centre        | 1,000          | 390               | 1,390                | 940                | 303                      | -                        | -                        | -                        |
| Net Zero. 2050                                          | -              | -                 | -                    | -                  | 250                      | -                        | -                        | -                        |
| Public Art Sculpture                                    | 50             | 34                | 84                   | 79                 | -                        | 50                       | 50                       | 50                       |
| Purchase of Land - Companion Animal Impounding Facility | -              | 2,391             | 2,391                | 2,891              | -                        | -                        | -                        | -                        |
| Recreation Capital Works                                | 225            | 92                | 317                  | 307                | 240                      | 240                      | 240                      | 240                      |
| Recreation Large Capital Grants program                 | 100            | -                 | 100                  | 37                 | 90                       | 90                       | 90                       | 90                       |
| Restoration Gates - Denman Rec Area                     | -              | -                 | -                    | -                  | -                        | -                        | -                        | -                        |
| Shire Relief Fund Contribution                          | 50             | -                 | 50                   | 50                 | -                        | 52                       | 53                       | 53                       |
| Sport and Rereation Small Capital Grants Program        | 25             | -                 | 25                   | 7                  | 25                       | 25                       | 25                       | 25                       |
| Transfer to General Provisions                          | 1,000          | -                 | 1,000                | 1,000              | -                        | -                        | -                        | -                        |
| Transfer to Waste Reserve                               | -              | -                 | -                    | -                  | 800                      | 150                      | 150                      | 150                      |
| Upper Hunter Economic Development Corporation           | -              | -                 | -                    | 500                | -                        | -                        | -                        | -                        |
| <b>Planning, Community and Corporate Total</b>          | <b>15,912</b>  | <b>8,333</b>      | <b>24,244</b>        | <b>24,140</b>      | <b>7,308</b>             | <b>3,913</b>             | <b>3,917</b>             | <b>3,919</b>             |

## Budget 2022/23 - Capital Estimates



## Program Detail (\$000)

| Item                                                | 2021-22 Budget | 2021-22 Carryover | 2021-22 Total Budget | 2021-22 Dec Review | 2022/23 Budget Estimates | 2023-24 Budget Estimates | 2024-25 Budget Estimates | 2025-26 Budget Estimates |
|-----------------------------------------------------|----------------|-------------------|----------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Roads and Drainage</b>                           |                |                   |                      |                    |                          |                          |                          |                          |
| Bridges Renewal program                             | 95             | -                 | 95                   | 95                 | -                        | 95                       | 95                       | 95                       |
| Carpark Renewal program                             | 100            | -                 | 100                  | 100                | -                        | 100                      | 100                      | 100                      |
| CPTIG Bus Shelters                                  | -              | 48                | 48                   | 48                 | 230                      | -                        | -                        | -                        |
| Developer Coordinated Works program                 | 25             | -                 | 25                   | 25                 | -                        | 25                       | 25                       | 25                       |
| Drainage Devices program                            | 140            | -                 | 140                  | 140                | 150                      | 140                      | 140                      | 140                      |
| Emulsion Tank                                       | -              | 80                | 80                   | 80                 | -                        | -                        | -                        | -                        |
| Flood Warning System                                | -              | -                 | -                    | -                  | 50                       | -                        | -                        | -                        |
| Footpath and Cycleway Renewal program               | 135            | -                 | 135                  | 135                | 150                      | 135                      | 285                      | 285                      |
| Heavy Patching program                              | 253            | -                 | 253                  | 253                | 500                      | 1,129                    | 1,221                    | 1,140                    |
| Ironbark Road Footpath                              | -              | -                 | -                    | 250                | -                        | -                        | -                        | -                        |
| Kerb and Gutter Replacement program                 | 117            | -                 | 117                  | 117                | 150                      | 117                      | 117                      | 117                      |
| Large Plant Items                                   | 572            | 395               | 967                  | 832                | 510                      | 850                      | 850                      | 850                      |
| Leachate Dam                                        | -              | 498               | 498                  | 498                | -                        | -                        | -                        | -                        |
| LED Fire Danger Warning Signs                       | -              | -                 | -                    | -                  | -                        | -                        | -                        | -                        |
| Lorne Street Drainage                               | -              | -                 | -                    | -                  | -                        | -                        | -                        | -                        |
| Mangoola Road Upgrade                               | -              | -                 | -                    | 468                | -                        | -                        | -                        | -                        |
| Natural Disaster - Flood                            | -              | -                 | -                    | -                  | -                        | -                        | -                        | -                        |
| New Footpath and Cycleway program                   | 135            | -                 | 135                  | 135                | 250                      | 250                      | 400                      | 400                      |
| Other Loan repayments                               | 796            | -                 | 796                  | 796                | 897                      | 739                      | 549                      | 562                      |
| Purchase of Vehicles                                | 260            | 157               | 417                  | 417                | 250                      | 250                      | 250                      | 250                      |
| Regional Road Renewal program                       | 70             | -                 | 70                   | 70                 | -                        | -                        | -                        | -                        |
| Regional Road Repair Program                        | -              | -                 | -                    | -                  | 307                      | -                        | -                        | -                        |
| Replacement of Oakleigh Bridge                      | -              | -                 | -                    | -                  | -                        | -                        | -                        | -                        |
| Resources for Regions - Mine Affected Roads program | 463            | -                 | 463                  | 463                | -                        | -                        | -                        | -                        |
| Resources for Regions Rd 5                          | -              | 8,144             | 8,144                | 8,596              | -                        | -                        | -                        | -                        |
| Resources for Regions Rd 6                          | -              | 1,109             | 1,109                | 1,109              | -                        | -                        | -                        | -                        |
| Road Design program                                 | 50             | 50                | 100                  | 100                | -                        | -                        | -                        | -                        |
| Road Resealing program                              | 500            | -                 | 500                  | 500                | 800                      | 1,140                    | 1,140                    | 1,419                    |
| Road Safety Program                                 | -              | -                 | -                    | 480                | -                        | -                        | -                        | -                        |
| Roads Capital Contingency                           | 150            | -                 | 150                  | -                  | 100                      | 100                      | 100                      | 100                      |
| Roads to Recovery program                           | 578            | -                 | 578                  | 578                | 578                      | 578                      | 578                      | 578                      |
| Rosebrook Bridge                                    | -              | -                 | -                    | 1,634              | -                        | -                        | -                        | -                        |
| Rosemount Road Culvert                              | -              | -                 | -                    | 850                | -                        | -                        | -                        | -                        |
| Rural Road Regravelling program                     | 350            | -                 | 350                  | 350                | 330                      | 350                      | 350                      | 350                      |
| Rural Road Renewal program                          | 375            | -                 | 375                  | 255                | -                        | 500                      | 500                      | 500                      |
| Safety Audit Ridgeland Road                         | -              | 47                | 47                   | 47                 | -                        | -                        | -                        | -                        |
| Safety Device Renewal program                       | 135            | -                 | 135                  | 135                | 120                      | 120                      | 120                      | 120                      |
| Sandy Creek Road Curve Improvement                  | -              | 247               | 247                  | 247                | -                        | -                        | -                        | -                        |
| Sandy Hollow Village Centre                         | 40             | 174               | 214                  | 214                | -                        | -                        | -                        | -                        |
| Security Fencing                                    | -              | -                 | -                    | 75                 | -                        | -                        | -                        | -                        |
| Transport Vehicles                                  | 105            | -                 | 105                  | 105                | 100                      | 105                      | 105                      | 105                      |
| Urban Road Rehabilitation                           | -              | -                 | -                    | -                  | 200                      | 200                      | 200                      | 200                      |
| Urban Road Renewal program                          | 400            | -                 | 400                  | 400                | 172                      | 400                      | 400                      | 400                      |
| Waste Management Facility                           | 60             | -                 | 60                   | 60                 | -                        | 60                       | 60                       | 60                       |
| Waste Remediation program                           | 201            | -                 | 201                  | 201                | 201                      | 209                      | 213                      | 213                      |
| Widden Valley Road Pavement Rehab                   | -              | 553               | 553                  | 553                | -                        | -                        | -                        | -                        |
| Yarrawa Road (Fixing Local Roads)                   | 4,800          | 131               | 4,931                | 4,931              | -                        | -                        | -                        | -                        |
| <b>Roads and Drainage Total</b>                     | <b>10,903</b>  | <b>11,634</b>     | <b>22,538</b>        | <b>26,342</b>      | <b>6,045</b>             | <b>7,592</b>             | <b>7,798</b>             | <b>8,009</b>             |
| <b>Special Rate Variation</b>                       |                |                   |                      |                    |                          |                          |                          |                          |
| Drainage                                            | 300            | -                 | 300                  | 300                | 315                      | 312                      | 318                      | 325                      |
| Olympic Park Field Improvements                     | -              | -                 | -                    | 1,000              | -                        | -                        | -                        | -                        |
| Olympic Park Project                                | 2,126          | 223               | 2,349                | 2,436              | 500                      | -                        | -                        | -                        |
| Regional Entertainment and Conference Centre        | 6,434          | -                 | 6,434                | 6,000              | 627                      | -                        | -                        | -                        |
| <b>Special Rate Variation Total</b>                 | <b>8,860</b>   | <b>223</b>        | <b>9,083</b>         | <b>9,736</b>       | <b>1,442</b>             | <b>312</b>               | <b>318</b>               | <b>325</b>               |
| <b>General Fund Total</b>                           | <b>35,675</b>  | <b>20,190</b>     | <b>55,865</b>        | <b>60,218</b>      | <b>14,795</b>            | <b>11,817</b>            | <b>12,033</b>            | <b>12,253</b>            |

## Budget 2022/23 - Capital Estimates



## Program Detail (\$000)

| Item                                        | 2021-22 Budget | 2021-22 Carryover | 2021-22 Total Budget | 2021-22 Dec Review | 2022/23 Budget Estimates | 2023-24 Budget Estimates | 2024-25 Budget Estimates | 2025-26 Budget Estimates |
|---------------------------------------------|----------------|-------------------|----------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Future Fund</b>                          |                |                   |                      |                    |                          |                          |                          |                          |
| 111 Brook Street                            | -              | -                 | -                    | 220                | -                        | -                        | -                        | -                        |
| Bakery Set Up                               | -              | 100               | 100                  | 100                | -                        | -                        | -                        | -                        |
| Investment purchases                        | -              | -                 | -                    | -                  | -                        | -                        | -                        | 10,000                   |
| Loan principal repayments (existing)        | 5,447          | -                 | 5,447                | 5,447              | 4,289                    | 3,327                    | 3,379                    | 3,458                    |
| Loan principal repayments (new)             | -              | -                 | -                    | -                  | 150                      | 219                      | 229                      | 241                      |
| Loxton House - Innovation Hub               | -              | -                 | -                    | -                  | 275                      | -                        | -                        | -                        |
| Marketplace AirConditioning                 | -              | 398               | 398                  | 398                | -                        | -                        | -                        | -                        |
| Marketplace Renewals                        | -              | -                 | -                    | -                  | 331                      | -                        | -                        | -                        |
| Renewal of Existing Assets/New Acquisitions | 705            | -                 | 705                  | 305                | 327                      | 609                      | 527                      | 792                      |
| Town Education Centre 2                     | 2,500          | 3,233             | 5,733                | 6,633              | -                        | -                        | -                        | -                        |
| Transfer to Future Fund Reserve             | 606            | -                 | 606                  | 606                | -                        | 1,003                    | 1,087                    | 795                      |
| <b>Future Fund Total</b>                    | <b>9,259</b>   | <b>3,731</b>      | <b>12,990</b>        | <b>13,710</b>      | <b>5,372</b>             | <b>5,159</b>             | <b>5,222</b>             | <b>15,286</b>            |
| <b>Sewer Fund</b>                           |                |                   |                      |                    |                          |                          |                          |                          |
| Access & Security Improvements              | 20             | -                 | 20                   | 20                 | 55                       | 20                       | 20                       | 20                       |
| Denman Treatment Plant Upgrade              | -              | -                 | -                    | 33                 | -                        | -                        | -                        | -                        |
| Loan Principal Repayments                   | 710            | -                 | 710                  | 710                | 744                      | 778                      | 817                      | 856                      |
| Mains Renewal and Replacement               | 310            | 30                | 340                  | 340                | 589                      | 500                      | 500                      | 500                      |
| Operations Contingency Project Reserve      | -              | -                 | -                    | -                  | 150                      | -                        | -                        | -                        |
| Sewer Plant and Equipment                   | 35             | -                 | 35                   | 35                 | -                        | 36                       | 36                       | 36                       |
| Solar Array                                 | 1,800          | -                 | 1,800                | 1,800              | 1,800                    | -                        | -                        | -                        |
| System Plant Asset renewals - Sewer         | 140            | -                 | 140                  | 140                | 650                      | 597                      | 603                      | 610                      |
| Transportation System Improvement           | 675            | -                 | 675                  | 675                | -                        | 300                      | 300                      | 300                      |
| <b>Sewer Fund Total</b>                     | <b>3,690</b>   | <b>30</b>         | <b>3,720</b>         | <b>3,753</b>       | <b>3,988</b>             | <b>2,232</b>             | <b>2,276</b>             | <b>2,322</b>             |
| <b>Water Fund</b>                           |                |                   |                      |                    |                          |                          |                          |                          |
| Asbestos Removal                            | 55             | -                 | 55                   | -                  | -                        | 55                       | 55                       | 55                       |
| Asbestos, Earthwork and Security            | -              | -                 | -                    | -                  | 155                      | -                        | -                        | -                        |
| Depot - Investigation and Design            | -              | 167               | 167                  | 167                | -                        | -                        | -                        | -                        |
| Laboratory Equipment                        | 25             | -                 | 25                   | 25                 | -                        | 25                       | 25                       | 25                       |
| Loan Principal Repayments                   | 351            | -                 | 351                  | 351                | 376                      | 280                      | -                        | -                        |
| Mains Renewal and Replacement               | 440            | 314               | 754                  | 809                | 300                      | 540                      | 651                      | 651                      |
| Operations Contingency Project Reserve      | -              | -                 | -                    | -                  | 118                      | -                        | -                        | -                        |
| Replacement of Water Meters program         | 78             | -                 | 78                   | 78                 | 65                       | 78                       | 78                       | 78                       |
| System Plant Asset Renewals                 | 859            | -                 | 859                  | 859                | 700                      | 829                      | 1,019                    | 1,060                    |
| Upgrade Flouride Dosing System              | -              | -                 | -                    | 377                | -                        | -                        | -                        | -                        |
| Vehicle Replacement                         | 100            | -                 | 100                  | 100                | -                        | 80                       | 100                      | 100                      |
| Vehicle-Equipment Replacement               | 60             | 57                | 117                  | 117                | -                        | 60                       | 60                       | 60                       |
| Water Fund Environmental Grants             | 55             | -                 | 55                   | 55                 | -                        | 55                       | 55                       | 55                       |
| Water Stop Valve                            | -              | 159               | 159                  | 159                | 250                      | -                        | -                        | -                        |
| <b>Water Fund Total</b>                     | <b>2,023</b>   | <b>698</b>        | <b>2,721</b>         | <b>3,097</b>       | <b>1,963</b>             | <b>2,003</b>             | <b>2,043</b>             | <b>2,083</b>             |
| <b>Total</b>                                | <b>50,647</b>  | <b>24,648</b>     | <b>75,294</b>        | <b>80,777</b>      | <b>26,118</b>            | <b>21,210</b>            | <b>21,574</b>            | <b>31,945</b>            |