



Long Term Financial Plan **2017-2027**

Kempsey Shire Council
Ten Year Budget 2017/18 to 2026/27

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
Grand Total		0	0	0	0	0	0	0	0	0	0
Operating Income											
1111	Management	- 392,973	- 402,797	- 412,867	- 423,189	- 433,769	- 444,613	- 455,728	- 467,121	- 478,800	- 490,770
1112	Estuary Management	- 140,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000
1113	Vegetation Management	- 176,282	- 167,520	- 159,533	- 159,546	- 159,560	- 159,574	- 159,588	- 159,603	- 159,618	- 159,633
1211	Develop Long Term Plans to Manage Environmental Im	- 244,689	- 145,806	- 246,952	- 248,125	- 249,328	- 250,562	- 251,826	- 253,121	- 254,449	- 255,811
1213	149 Certificates	- 106,365	- 109,024	- 111,750	- 114,543	- 117,407	- 120,342	- 123,351	- 126,435	- 129,595	- 132,835
1312	Review & Implement the Economic Development Strate	- 67,000	- 7,175	- 86,247	- 158,328	- 167,805	- 177,696	- 188,020	- 198,793	- 210,032	- 221,755
1411	Safety	- 303,319	- 310,902	- 318,675	- 326,641	- 334,807	- 343,178	- 351,757	- 360,551	- 369,565	- 378,804
1412	Control Development to Ensure High Standards	- 231,178	- 236,958	- 242,882	- 248,954	- 255,177	- 261,557	- 268,096	- 274,798	- 281,668	- 288,710
1414	Regulatory Enforcement to Protect the Community	- 157,471	- 161,408	- 165,443	- 169,579	- 173,819	- 178,164	- 182,618	- 187,184	- 191,863	- 196,660
1511	E & ESD Management Costs	- 82,205	- 84,260	- 86,367	- 88,526	- 90,739	- 93,007	- 95,333	- 97,716	- 100,159	- 102,663
2121	Community Houses South / West	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273	- 127,273
2122	Homes for Aged	- 63,000	- 64,575	- 66,448	- 68,375	- 70,358	- 72,398	- 74,498	- 76,658	- 78,881	- 81,169
2123	Other Community Services	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000	- 4,000
2311	Community Builders	- 68,838	- 70,559	- 72,323	- 74,131	- 75,985	- 77,884	- 79,831	- 81,827	- 83,873	- 85,970
2312	Youth	- 10,636	- 10,902	- 11,175	- 11,454	- 11,741	- 12,034	- 12,335	- 12,643	- 12,959	- 13,283
2423	Library Services	- 68,778	- 70,489	- 72,243	- 74,041	- 75,884	- 77,774	- 79,710	- 81,695	- 83,729	- 85,814
2521	Prevention	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000	- 18,000
2523	Graffiti Busters	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000	- 2,000
2531	Community Buildings	- 62,299	- 63,232	- 64,188	- 65,167	- 66,171	- 67,201	- 68,256	- 69,337	- 70,446	- 71,582
3112	Local Roads	- 2,595,317	- 2,611,279	- 2,645,622	- 2,680,059	- 2,714,542	- 2,749,015	- 2,783,419	- 2,830,100	- 2,888,459	- 2,948,814
3117	Ancillary Roads	- 133,499	- 136,836	- 140,682	- 144,635	- 148,701	- 152,880	- 157,178	- 161,597	- 166,141	- 170,813

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
3142	Private Works	- 95,475 -	97,862 -	100,308 -	102,816 -	105,387 -	108,021 -	110,722 -	113,490 -	116,327 -	119,235
3143	Quarries	- 150,000	-	-	-	-	-	-	-	-	-
3144	Street Lighting	- 82,000 -	84,050 -	86,151 -	88,305 -	90,513 -	92,776 -	95,095 -	97,472 -	99,909 -	102,407
3151	Airport	- 62,179 -	63,734 -	65,327 -	66,960 -	68,634 -	70,350 -	72,109 -	73,912 -	75,759 -	77,653
3152	Provide Cemetery Facilities	- 327,247 -	335,428 -	343,814 -	352,409 -	361,219 -	370,250 -	379,506 -	388,994 -	398,719 -	408,687
3153	Saleyards	- 314,311 -	322,166 -	330,218 -	338,471 -	346,930 -	355,601 -	364,489 -	373,598 -	382,936 -	392,507
3155	DWMS	- 4,790,462 -	4,914,949 -	5,035,350 -	5,158,739 -	5,285,290 -	5,414,979 -	5,547,686 -	5,683,991 -	5,823,476 -	5,966,935
3156	Other Waste	- 572,528 -	586,841 -	601,512 -	616,550 -	631,964 -	647,763 -	663,957 -	680,556 -	697,570 -	715,009
3157	Landfill	- 4,248,589 -	4,354,804 -	4,463,674 -	4,575,266 -	4,689,647 -	4,806,888 -	4,927,061 -	5,050,237 -	5,176,493 -	5,305,905
3161	Beach Foreshores	- 1,520 -	1,557 -	1,596 -	1,636 -	1,677 -	1,719 -	1,762 -	1,806 -	1,851 -	1,898
3163	Parks	- 6,500 -	6,000 -	6,000 -	6,000 -	6,000 -	6,000 -	6,000 -	6,000 -	6,000 -	6,000
3164	Sporting Grounds	- 16,274 -	16,681 -	17,098 -	17,526 -	17,964 -	18,413 -	18,873 -	19,345 -	19,829 -	20,324
3166	Swimming Pools	- 1,480 -	1,508 -	1,536 -	1,565 -	1,595 -	1,625 -	1,657 -	1,689 -	1,722 -	1,755
3172	Water Fund Operations	- 11,300,188 -	12,014,892 -	12,759,355 -	13,512,316 -	14,432,473 -	15,415,573 -	16,467,583 -	17,592,780 -	18,711,062 -	19,629,352
3173	Sewer Fund Operations	- 10,977,957 -	12,030,270 -	13,159,521 -	14,106,712 -	15,123,228 -	16,260,152 -	17,316,583 -	18,218,007 -	18,755,780 -	19,239,685
3174	Stormwater and Flooding	- 200,000 -	200,250 -	200,500 -	200,750 -	201,000 -	201,250 -	201,500 -	201,750 -	202,000 -	202,250
3175	Floodplain Management	- 422,136 -	467,434 -	383,039 -	398,956 -	415,191 -	431,751 -	448,642 -	465,871 -	483,444 -	501,369
3211	Asset Management	- 1,000 -	1,000 -	1,000 -	1,000 -	1,000 -	1,000 -	1,000 -	1,000 -	1,000 -	1,000
3213	Corporate Buildings	- 25,832 -	26,478 -	27,139 -	27,818 -	28,513 -	29,226 -	29,957 -	30,706 -	31,473 -	32,260
3214	4 Shore Tourist Parks	- 2,145,007 -	2,198,633 -	2,253,598 -	2,309,938 -	2,367,687 -	2,426,879 -	2,487,551 -	2,549,740 -	2,613,483 -	2,678,820
3215	South West Rocks Reserve	- 771,312 -	790,595 -	810,360 -	830,619 -	851,384 -	872,669 -	894,485 -	916,848 -	939,769 -	963,263
3217	Rental Properties	- 61,586 -	63,126 -	64,704 -	66,322 -	67,980 -	69,679 -	71,421 -	73,207 -	75,036 -	76,912
3218	Fire Control	- 301,435 -	308,971 -	316,695 -	324,613 -	332,728 -	341,046 -	349,572 -	358,312 -	367,269 -	345,000
5221	Rates, Investment Interest & General Revenue	- 19,447,851 -	20,342,874 -	21,272,450 -	22,198,487 -	23,006,993 -	23,569,543 -	24,146,077 -	24,738,451 -	25,345,332 -	25,967,657
5222	Grants - General Purpose	- 5,625,290 -	5,765,923 -	5,910,071 -	6,057,822 -	6,209,268 -	6,364,500 -	6,523,612 -	6,686,702 -	6,853,870 -	7,025,217
5312	Services	- 31,200 -	31,980 -	32,779 -	33,599 -	34,439 -	35,300 -	36,182 -	37,087 -	38,014 -	38,964
5331	Stores & Purchasing	- 12,130 -	12,383 -	12,643 -	12,909 -	13,182 -	13,461 -	13,748 -	14,041 -	14,342 -	14,651
5333	General Fleet	- 191,123 -	222,610 -	209,488 -	197,678 -	187,049 -	132,160 -	77,484 -	69,736 -	62,762 -	50,000
Total Operating Income		- 67,237,736 -	70,367,994 -	73,820,595 -	77,112,350 -	80,475,999 -	83,747,726 -	87,037,129 -	90,335,778 -	93,306,737 -	96,021,071

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
Operating Expenses											
1111	Management	231,639	237,520	243,336	249,296	255,404	261,663	268,076	274,649	281,384	288,287
1112	Estuary Management	205,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
1113	Vegetation Management	257,043	260,901	264,866	268,928	273,092	277,358	281,730	286,210	290,800	295,505
1211	Develop Long Term Plans to Manage Environmental Im	311,310	333,000	338,000	344,000	325,000	330,000	335,000	340,000	200,000	200,000
1312	Review & Implement the Economic Development Strate	371,826	338,998	332,631	340,333	348,216	356,282	364,539	372,987	381,634	390,483
1313	Review & Implement the Tourism Strategic Plan	70,520	72,283	74,090	75,942	77,841	79,787	81,782	83,826	85,922	88,070
1412	Control Development to Ensure High Standards	49,065	50,191	51,346	52,530	53,743	54,987	56,261	57,568	58,907	60,280
1414	Regulatory Enforcement to Protect the Community an	92,751	95,070	97,408	99,803	102,258	104,774	107,352	109,994	112,701	115,476
1511	E & ESD Management Costs	2,706,660	2,775,650	2,843,830	2,913,697	2,985,292	3,058,657	3,133,838	3,210,878	3,289,824	3,370,048
2111	Macleay Community Care Options	20,596	20,956	21,351	21,755	22,166	22,587	23,017	23,456	23,905	24,364
2121	Community Houses South / West	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273
2122	Homes for Aged	76,378	78,590	81,000	83,504	86,108	88,815	91,630	94,559	97,606	100,778
2123	Other Community Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2211	Community Subsidies	2,714	2,781	2,851	2,922	2,995	3,070	3,147	3,226	3,306	3,389
2212	Civic Functions	14,001	14,351	14,710	15,077	15,454	15,841	16,237	16,643	17,059	17,485
2214	356 Donations	3,925	4,023	4,124	4,227	4,333	4,441	4,552	4,666	4,783	4,902
2311	Community Builders	68,839	70,560	72,324	74,132	75,985	77,885	79,832	81,828	83,873	85,970
2312	Youth	34,498	35,338	36,198	37,079	37,982	38,907	39,855	40,826	41,820	42,839
2321	Customer Interaction	932,829	957,092	978,969	1,001,344	1,024,227	1,047,630	1,071,565	1,096,042	1,121,075	1,146,675
2322	Visitor Information Services	143,736	146,762	150,123	153,567	157,096	160,712	164,418	168,216	172,109	176,099
2421	Art Gallery	9,191	-	-	-	-	-	-	-	-	-
2422	Festivals/ Cultural Events	154,065	137,083	140,301	143,596	146,971	150,426	153,965	157,590	161,301	165,102
2423	Library Services	949,958	973,386	996,690	1,020,565	1,045,023	1,070,081	1,095,752	1,122,052	1,148,995	1,176,599
2521	Prevention	163,740	167,816	171,913	176,113	180,416	184,827	189,348	193,981	198,729	203,596
2523	Graffiti Busters	29,717	30,389	31,076	31,779	32,498	33,233	33,986	34,755	35,543	36,348

		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
2531	Community Buildings	326,521	332,617	338,877	345,307	351,914	358,704	365,684	372,862	380,244	387,839
2611	SC & C Management Costs	491,849	504,412	516,816	529,528	542,556	555,908	569,593	583,619	597,994	612,726
3101	Operations Management	163,249	161,425	180,532	186,586	186,561	186,453	186,239	185,922	185,496	200,498
3112	Local Roads	11,847,024	12,355,298	12,741,671	13,185,250	13,483,118	13,733,235	13,988,394	14,266,603	14,569,629	14,879,525
3117	Ancillary Roads	1,607,227	1,630,306	1,655,287	1,681,339	1,708,244	1,735,623	1,763,486	1,791,842	1,820,702	1,850,075
3122	Program	850,962	859,798	857,222	861,306	875,689	890,443	905,634	921,117	936,898	952,983
3131	Cycleways and Footpaths	612,684	621,948	632,147	642,836	653,728	664,827	676,137	687,665	699,413	711,387
3141	Car Parking	177,076	183,165	189,939	197,013	204,400	212,116	220,177	228,601	237,405	246,607
3142	Private Works	57,893	59,341	60,824	62,345	63,904	65,501	67,139	68,817	70,538	72,301
3143	Quarries	19,000	20,045	21,147	22,311	23,538	24,832	26,198	27,639	29,159	30,763
3144	Street Lighting	647,020	698,395	726,223	755,162	785,255	816,549	849,091	882,933	918,125	954,722
3151	Airport	317,619	569,738	376,471	383,400	390,534	352,555	314,050	321,839	329,861	338,126
3152	Provide Cemetery Facilities	322,382	330,097	339,668	349,642	359,919	370,508	381,418	392,659	404,243	416,180
3153	Saleyards	296,722	300,904	306,892	314,130	321,566	329,205	337,055	345,122	353,412	361,934
3155	DWMS	4,856,902	4,838,862	4,957,473	5,079,106	5,203,838	5,331,749	5,462,920	5,597,434	5,735,376	5,876,835
3156	Other Waste	346,499	354,595	364,095	373,859	383,896	394,212	404,816	415,716	426,920	438,438
3157	Landfill	3,699,314	3,412,982	3,506,288	3,596,822	3,695,152	3,790,643	3,894,264	3,994,988	4,104,286	4,210,434
3161	Beach Foreshores	149,686	153,428	157,264	161,195	165,225	169,356	173,590	177,929	182,378	186,937
3162	Boat Ramps	19,055	18,587	18,197	18,386	18,919	19,467	20,032	20,613	21,211	21,826
3163	Parks	1,201,440	1,326,596	1,368,364	1,411,645	1,456,502	1,503,000	1,551,210	1,601,203	1,653,055	1,706,846
3164	Sporting Grounds	771,652	789,370	809,918	831,690	854,376	877,766	901,885	926,759	952,415	978,881
3165	Civic Maintenance	474,051	486,247	500,664	515,516	530,817	546,581	562,823	579,557	596,799	614,565
3166	Swimming Pools	1,016,300	1,045,685	1,076,993	1,109,431	1,143,049	1,177,896	1,214,025	1,251,493	1,290,358	1,330,680
3167	Horseshoe Bay Day Visitor Area	186,930	190,955	195,627	200,549	205,614	210,827	216,192	221,716	227,404	233,260
3168	Passive Recreation	40,280	41,225	42,314	43,435	44,585	45,768	46,979	48,224	49,504	50,819
3169	Street Sweeping	384,899	394,521	405,260	416,293	427,628	439,273	451,237	463,528	476,156	489,130
3172	Water Fund Operations	12,001,083	12,320,254	12,710,709	13,274,584	13,624,588	13,820,585	14,048,997	14,417,456	14,985,042	15,132,473
3173	Sewer Fund Operations	11,281,192	11,369,731	11,205,786	11,368,419	12,059,151	13,129,898	13,458,025	14,200,668	14,153,987	14,287,435
3174	Stormwater and Flooding	608,034	616,945	626,439	636,386	646,907	657,905	669,564	681,456	693,588	705,966
3175	Floodplain Management	964,498	978,364	994,571	1,011,847	1,029,461	1,047,422	1,065,738	1,084,415	1,103,463	1,122,890

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
3211	Asset Management	733,846	752,857	769,592	786,694	804,171	822,031	840,281	858,931	877,987	897,459
3213	Corporate Buildings	524,782	537,059	550,070	563,780	577,920	592,506	607,557	623,090	639,124	655,679
3214	4 Shore Tourist Parks	982,689	1,001,945	1,022,564	1,043,655	1,065,228	1,087,296	1,109,870	1,132,964	1,156,590	1,180,762
3215	South West Rocks Reserve	191,898	194,502	197,216	201,073	205,850	210,747	215,765	220,909	226,182	231,586
3216	Property Development	7,317	7,704	8,114	8,546	9,002	9,482	9,988	10,521	11,083	11,676
3217	Rental Properties	51,738	54,093	56,594	59,223	61,988	64,894	67,951	71,166	74,547	78,104
3218	Fire Control	865,391	881,188	901,981	923,281	945,102	967,455	990,355	1,013,815	1,037,848	1,062,469
3219	Emergency Services	104,949	106,951	108,894	110,931	113,070	115,421	118,088	120,827	123,641	126,532
3611	I & S Management Costs	326,027	355,639	448,956	537,746	638,312	621,023	602,171	581,635	559,290	534,995
4111	Alliance Costs	23,200	23,780	24,375	24,984	25,609	26,249	26,905	27,578	28,267	28,974
4121	Association Membership	40,614	41,629	42,670	43,737	44,830	45,951	47,099	48,277	49,484	50,721
5211	Financial Services	563,468	577,139	587,633	599,015	610,594	622,372	634,352	646,536	658,926	671,524
5311	General Manager	529,978	318,256	325,507	332,919	340,496	348,241	356,159	364,252	372,525	380,981
5312	Services	963,279	889,015	908,728	928,876	949,466	970,510	992,016	1,013,995	1,036,456	1,059,409
5314	Information Technology Services	1,384,460	1,509,538	1,409,281	1,434,388	1,459,859	1,485,691	1,511,881	1,538,426	1,565,321	1,592,560
5323	Employment Overheads	218,519	172,751	180,964	287,928	197,635	273,182	288,108	294,731	188,302	277,566
5331	Stores & Purchasing	93,907	96,262	98,443	100,675	102,957	105,291	107,679	110,122	112,620	115,175
5332	Fleet Co-ordination	123,224	126,353	129,085	131,874	134,724	137,634	140,606	143,641	146,741	149,906
5333	General Fleet	- 788,090	- 542,125	- 553,344	- 563,471	- 573,084	- 581,833	- 589,130	- 596,403	- 624,587	- 631,945
5334	Water Fleet	- 237,573	- 244,988	- 252,591	- 260,386	- 268,380	- 276,575	- 284,977	- 293,590	- 302,419	- 311,470
5335	Waste Fleet	5,417	5,056	4,687	4,303	3,902	3,484	3,049	2,595	2,123	1,632
5336	Workshop Services	- 255,561	- 262,196	- 269,086	- 276,149	- 283,388	- 290,809	- 298,415	- 306,211	- 314,201	- 322,392
5513	Elected Official Expenses	207,066	214,834	219,511	464,292	229,181	234,179	239,289	504,513	249,853	255,313
5611	L & EE Management Costs	398,277	- 893,774	- 693,120	- 880,880	- 946,193	- 1,043,312	- 1,115,824	- 1,032,549	- 844,950	- 1,000,148
Total Operating Expenses		69,829,137	70,183,321	71,548,812	73,773,815	75,632,856	77,923,155	79,500,570	82,125,388	83,518,362	84,983,715

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
Non Operating Income											
3112	Local Roads	- 431,310	- 435,462	- 533,002	- 442,659	- 452,596	- 462,821	- 473,343	- 484,170	- 495,311	- 506,775
3172	Water Fund Operations	- 700,300	- 380,000	- 150,000	- 150,000	- 150,000	- 150,000	- 150,000	- 150,000	- 150,000	- 150,000
3173	Sewer Fund Operations	- 1,110,965	- 2,241,883	- 2,265,730	- 682,690	- 863,000	- 200,000	- 200,000	- 150,000	- 150,000	- 150,000
3214	4 Shore Tourist Parks	- 690,000	-	-	-	-	-	-	-	-	-
3175	Floodplain Management	- 157,390	- 161,325	- 165,358	- 169,492	- 173,729	- 178,072	- 182,524	- 187,087	- 191,765	- 196,559
3215	South West Rocks Reserve	- 310,000	-	-	-	-	-	-	-	-	-
3218	Fire Control	- 488,100	- 1,511,700	- 1,361,700	- 350,000	- 350,000	- 350,000	- 350,000	- 350,000	- 350,000	- 350,000
Total Non Operating Income		-3,888,065	-4,730,370	-4,475,790	-1,794,841	-1,989,325	-1,340,894	-1,355,867	-1,321,257	-1,337,076	-1,353,334
Non Current Assets NCA											
	Review & Implement the Economic Development Strategy2321 Customer	2,000,000	-	-	-	-	-	-	-	-	-
1312	Customer Interaction	1,050	1,077	1,103	1,131	1,159	1,188	1,218	1,248	1,280	1,312
2531	Community Buildings	50,000	-	-	-	50,000	50,000	-	50,000	100,000	100,000
3112	Local Roads	6,583,103	6,643,293	6,858,503	6,987,768	6,954,140	7,500,553	7,801,696	7,951,241	8,144,581	8,407,284
3117	Ancillary Roads	355,051	360,092	367,718	379,362	217,309	132,519	100,866	56,797	21,538	125,356
3122	Program	1,290,803	1,296,323	1,302,887	1,309,641	1,316,590	1,323,741	1,331,100	1,338,672	1,346,463	1,354,481
3131	Cycleways and Footpaths	223,435	224,020	224,717	225,434	226,171	226,930	227,711	425,509	229,342	230,193
3141	Car Parking	175,000	175,000	175,000	175,000	175,000	75,000	75,000	-	175,000	-
3151	Airport	260,000	-	-	-	-	-	-	-	-	-
3152	Saleyards	16,000	-	-	-	-	-	-	-	-	-
3153	Saleyards	103,065	38,935	-	-	400,000	-	-	-	500,000	-
3163	Parks	-	100,000	-	-	50,000	-	20,000	200,000	200,000	200,000
3164	Sporting Grounds	200,000	200,000	200,000	200,000	200,000	400,000	500,000	350,000	-	350,000
3165	Civic Maintenance	150,000	300,000	300,000	300,000	300,000	300,000	-	-	-	-
3167	Horseshoe Bay Day Visitor Area	14,317	14,675	15,100	15,538	15,989	16,453	16,930	17,421	17,926	18,446
3172	Water Fund Operations	6,324,245	10,410,905	8,395,692	5,756,165	7,811,045	7,931,014	7,794,120	6,122,933	9,582,954	9,860,504
3173	Sewer Fund Operations	5,787,268	13,004,562	16,428,477	14,775,573	10,921,151	6,034,200	11,085,937	7,747,889	3,664,813	5,591,368
3174	Stormwater and Flooding	242,000	252,250	248,000	250,350	220,000	194,500	177,160	244,650	210,000	200,000

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
3175	Floodplain Management	491,396	622,221	543,876	565,993	588,584	611,659	635,228	659,302	683,890	709,006
3211	Asset Management	16,284	16,691	17,109	17,536	17,975	18,424	18,885	19,357	19,841	20,337
3213	Corporate Buildings	-	-	-	-	450,000	200,000	400,000	600,000	1,099,597	836,090
3214	4 Shore Tourist Parks	825,000	1,636,139	1,221,680	978,516	638,660	979,575	2,000,000	2,000,000	2,000,000	2,000,000
3215	South West Rocks Reserve	232,000	211,560	852,010	550,095	550,095	313,085	100,000	100,000	100,000	100,000
3218	Fire Control	488,100	1,511,700	1,361,700	350,000	350,000	350,000	350,000	350,000	350,000	350,000
3611	I & S Management Costs	-	476,500	1,601,500	1,414,000	1,489,000	74,000	74,000	74,000	74,000	74,000
5211	Financial Services	1,650	1,691	1,734	1,777	1,822	1,867	1,914	1,962	2,011	2,061
5221	Rates, Investment Interest & General Revenue	- 17,076 -	18,144 -	19,278 -	20,484 -	21,756 -	23,126 -	24,615 -	26,200	-	-
5312	Services	32,300	33,110	33,940	34,780	35,650	36,550	36,550	36,550	36,550	36,550
5314	Information Technology Services	1,452,989	781,564	162,835	166,906	171,079	175,356	179,740	184,233	188,839	193,560
5333	General Fleet	900,489	1,207,265	1,720,474	1,316,223	1,335,720	1,080,771	1,688,085	1,305,570	1,008,933	1,448,183
5334	Water Fleet	427,000	281,000	1,381,000	536,100	536,500	640,000	338,000	244,000	245,500	713,000
Total Non Current Assets NCA		28,625,470	39,782,430	43,395,777	36,287,405	35,001,883	28,644,260	34,929,525	30,055,134	30,003,057	32,921,730
Transfer to Reserve											
1111	Management	100,454	102,830	105,470	108,178	110,954	113,802	116,722	119,717	122,788	125,938
1312	Review & Implement the Economic Development Strate	-	-	78,893	150,790	160,078	169,776	179,902	190,472	201,503	213,013
2423	Library Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
3112	Local Roads	15,642	-	-	-	-	-	-	-	-	-
3143	Quarries	150,000	-	-	-	-	-	-	-	-	-
3152	Provide Cemetery Facilities	15,195	15,575	15,964	16,363	16,772	17,192	17,622	18,062	18,514	18,976
3153	Saleyards	- 0	72,602	146,561	149,301	152,074	154,879	157,715	160,582	163,479	166,404
3155	DWMS	0	76,086	77,877	79,633	81,452	83,230	84,767	86,557	88,100	90,101
3157	Landfill	250,000	-	-	-	-	-	-	-	-	-
3172	Water Fund Operations	815,337	159,135	-	170,875	-	259,623	65,646	347,477	-	54,051
3173	Sewer Fund Operations	-	-	-	-	195,507	245,905	161,534	-	2,480,649	843,415
3174	Stormwater	-	-	2,500	400	31,000	6,750	24,340	-	-	-
3214	4 Shore Tourist Parks	1,487,319	891,157	482,324	767,360	1,150,104	853,122	-	-	-	19,364

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
3215	South West Rocks Reserve	605,064	332,182	318,645	327,948	337,532	348,837	578,721	595,938	613,588	631,676
5221	Rates, Investment Interest & General Revenue	134,000	143,380	153,417	164,156	175,647	187,942	201,098	215,175	230,237	246,354
5312	Services	86,105	88,258	90,464	92,726	95,044	97,420	99,855	102,352	104,911	107,533
5314	Information Technology Services	54,196	55,550	56,939	58,363	59,822	61,317	62,850	64,421	66,032	67,683
5323	Employment Overheads	600,000	600,000	600,000	500,000	600,000	500,000	500,000	500,000	600,000	500,000
5333	General Fleet	464,626	351,033	-	312,031	301,936	565,851	-	319,494	650,766	219,726
5334	Water Fleet	120,573	278,328	-	47,490	59,608	-	283,946	391,276	403,389	-
5513	Elected Official Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Transfer to Reserve		4,908,511	3,176,116	2,139,055	2,955,613	3,537,530	3,675,647	2,544,719	3,121,525	5,753,956	3,314,233
Transfer from Reserve											
1112	Estuary Management	- 65,000	- 60,000	- 60,000	- 60,000	- 60,000	- 60,000	- 60,000	- 60,000	- 60,000	- 60,000
1312	Review & Implement the Economic Development Strate	- 1,931,025	- -	- 74,263	- 76,491	- 78,786	- 81,149	- 83,584	- 86,091	- 88,674	- 91,334
2322	Visitor Information Services	- 20,757	- 21,275	- -	- -	- -	- -	- -	- -	- -	- -
3143	Quarries	- 19,000	- 20,045	- 21,147	- 22,311	- 23,538	- 24,832	- 26,198	- 27,639	- 29,159	- 30,763
3151	Airport	- 200,000	- 200,000	- -	- -	- -	- -	- -	- -	- -	- -
3153	Saleyards	- 30,000	- -	- -	- -	400,000	- -	- -	- -	500,000	- -
3155	DWMS	- 66,440	- -	- -	- -	- -	- -	- -	- -	- -	- -
3161	Beach Foreshores	- 116,862	- 119,550	- 122,300	- 125,113	- 127,990	- -	- -	- -	- -	- -
3163	Parks	- 335,000	- 341,000	- 345,000	- 102,820	- -	- -	- -	- -	- -	- -
3164	Sporting Grounds	- 435,000	- 440,000	- 3,059	- -	- -	- -	- -	- -	- -	- -
3165	Civic Maintenance	- 133,845	- 137,191	- 141,170	- 145,264	- 149,476	- 153,811	- 158,272	- 162,861	- 167,584	- 172,444
3167	Horseshoe Bay Day Visitor Area	- 139,538	- 143,204	- 142,353	- 146,755	- 151,300	- 155,992	- 160,837	- 165,840	- 171,007	- 176,342
3168	Passive Recreation	- 3,557	- 3,664	- 3,773	- 3,887	- 4,003	- 4,123	- -	- -	- -	- -
3172	Water Fund Operations	- -	- -	- 223,126	- -	- 218,615	- -	- -	- -	- 233,038	- -
3173	Sewer Fund Operations	- 2,772,292	- 1,413,179	- 34,989	- 266,298	- -	- -	- -	- 553,428	- -	- -
3174	Stormwater and Flooding	- -	- -	- -	- -	- -	- -	- -	- 39,900	- 4,250	- 6,000
3214	4 Shore Tourist Parks	- -	- 864,168	- -	- -	- -	- -	- 122,301	- 76,206	- 28,991	- -
3215	South West Rocks Reserve	- -	- -	- 609,861	- 248,497	- 242,094	- -	- -	- -	- -	- -

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
5311	General Manager	- 872,547	-	-	-	-	-	-	-	-	-
5312	Services	- 100,000	-	-	-	-	-	-	-	-	-
5323	Employment Overheads	- 553,189 -	89,450 -	221,803 -	379,538 -	885,266 -	307,076 -	481,654 -	456,235 -	831,220 -	65,681
5333	General Fleet	-	- -	122,735	-	-	- -	75,785	-	-	-
5334	Water Fleet	-	- -	809,668	-	- -	31,109	-	-	- -	50,209
5335	Waste Fleet	39,707	40,699	41,708	42,742	43,802	44,887	46,000	47,140	48,308	49,506
Total Transfer from Reserve		-7,754,345	-3,812,027	-2,893,539	-1,534,230	-2,297,267	-773,205	-1,122,631	-1,581,060	-2,065,615	-603,268
Repayment of Debt											
2322	Visitor Information Services	9,653	-	-	-	-	-	-	-	-	-
2422	Festivals/ Cultural Events	6,552	-	-	-	-	-	-	-	-	-
3112	Local Roads	785,139	723,362	605,127	636,149	668,810	659,655	693,232	-	-	-
3117	Ancillary Roads	53,480	28,962	13,089	-	-	-	-	-	-	-
3122	Program	366,066	325,872	342,504	4,243	4,485	-	-	-	-	-
3131	Cycleways and Footpaths	12,564	13,127	-	-	-	-	-	-	-	-
3141	Car Parking	4,151	-	-	-	-	-	-	-	-	-
3152	Provide Cemetery Facilities	14,094	5,005	-	-	-	-	-	-	-	-
3153	Saleyards	64,379	31,258	-	-	-	-	-	-	-	-
3162	Boat Ramps	25,500	25,500	25,500	-	-	-	-	-	-	-
3164	Sporting Grounds	29,183	26,310	7,933	-	-	-	-	-	-	-
3167	Horseshoe Bay Day Visitor Area	4,791	5,005	-	-	-	-	-	-	-	-
3172	Water Fund Operations	1,564,823	1,871,173	2,055,154	1,753,202	2,022,353	1,976,602	2,197,404	2,410,827	2,650,358	2,925,941
3173	Sewer Fund Operations	1,090,484	1,158,236	1,223,382	1,560,073	1,827,752	1,837,829	1,970,521	2,205,500	2,413,605	2,562,309
3174	Stormwater and Flooding	35,843	23,401	24,678	11,994	12,679	-	-	-	-	-
3175	Floodplain Management	45,280	23,237	-	-	-	-	-	-	-	-
3213	Corporate Buildings	19,212	12,861	-	-	-	-	-	-	-	-
3215	South West Rocks Reserve	52,350	52,350	52,350	-	-	-	-	-	-	-
3219	Emergency Services	7,539	7,979	8,434	6,816	7,205	-	-	-	-	-
3611	I & S Management Costs	-	35,974	153,431	258,878	372,114	397,291	424,211	452,998	483,783	516,707
5211	Financial Services	29,920	31,258	-	-	-	-	-	-	-	-

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
5314	Information Technology Services	-	152,794	160,420	168,426	176,832	185,657	194,923	204,651	214,864	225,588
5333	General Fleet	290,760	88,617	59,623	39,949	42,230	-	-	-	-	-
Total Repayment of Debt		4,511,763	4,642,281	4,731,625	4,439,730	5,134,460	5,057,034	5,480,291	5,273,976	5,762,610	6,230,545
Loan Borrowings Utilised											
3157	Landfill	- 735,000	-	-	-	-	-	-	-	-	-
3172	Water Fund Operations	- 4,600,000 -	8,200,000 -	5,800,000 -	3,000,000 -	4,300,000 -	4,000,000 -	3,000,000 -	1,000,000 -	3,500,000 -	3,500,000
3173	Sewer Fund Operations	- -	6,500,000 -	10,000,000 -	9,200,000 -	5,500,000 -	1,200,000 -	5,500,000 -	1,500,000	-	-
3611	I & S Management Costs	- -	452,500 -	1,527,500 -	1,340,000 -	1,415,000	-	-	-	-	-
5314	Information Technology Services	- 1,298,000 -	622,700	-	-	-	-	-	-	-	-
Total Loan Borrowings Utilised		-6,633,000	-15,775,200	-17,327,500	-13,540,000	-11,215,000	-5,200,000	-8,500,000	-2,500,000	-3,500,000	-3,500,000
Contra Accounts (Non Cash)											
1414	Regulatory Enforcement to Protect the Community an	- 3,500 -	3,549 -	3,598 -	3,649 -	3,700 -	3,752 -	3,804 -	3,857 -	3,911 -	3,966
1511	E & ESD Management Costs	- 600 -	608 -	617 -	625 -	634 -	643 -	652 -	661 -	670 -	680
2111	Macleay Community Care Options	- 14,000 -	14,196 -	14,395 -	14,596 -	14,801 -	15,008 -	15,218 -	15,431 -	15,647 -	15,866
2122	Homes for Aged	- 28,189 -	28,584 -	28,984 -	29,390 -	29,801 -	30,218 -	30,642 -	31,071 -	31,506 -	31,947
2322	Visitor Information Services	- 34,780 -	35,267 -	35,761 -	36,262 -	36,769 -	37,284 -	37,806 -	38,336 -	38,872 -	39,416
2422	Festivals/ Cultural Events	- 16,800 -	17,035 -	17,273 -	17,515 -	17,760 -	18,009 -	18,261 -	18,517 -	18,776 -	19,039
2423	Library Services	- 70,575 -	71,563 -	72,565 -	73,581 -	74,611 -	75,655 -	76,715 -	77,789 -	78,878 -	79,982
2531	Community Buildings	- 202,000 -	204,828 -	207,696 -	210,604 -	213,552 -	216,542 -	219,573 -	222,647 -	225,764 -	228,925
3112	Local Roads	- 7,552,730 -	7,658,469 -	7,765,687 -	7,874,407 -	7,984,649 -	8,096,434 -	8,209,784 -	8,324,721 -	8,441,267 -	8,559,444
3117	Ancillary Roads	- 1,397,420 -	1,416,983 -	1,436,821 -	1,456,937 -	1,477,334 -	1,498,017 -	1,518,989 -	1,540,255 -	1,561,818 -	1,583,684
3122	Program	- 661,191 -	670,447 -	679,834 -	689,351 -	699,002 -	708,788 -	718,711 -	728,773 -	738,976 -	749,322
3131	Cycleways and Footpaths	- 495,600 -	502,539 -	509,574 -	516,708 -	523,942 -	531,277 -	538,715 -	546,257 -	553,905 -	561,659
3141	Car Parking	- 35,490 -	35,987 -	36,491 -	37,002 -	37,520 -	38,045 -	38,577 -	39,118 -	39,665 -	40,221
3151	Airport	- 121,000 -	122,694 -	124,412 -	126,154 -	127,920 -	129,711 -	131,527 -	133,368 -	135,235 -	137,128
3152	Provide Cemetery Facilities	- 8,500 -	8,619 -	8,740 -	8,862 -	8,986 -	9,112 -	9,239 -	9,369 -	9,500 -	9,633
3153	Saleyards	- 119,855 -	121,533 -	123,235 -	124,960 -	126,709 -	128,483 -	130,282 -	132,106 -	133,955 -	135,831
3156	Other Waste	- 51,500 -	52,221 -	52,952 -	53,694 -	54,445 -	55,207 -	55,980 -	56,764 -	57,559 -	58,365

Activity		2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
3157	Landfill	- 31,500 -	31,941 -	32,388 -	32,841 -	33,301 -	33,767 -	34,240 -	34,720 -	35,206 -	35,698
3163	Parks	- 129,500 -	131,313 -	133,152 -	135,016 -	136,906 -	138,823 -	140,766 -	142,737 -	144,735 -	146,762
3164	Sporting Grounds	- 185,000 -	187,590 -	190,216 -	192,879 -	195,579 -	198,317 -	201,094 -	203,909 -	206,764 -	209,659
3166	Swimming Pools	- 210,200 -	213,143 -	216,127 -	219,153 -	222,221 -	225,332 -	228,486 -	231,685 -	234,929 -	238,218
3167	Horseshoe Bay Day Visitor Area	- 66,500 -	67,431 -	68,375 -	69,332 -	70,303 -	71,287 -	72,285 -	73,297 -	74,323 -	75,364
3168	Passive Recreation	- 7,200 -	7,300 -	7,403 -	7,506 -	7,611 -	7,718 -	7,826 -	7,935 -	8,047 -	8,159
3172	Water Fund Operations	- 4,105,000 -	4,166,575 -	4,229,074 -	4,292,510 -	4,356,897 -	4,422,251 -	4,488,585 -	4,555,913 -	4,624,252 -	4,693,616
3173	Sewer Fund Operations	- 3,297,731 -	3,347,197 -	3,397,405 -	3,448,366 -	3,517,333 -	3,587,680 -	3,659,434 -	3,732,622 -	3,807,275 -	3,894,842
3174	Stormwater and Flooding	- 461,500 -	467,961 -	474,513 -	481,156 -	487,892 -	494,723 -	501,649 -	508,672 -	515,793 -	523,014
3175	Floodplain Management	- 750,000 -	760,500 -	771,147 -	781,943 -	792,890 -	803,991 -	815,247 -	826,660 -	838,233 -	849,969
3213	Corporate Buildings	- 219,500 -	222,573 -	225,689 -	228,849 -	232,053 -	235,301 -	238,596 -	241,936 -	245,323 -	248,758
3214	4 Shore Tourist Parks	- 460,000 -	466,440 -	472,970 -	479,592 -	486,306 -	493,114 -	500,018 -	507,018 -	514,116 -	521,314
3217	Rental Properties	- 7,100 -	7,199 -	7,300 -	7,402 -	7,506 -	7,611 -	7,717 -	7,825 -	7,935 -	8,046
3218	Fire Control	- 77,300 -	78,383 -	79,480 -	80,593 -	81,721 -	82,865 -	84,025 -	85,201 -	86,394 -	87,604
3219	Emergency Services	- 37,200 -	37,721 -	38,249 -	38,784 -	39,327 -	39,878 -	40,436 -	41,002 -	41,576 -	42,158
3611	I & S Management Costs	- 8,000 -	8,112 -	8,225 -	8,340 -	8,457 -	8,576 -	8,696 -	8,817 -	8,941 -	9,066
5312	Services	- 23,320 -	23,647 -	23,978 -	24,313 -	24,654 -	24,999 -	25,349 -	25,704 -	26,064 -	26,429
5314	Information Technology Services	- 131,000 -	132,834 -	134,694 -	136,579 -	138,491 -	140,430 -	142,396 -	144,390 -	146,411 -	148,461
5323	Employment Overheads	- 115,331 -	533,301 -	409,161 -	258,390	237,631 -	316,106 -	156,454 -	188,496	192,918 -	561,885
5333	General Fleet	- 870,000 -	882,180 -	894,531 -	907,054 -	919,753 -	932,629 -	945,686 -	958,926 -	972,351 -	985,964
5334	Water Fleet	- 310,000 -	314,340 -	318,741 -	323,204 -	327,728 -	332,317 -	336,969 -	341,687 -	346,470 -	351,321
5335	Waste Fleet	- 45,123 -	45,755 -	46,396 -	47,045 -	47,704 -	48,372 -	49,049 -	49,735 -	50,432 -	51,138
Total Contra Accounts (Non Cash)		-22,361,735	-23,098,557	-23,297,845	-23,475,142	-23,329,138	-24,238,271	-24,439,477	-24,837,927	-24,828,556	-25,972,550