

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - GENERAL FUND
Scenario: 2021-2031 Budget Optimistic 2.5% FAG

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					2030/31 \$
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,824,000	5,932,439	6,044,376	6,166,517	6,291,102	6,418,181	6,547,795	6,680,002	6,814,855	6,952,405	7,092,704	7,233,109
User Charges & Fees	1,565,000	1,736,550	1,753,625	1,799,586	1,850,989	1,897,252	1,944,673	1,993,280	2,043,101	2,094,172	2,146,512	2,200,162
Other Revenues	2,254,000	533,956	527,173	478,164	481,280	460,120	462,876	465,687	468,554	471,479	474,462	474,462
Grants & Contributions provided for Operating Purposes	8,634,000	5,069,359	7,050,337	7,153,190	7,260,378	7,369,708	7,481,222	7,594,966	7,710,983	7,829,318	7,950,018	7,944,217
Grants & Contributions provided for Capital Purposes	1,997,000	13,316,775	5,516,319	784,500	387,500	275,000	262,500	220,000	220,000	220,000	220,000	220,000
Interest & Investment Revenue	325,000	217,950	138,950	193,950	278,950	278,950	278,950	278,950	278,950	278,950	278,950	278,950
Other Income:												
Net Gains from the Disposal of Assets	389,000	91,831	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	207,000	256,742	278,623	281,037	283,502	286,015	288,580	291,198	293,870	296,596	299,377	299,375
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,195,000	27,155,602	21,400,903	16,948,444	16,925,201	17,076,726	17,358,096	17,615,583	17,921,813	18,234,420	18,553,523	18,741,775
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,168,000	6,544,400	6,571,645	6,722,760	6,852,072	6,983,973	7,118,506	7,255,734	7,395,706	7,538,480	7,684,114	7,835,230
Borrowing Costs	-	10,439	8,640	7,664	9,717	7,996	6,240	4,448	2,883	1,844	983	165
Materials & Contracts	4,060,000	3,855,735	3,154,436	3,161,119	3,171,500	3,191,963	3,239,823	3,289,578	3,330,798	3,370,457	3,417,904	3,470,007
Depreciation & Amortisation	4,340,000	4,261,075	4,410,984	4,435,139	4,459,717	4,484,724	4,510,169	4,536,059	4,562,406	4,589,215	4,616,492	4,616,492
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,912,000	1,499,059	1,574,069	1,511,711	1,541,371	1,656,628	1,602,490	1,633,959	1,666,062	1,790,806	1,732,218	1,732,218
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,480,000	16,170,708	15,719,774	15,838,393	16,034,377	16,325,284	16,477,228	16,719,778	16,957,855	17,290,802	17,451,711	17,654,112
Operating Result from Continuing Operations	3,715,000	10,984,894	5,681,129	1,110,051	890,824	751,442	880,868	895,805	963,958	943,618	1,101,812	1,087,663
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,715,000	10,984,894	5,681,129	1,110,051	890,824	751,442	880,868	895,805	963,958	943,618	1,101,812	1,087,663
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,718,000	(2,331,881)	164,810	325,551	503,324	476,442	618,368	675,805	743,958	723,618	881,812	867,663

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - GENERAL FUND
Scenario: 2021-2031 Budget Optimistic 2.5% FAG

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					2030/31 \$
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,737,000	-	-	215,138	937,207	1,686,530	2,335,143	3,166,444	4,709,256	6,116,992	6,420,926	8,120,153
Investments	18,610,000	11,977,859	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015
Receivables	1,398,000	2,208,699	1,639,557	1,213,136	1,209,322	1,222,208	1,247,385	1,272,409	1,311,322	1,348,664	1,371,730	1,401,398
Inventories	603,000	576,418	475,375	476,338	477,834	480,782	487,678	494,847	500,785	506,499	513,336	520,843
Contract assets	344,000	344,000	344,000	344,000	344,000	344,000	344,000	344,000	344,000	344,000	344,000	344,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	22,692,000	15,106,976	13,608,947	13,398,628	14,118,378	14,883,536	15,564,221	16,427,715	18,015,378	19,466,170	19,800,007	21,536,409
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	26,000	107,943	109,942	112,123	114,348	116,618	118,932	121,293	123,701	126,158	128,663	131,171
Inventories	407,000	408,112	408,112	408,112	408,112	408,112	408,112	408,112	408,112	408,112	408,112	408,112
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	166,203,000	186,106,391	192,439,527	193,100,655	193,165,363	193,096,754	193,225,253	193,198,008	192,545,715	192,039,695	192,774,250	192,117,973
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	166,636,000	186,622,446	192,957,581	193,620,890	193,687,823	193,621,484	193,752,297	193,727,413	193,077,528	192,573,965	193,311,025	192,657,256
TOTAL ASSETS	189,328,000	201,729,422	206,566,528	207,019,518	207,806,201	208,505,019	209,316,518	210,155,128	211,092,907	212,040,134	213,111,032	214,193,664
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,651,000	1,602,972	1,488,391	1,485,015	1,500,051	1,533,859	1,540,004	1,563,364	1,585,371	1,625,309	1,631,131	1,649,337
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,506,000	2,478,769	1,767,713	1,206,320	1,177,467	1,183,079	1,201,366	1,216,403	1,237,085	1,258,214	1,279,796	1,286,045
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	34,000	91,386	92,292	90,323	92,045	93,801	95,593	60,810	49,399	50,260	21,428	(8,058)
Provisions	2,563,000	2,577,941	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360	2,649,360
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,754,000	6,751,067	5,997,756	5,431,018	5,418,922	5,460,099	5,486,323	5,489,937	5,521,215	5,583,143	5,581,715	5,576,684
Non-Current Liabilities												
Payables	3,000	4,276	4,276	4,276	4,276	4,276	4,276	4,276	4,276	4,276	4,276	4,276
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	237,000	670,125	577,833	487,509	395,465	301,664	206,071	145,261	87,804	29,486	-	-
Provisions	72,000	57,059	58,640	58,640	58,640	58,640	58,640	58,640	58,640	58,640	58,640	58,640
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	312,000	731,461	640,750	550,426	458,382	364,581	268,988	208,178	150,721	92,403	62,917	62,917
TOTAL LIABILITIES	6,066,000	7,482,528	6,638,505	5,981,444	5,877,304	5,824,680	5,755,311	5,698,115	5,671,935	5,675,545	5,644,631	5,639,600
Net Assets	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401	208,554,064
EQUITY												
Retained Earnings	117,054,000	128,038,894	133,720,023	134,830,074	135,720,897	136,472,340	137,353,208	138,249,013	139,212,972	140,156,589	141,258,401	142,346,064
Revaluation Reserves	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401	208,554,064
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401	208,554,064

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 2021-2031 Budget Optimistic 2.5% FAG

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,350,182	6,048,334	6,170,835	6,295,507	6,422,674	6,552,378	6,684,676	6,819,623	6,957,268	7,097,664	7,238,073
User Charges & Fees	-	1,685,537	1,754,490	1,801,915	1,853,593	1,899,596	1,947,076	1,995,743	2,045,625	2,096,760	2,149,164	2,202,880
Investment & Interest Revenue Received	-	148,480	167,953	188,042	262,668	267,625	268,984	266,718	257,146	259,100	273,763	255,130
Grants & Contributions	-	18,258,178	12,342,550	7,759,430	7,636,717	7,644,586	7,747,535	7,817,710	7,935,451	8,053,875	8,174,666	8,163,994
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	682,044	856,401	804,191	762,667	746,011	746,325	751,892	756,933	762,454	768,086	769,585
Payments:												
Employee Benefits & On-Costs	-	(6,642,113)	(6,498,049)	(6,719,871)	(6,849,521)	(6,981,371)	(7,115,852)	(7,253,027)	(7,392,945)	(7,535,664)	(7,681,241)	(7,832,296)
Materials & Contracts	-	(3,762,745)	(3,173,103)	(3,172,724)	(3,165,342)	(3,168,970)	(3,247,919)	(3,281,221)	(3,322,722)	(3,344,747)	(3,426,870)	(3,467,555)
Borrowing Costs	-	(10,439)	(8,640)	(7,664)	(9,717)	(7,996)	(6,240)	(4,448)	(2,883)	(1,844)	(983)	(165)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,496,140)	(1,573,773)	(1,511,957)	(1,541,254)	(1,656,173)	(1,602,704)	(1,633,835)	(1,665,935)	(1,790,313)	(1,732,449)	(1,732,218)
Net Cash provided (or used in) Operating Activities	-	15,212,983	9,916,162	5,312,197	5,245,318	5,165,982	5,289,582	5,344,208	5,430,293	5,456,888	5,621,800	5,597,428
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	6,632,141	827,844	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	374,400	398,550	350,500	353,950	491,400	451,850	437,250	363,750	326,600	585,850	330,050
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(24,447,035)	(11,051,170)	(5,355,267)	(4,786,875)	(4,816,015)	(4,999,018)	(4,854,564)	(4,182,363)	(4,318,295)	(5,845,397)	(4,198,765)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(17,440,494)	(9,824,776)	(5,004,767)	(4,432,925)	(4,324,615)	(4,547,168)	(4,417,314)	(3,818,613)	(3,991,695)	(5,259,547)	(3,868,715)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(59,489)	(91,386)	(92,292)	(90,323)	(92,045)	(93,801)	(95,593)	(68,868)	(57,457)	(58,318)	(29,486)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	490,511	(91,386)	(92,292)	(90,323)	(92,045)	(93,801)	(95,593)	(68,868)	(57,457)	(58,318)	(29,486)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,737,000)	0	215,138	722,070	749,322	648,613	831,301	1,542,812	1,407,736	303,935	1,699,227
plus: Cash & Cash Equivalents - beginning of year	-	1,737,000	0	0	215,138	937,207	1,686,530	2,335,143	3,166,444	4,709,256	6,116,992	6,420,926
Cash & Cash Equivalents - end of the year	1,737,000	0	0	215,138	937,207	1,686,530	2,335,143	3,166,444	4,709,256	6,116,992	6,420,926	8,120,153
Cash & Cash Equivalents - end of the year	1,737,000	0	0	215,138	937,207	1,686,530	2,335,143	3,166,444	4,709,256	6,116,992	6,420,926	8,120,153
Investments - end of the year	18,610,000	11,977,859	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015	11,150,015
Cash, Cash Equivalents & Investments - end of the year	20,347,000	11,977,859	11,150,015	11,365,153	12,087,222	12,836,545	13,485,158	14,316,459	15,859,271	17,267,007	17,570,941	19,270,168
Representing:												
- External Restrictions	6,143,245	2,736,706	3,439,897	4,142,219	4,602,986	5,027,511	5,506,116	5,994,137	6,491,923	6,999,830	7,518,216	8,048,089
- Internal Restrictions	14,088,642	8,774,175	7,345,809	6,948,129	7,167,273	7,298,986	7,277,912	7,325,004	7,907,040	8,414,865	7,654,090	8,374,879
- Unrestricted	115,113	466,978	364,309	274,804	316,963	510,047	701,129	997,317	1,460,307	1,852,311	2,398,635	2,847,200
20,347,000	11,977,859	11,150,015	11,365,153	12,087,222	12,836,545	13,485,158	14,316,459	15,859,271	17,267,007	17,570,941	19,270,168	

Narrandera Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

EQUITY STATEMENT - GENERAL FUND

Scenario: 2021-2031 Budget Optimistic 2.5% FAG

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	207,415,000	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401
Adjustments to opening balance	(256,000)	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	207,159,000	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401
Net Operating Result for the Year	3,715,000	10,984,894	5,681,129	1,110,051	890,824	751,442	880,868	895,805	963,958	943,618	1,101,812	1,087,663
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	3,715,000	10,984,894	5,681,129	1,110,051	890,824	751,442	880,868	895,805	963,958	943,618	1,101,812	1,087,663
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(27,612,000)	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other than available for sale investments)	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(27,612,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	(23,897,000)	10,984,894	5,681,129	1,110,051	890,824	751,442	880,868	895,805	963,958	943,618	1,101,812	1,087,663
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	183,262,000	194,246,894	199,928,023	201,038,074	201,928,897	202,680,340	203,561,208	204,457,013	205,420,972	206,364,589	207,466,401	208,554,064