

2022/2023  
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# OPERATIONAL PLAN APPENDIX C 2022/2023 OPERATIONAL BUDGET

**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL

Narrabri Shire Council INCOME STATEMENTS	2020/21	March 2022 QBR	2022/23 Draft Estimates			
	CONSOLIDATED	CONSOLIDATED	CONSOLIDATED	GENERAL FUND	WATER FUND	SEWER FUND
	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>						
<b>Revenue:</b>						
Rates & Annual Charges	20,961,000	21,725,000	22,389,521	17,145,626	1,856,946	3,386,949
User Charges & Fees	7,610,000	7,790,000	9,178,269	6,356,449	2,719,400	102,420
Other Revenues	1,472,000	1,986,000	1,853,165	1,793,741	59,424	-
Grants & Contributions provided for Operating Purposes	15,476,000	14,475,000	5,481,803	5,424,499	30,464	26,840
Grants & Contributions provided for Capital Purposes	8,807,000	16,011,000	15,351,454	15,351,454	-	-
Interest & Investment Revenue	390,000	269,000	289,150	201,150	53,000	35,000
Other Income	1,025,000	175,000				
Net gains from the disposal of assets	-	-	144,223	144,223	-	-
<b>Total Income from Continuing Operations</b>	<b>55,741,000</b>	<b>62,431,000</b>	<b>54,687,585</b>	<b>46,417,142</b>	<b>4,719,234</b>	<b>3,551,209</b>
<b>Expenses from Continuing Operations</b>						
Employee Benefits & On-Costs	17,208,000	17,840,000	18,020,266	16,456,962	964,022	599,282
Borrowing Costs	216,000	197,000	274,661	274,661	-	-
Materials & Services	17,105,000	14,347,000	14,848,365	11,334,933	1,806,702	1,706,730
Depreciation & Amortisation	10,342,000	11,405,000	11,144,163	8,786,353	1,152,100	1,205,710
Other Expenses	1,210,000	807,000	949,567	914,044	13,677	21,846
Net Losses from the Disposal of Assets	1,224,000	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>47,305,000</b>	<b>44,596,000</b>	<b>45,237,022</b>	<b>37,766,953</b>	<b>3,936,501</b>	<b>3,533,568</b>
<b>Operating Result from Continuing Operations</b>	<b>8,436,000</b>	<b>17,835,000</b>	<b>9,450,563</b>	<b>8,650,189</b>	<b>782,733</b>	<b>17,641</b>
<b>Net Operating Result for the Year</b>	<b>8,436,000</b>	<b>17,835,000</b>	<b>9,450,563</b>	<b>8,650,189</b>	<b>782,733</b>	<b>17,641</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(371,000)</b>	<b>1,824,000</b>	<b>(5,900,891)</b>	<b>(6,701,265)</b>	<b>782,733</b>	<b>17,641</b>
Financial Assistance Grant paid in advance			6,148,109	6,148,109		
Adjusted Result with FAG consideration			247,218	(553,156)	782,733	17,641

**Narrabri Shire Council**  
**SUMMARY OF ALL G/L ACCOUNTS**  
**by Department (Service)**

Description	2022/23													
	\$ Operating Income	\$ Operating Expenditure	\$ Capital Income	\$ Capital Expenditure	\$ Reserve Inc (Tfr from)	\$ Reserve Expend (Tfr to)	\$ Internal Income	\$ Internal Expenditure	\$ Net Result after Dep'n	\$ Add back Depreciation	\$ Net Result before Dep'n	\$ Add back other non-cash Exp.	\$ Net Result after all non-cash	
Airport Services	134,250	406,727	100,000	357,424	160,000	385,000	0	52,386	-807,287	179,260	-628,027	0	-628,027	
Community & Customer Relations	4,667	1,310,723	0	0	0	0	0	-217,065	-1,088,991	0	-1,088,991	0	-1,088,991	
Cemetery Services	217,500	362,086	0	230,000	230,000	0	8,796	74,590	-210,380	31,554	-178,826	0	-178,826	
Cultural Facilities	843,820	2,201,773	13,350	276,700	263,350	195,000	0	42,397	-1,595,350	308,820	-1,286,530	0	-1,286,530	
Design & Investigation Services	4,936	707,676	0	0	0	0	0	-79,116	-623,624	78,665	-544,959	0	-544,959	
Development	1,844,012	1,287,628	3,320,000	100,000	100,000	4,720,000	505	55,695	-898,806	2,000	-896,806	0	-896,806	
Economic Development	47,576	412,961	0	166,116	0	700,000	0	55,149	-1,286,650	0	-1,286,650	0	-1,286,650	
Emergency Support	210,500	815,132	0	0	0	0	0	26,070	-630,702	0	-630,702	0	-630,702	
Financial Services	138,940	1,485,919	0	0	0	28,000	28,000	-239,472	-1,107,507	0	-1,107,507	0	-1,107,507	
Governance & Risk	55,940	1,354,160	0	0	0	100,000	0	-197,427	-1,200,793	0	-1,200,793	0	-1,200,793	
General Purpose Revenue	16,224,802	0	0	0	6,148,019	0	121,170	0	22,493,991	0	22,493,991	0	22,493,991	
Corporate Planning & Workforce	64,940	1,036,048	0	0	0	0	0	-169,117	-801,991	0	-801,991	0	-801,991	
Information Services	4,936	1,402,398	0	80,000	80,000	108,000	0	-225,759	-1,279,703	203,599	-1,076,104	0	-1,076,104	
Parks & Open Spaces	214,810	2,690,185	190,000	415,000	225,000	185,000	373,522	804,020	-3,090,873	646,108	-2,444,765	0	-2,444,765	
Swimming Pools	272,000	1,547,869	0	453,073	130,000	10,000	0	70,805	-1,679,747	372,098	-1,307,649	0	-1,307,649	
Projects & Assets	908,316	5,029,929	0	2,472,991	1,709,991	1,853,633	5,065	-3,705,715	-3,027,466	1,234,856	-1,792,610	618,777	-1,173,833	
Property Services	416,251	2,116,462	305,000	1,018,412	535,000	344,000	3,000	63,676	-2,283,299	555,378	-1,727,921	0	-1,727,921	
Roads & Ancillary Services	5,254,876	12,416,203	11,204,414	19,375,202	8,320,788	5,217,176	3,462,687	2,574,723	-11,340,539	4,745,000	-6,595,539	0	-6,595,539	
Strategic Management	46,685	1,213,934	0	0	0	0	0	-120,554	-1,046,695	0	-1,046,695	0	-1,046,695	
Strategic Planning	129,000	832,033	0	0	0	0	0	0	-703,033	0	-703,033	0	-703,033	
Tourism & Community Development	190,618	907,224	75,000	463,320	388,320	0	4,666	14,631	-726,571	34,598	-691,973	0	-691,973	
Solid Waste Management Services	4,455,090	3,572,094	143,690	1,601,395	181,054	452,285	306,389	710,449	-1,250,000	394,417	-855,583	68,234	-787,349	
Water Services	4,719,234	3,220,991	0	1,870,000	0	0	968,508	1,684,018	-1,087,267	1,152,100	64,833	0	64,833	
Sewerage Services	3,551,209	2,358,290	0	1,323,000	0	0	53,767	1,229,045	-1,305,359	1,205,710	-99,649	0	-99,649	
	<b>39,954,908</b>	<b>48,688,445</b>	<b>15,351,454</b>	<b>30,202,633</b>	<b>18,471,522</b>	<b>14,298,094</b>	<b>5,336,075</b>	<b>2,503,429</b>	<b>-16,578,642</b>	<b>11,144,163</b>	<b>-5,434,479</b>	<b>687,011</b>	<b>-4,747,468</b>	
Plus Capital Income	15,351,454													
Less Internal Income		-5,336,075												
Plus Internal Expenditure		2,503,429												
Less Cost of Assets Sold	-618,777	-618,777												
<b>Total Income / Expenditure</b>	<b>54,687,585</b>	<b>45,237,022</b>												
<b>Net Operating Result</b>		<b>9,450,563</b>												
<b>Net Operating Result (excl Capital Grants)</b>		<b>-5,900,891</b>												

**Narrabri Shire Council**  
**SUMMARY OF ALL G/L ACCOUNTS**  
**by Cost Centre**

Description	2022/23													
	\$ Operating Income	\$ Operating Expenditure	\$ Capital Income	\$ Capital Expenditure	\$ Reserve Income	\$ Reserve Expenditure	\$ Internal Income	\$ Internal Expenditure	\$ Net Result after Dep'n	\$ Add back Depreciation	\$ Net Result before Dep'n	\$ Add back other non-cash Exp.	\$ Net Result after all non-cash	
<b>Airport Services</b>														
Airport Management	0	330,827	100,000	357,424	160,000	385,000	0	52,386	-865,637	179,260	-686,377	0	-686,377	
Airport - Airside Operations	104,000	22,700	0	0	0	0	0	0	81,300	0	81,300	0	81,300	
Airport - Landside Operations	17,000	42,000	0	0	0	0	0	0	-25,000	0	-25,000	0	-25,000	
Airport - Aviation Fuel Facilities	13,250	11,200	0	0	0	0	0	0	2,050	0	2,050	0	2,050	
<b>Community &amp; Customer Relations</b>														
Customer Management	4,667	846,407	0	0	0	0	0	-217,065	-624,675	0	-624,675	0	-624,675	
Communications	0	464,316	0	0	0	0	0	0	-464,316	0	-464,316	0	-464,316	
<b>Cemetery Services</b>														
Cemeteries Management	0	64,986	0	230,000	230,000	0	8,796	17,690	-73,880	31,554	-42,326	0	-42,326	
Cemeteries Interment Services	181,500	88,800	0	0	0	0	0	3,700	89,000	0	89,000	0	89,000	
Cemeteries Maintenance	36,000	208,300	0	0	0	0	0	53,200	-225,500	0	-225,500	0	-225,500	
<b>Cultural Facilities</b>														
The Crossing Theatre Management	8,950	544,851	13,350	276,700	263,350	151,000	0	34,005	-720,906	239,824	-481,082	0	-481,082	
TCT Cinemas & Front of House	323,000	279,759	0	0	0	0	0	0	43,241	0	43,241	0	43,241	
The Crossing Café & Kitchen	189,000	391,921	0	0	0	0	0	0	-202,921	0	-202,921	0	-202,921	
TCT Events	220,000	198,971	0	0	0	0	0	0	21,029	0	21,029	0	21,029	
Libraries Management	96,770	441,798	0	0	0	44,000	0	0	-389,028	68,996	-320,032	0	-320,032	
Library - Narrabri	4,900	201,304	0	0	0	0	0	5,609	-202,013	0	-202,013	0	-202,013	
Library - Wee Waa	1,000	95,399	0	0	0	0	0	2,783	-97,182	0	-97,182	0	-97,182	
Library - Boggabri	200	47,770	0	0	0	0	0	0	-47,570	0	-47,570	0	-47,570	
<b>Design &amp; Investigation Services</b>														
Design Management Services	4,936	707,676	0	0	0	0	0	-79,116	-623,624	78,665	-544,959	0	-544,959	
<b>Development</b>														
Statutory Land Use Planning	1,581,450	459,704	3,320,000	0	0	4,720,000	0	27,173	-305,427	0	-305,427	0	-305,427	
Building Surveying and Certification	102,300	356,112	0	0	0	0	0	0	-253,812	0	-253,812	0	-253,812	
Regulatory Enforcement	151,262	447,812	0	100,000	100,000	0	505	28,522	-324,567	2,000	-322,567	0	-322,567	
Environmental Health Management	9,000	24,000	0	0	0	0	0	0	-15,000	0	-15,000	0	-15,000	
<b>Economic Development</b>														
Economic Development	4,936	139,372	0	0	0	0	0	11,049	-145,485	0	-145,485	0	-145,485	
Northern NSW Inland Port (N2IP)	42,640	109,603	0	166,116	0	700,000	0	44,100	-977,179	0	-977,179	0	-977,179	
Small Business Liaison	0	163,986	0	0	0	0	0	0	-163,986	0	-163,986	0	-163,986	
<b>Emergency Support</b>														
Emergency Services Coordination	210,500	815,132	0	0	0	0	0	26,070	-630,702	0	-630,702	0	-630,702	
<b>Financial Services</b>														
Financial Services	138,940	1,485,919	0	0	0	28,000	28,000	-239,472	-1,107,507	0	-1,107,507	0	-1,107,507	
<b>Governance &amp; Risk</b>														
Governance	1,000	547,038	0	0	0	50,000	0	-71,427	-524,611	0	-524,611	0	-524,611	
Corporate Planning	0	153,185	0	0	0	0	0	-26,000	-127,185	0	-127,185	0	-127,185	
Risk	54,940	653,937	0	0	0	50,000	0	-100,000	-548,997	0	-548,997	0	-548,997	
<b>General Purpose Revenue</b>														
General Purpose Revenue	16,224,802	0	0	0	6,148,019	0	121,170	0	22,493,991	0	22,493,991	0	22,493,991	
<b>Human Resource Management</b>														
Human Resource Management	4,940	829,048	0	0	0	0	0	-169,117	-654,991	0	-654,991	0	-654,991	
Organisational Development	60,000	207,000	0	0	0	0	0	0	-147,000	0	-147,000	0	-147,000	
<b>Information Services</b>														
IT Technical Support	4,936	568,791	0	0	0	0	0	-83,759	-480,096	0	-480,096	0	-480,096	
IT Corporate Computer Network	0	833,607	0	80,000	80,000	108,000	0	-142,000	-799,607	203,599	-596,008	0	-596,008	
<b>Parks &amp; Open Spaces</b>														
Weeds Management	0	45,568	0	0	0	0	16,000	35,854	-65,422	0	-65,422	0	-65,422	
Weeds North West Action Program	95,000	264,000	0	0	0	0	0	16,000	-185,000	0	-185,000	0	-185,000	
Parks & Open Spaces Management	14,810	364,123	0	0	0	160,000	357,522	367,556	-519,347	297,594	-221,753	0	-221,753	
Open Spaces	0	771,114	0	0	0	25,000	0	165,505	-961,619	348,514	-613,105	0	-613,105	
Sporting Facilities	5,000	342,900	190,000	315,000	125,000	0	0	78,200	-416,100	0	-416,100	0	-416,100	
Recreational Parks	100,000	323,300	0	100,000	100,000	0	0	82,505	-305,805	0	-305,805	0	-305,805	
Public Waste / Litter Control	0	79,780	0	0	0	0	0	1,500	-81,280	0	-81,280	0	-81,280	
Street Trees Program	0	57,100	0	0	0	0	0	7,800	-64,900	0	-64,900	0	-64,900	
Public Amenities & Monuments	0	314,300	0	0	0	0	0	14,200	-328,500	0	-328,500	0	-328,500	
Central Business Districts	0	128,000	0	0	0	0	0	34,900	-162,900	0	-162,900	0	-162,900	
<b>Swimming Pools</b>														

Swimming Pools Management	0	88,460	0	130,000	130,000	3,000	0	11,563	-103,023	4,800	-98,223	0	-98,223
Swimming Pools - Narrabri	216,000	960,665	0	323,073	0	0	0	29,500	-1,097,238	241,676	-855,562	0	-855,562
Swimming Pools - Wee Waa	27,500	256,827	0	0	0	2,000	0	10,300	-241,627	58,716	-182,911	0	-182,911
Swimming Pools - Boggabri	25,000	231,917	0	0	0	5,000	0	13,442	-225,359	64,706	-160,653	0	-160,653
Artesian Bore Baths - Pilliga	3,500	10,000	0	0	0	0	0	6,000	-12,500	2,200	-10,300	0	-10,300
<b>Projects &amp; Assets</b>													
Projects & Assets	4,936	787,873	0	0	0	0	0	-115,495	-667,442	0	-667,442	0	-667,442
Plant Admin and Hire Operations	903,380	4,242,056	0	2,472,991	1,709,991	1,853,633	5,065	-3,590,220	-2,360,024	1,234,856	-1,125,168	618,777	-506,391
<b>Property Services</b>													
Property Management	301,156	1,133,116	305,000	750,966	325,000	294,000	3,000	119,421	-1,363,347	422,954	-940,393	0	-940,393
Geospatial Information Services	1,845	0	0	0	0	0	0	0	1,845	0	1,845	0	1,845
Insurance Management	0	533,413	0	0	0	0	0	-92,000	-441,413	0	-441,413	0	-441,413
Works Depots Management	0	10,926	0	200,000	200,000	4,000	0	0	-14,926	10,926	-4,000	0	-4,000
Works Depot - Narrabri	0	175,856	0	0	0	0	0	-20,950	-154,906	4,356	-150,550	0	-150,550
Works Depot - Wee Waa	0	16,750	0	0	0	0	0	6,765	-23,515	0	-23,515	0	-23,515
Works Depot - Boggabri	0	18,000	0	0	0	0	0	3,568	-21,568	0	-21,568	0	-21,568
Narrabri Saleyards	64,500	222,401	0	67,446	10,000	46,000	0	46,872	-308,219	117,142	-191,077	0	-191,077
Narrabri Truck Wash Facilities	48,750	6,000	0	0	0	0	0	0	42,750	0	42,750	0	42,750
<b>Roads &amp; Ancillary Services</b>													
Roads Management	22,700	4,443,203	0	0	0	0	2,162,687	1,236,109	-3,493,925	3,707,000	213,075	0	213,075
State Highways Maintenance Contract	2,500,000	1,930,000	0	0	0	0	0	120,000	450,000	0	450,000	0	450,000
Regional Roads	1,200,000	680,000	1,000,000	3,380,000	2,380,000	400,000	0	120,000	0	0	0	0	0
Shire Roads	1,475,176	2,140,000	5,542,584	10,608,372	5,065,788	4,065,176	0	750,000	-5,480,000	0	-5,480,000	0	-5,480,000
Bridges	0	440,000	2,750,000	2,750,000	0	308,000	0	0	-748,000	440,000	-308,000	0	-308,000
Town Streets	57,000	870,000	0	325,000	325,000	0	0	223,614	-1,036,614	0	-1,036,614	0	-1,036,614
Footpaths	0	159,000	1,231,830	1,431,830	200,000	94,000	0	0	-253,000	134,000	-119,000	0	-119,000
Kerb & Guttering	0	439,000	680,000	680,000	0	241,000	0	0	-680,000	344,000	-336,000	0	-336,000
Stormwater Management	0	140,000	0	0	150,000	84,000	0	0	-74,000	120,000	46,000	0	46,000
Quarries	0	1,175,000	0	200,000	200,000	25,000	1,300,000	125,000	-25,000	0	-25,000	0	-25,000
<b>Strategic Management</b>													
Strategic Management	46,685	1,213,934	0	0	0	0	0	-120,554	-1,046,695	0	-1,046,695	0	-1,046,695
<b>Strategic Planning</b>													
Strategic Land Use Planning	129,000	832,033	0	0	0	0	0	0	-703,033	0	-703,033	0	-703,033
<b>Tourism &amp; Community Development</b>													
Community Development	10,000	136,240	0	0	0	0	0	0	-126,240	0	-126,240	0	-126,240
Grants Administration	0	101,090	0	0	0	0	0	0	-101,090	0	-101,090	0	-101,090
Narrabri Visitor Information Centre	110,000	523,302	75,000	463,320	388,320	0	0	14,631	-427,933	34,598	-393,335	0	-393,335
Tourism Network Management	500	59,008	0	0	0	0	0	0	-58,508	0	-58,508	0	-58,508
Shire Marketing & Promotion	70,118	78,303	0	0	0	0	4,666	0	-3,519	0	-3,519	0	-3,519
Event Facilitation	0	9,281	0	0	0	0	0	0	-9,281	0	-9,281	0	-9,281
<b>Solid Waste Management Services</b>													
Urban Waste Management	1,971,437	1,359,068	143,690	1,601,395	181,054	405,593	18,312	34,000	-1,085,563	0	-1,085,563	0	-1,085,563
Narrabri Waste Depot	2,146,745	1,469,090	0	0	0	46,692	285,554	592,027	324,490	318,013	642,503	60,326	702,829
Rural Waste (incl Transfer Stations)	336,908	743,936	0	0	0	0	2,523	84,422	-488,927	76,404	-412,523	7,908	-404,615
<b>Water Services</b>													
Water Management	100,952	339,961	0	490,000	0	0	833,541	370,363	-265,831	0	-265,831	0	-265,831
Baan Baa Water	39,290	68,084	0	0	0	0	1,170	61,486	-89,110	45,000	-44,110	0	-44,110
Bellata Water	79,549	93,915	0	0	0	0	390	32,664	-46,640	26,050	-20,590	0	-20,590
Boggabri Water	610,181	390,591	0	30,000	0	0	39,766	295,677	-66,321	150,550	84,229	0	84,229
Gwabegar Water	35,097	56,276	0	0	0	0	1,560	16,920	-36,539	22,400	-14,139	0	-14,139
Narrabri Water	2,835,113	1,738,612	0	1,100,000	0	0	63,579	654,000	-593,920	703,500	109,580	0	109,580
Pilliga Water	59,253	63,883	0	30,000	0	0	2,558	25,386	-57,458	29,100	-28,358	0	-28,358
Wee Waa Water	959,799	469,669	0	220,000	0	0	25,944	227,522	68,552	175,500	244,052	0	244,052
<b>Sewerage Services</b>													
Sewerage Management	35,000	132,828	0	75,000	0	0	0	13,900	-186,728	0	-186,728	0	-186,728
Boggabri Sewerage	364,025	258,900	0	550,000	0	0	11,224	306,753	-740,404	145,000	-595,404	0	-595,404
Narrabri Sewerage	2,437,226	1,410,262	0	555,000	0	0	27,348	664,143	-164,831	709,010	544,179	0	544,179
Wee Waa Sewerage	714,958	556,300	0	143,000	0	0	15,195	244,249	-213,396	351,700	138,304	0	138,304
	<b>39,954,908</b>	<b>48,688,445</b>	<b>15,351,454</b>	<b>30,202,633</b>	<b>18,471,522</b>	<b>14,298,094</b>	<b>5,336,075</b>	<b>2,503,429</b>	<b>-16,578,642</b>	<b>11,144,163</b>	<b>-5,434,479</b>	<b>687,011</b>	<b>-4,747,468</b>





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