

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

	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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	7,000,213	7,102,064	7,208,230	7,316,517	7,426,968	7,539,627	7,654,537	7,771,743	7,891,292	7,885,491
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	21,350,779	16,897,318	16,873,053	17,023,535	17,303,842	17,560,244	17,865,367	18,176,845	18,494,797	18,683,049
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	5,631,005	1,058,925	838,676	698,251	826,614	840,466	907,512	886,043	1,043,086	1,028,937
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,715,000	10,984,894	5,631,005	1,058,925	838,676	698,251	826,614	840,466	907,512	886,043	1,043,086	1,028,937
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,718,000	(2,331,881)	114,686	274,425	451,176	423,251	564,114	620,466	687,512	666,043	823,086	808,937

Total Equity

<u>183,262,000</u>	<u>194,246,894</u>	<u>199,877,899</u>	<u>200,936,824</u>	<u>201,775,499</u>	<u>202,473,751</u>	<u>203,300,365</u>	<u>204,140,831</u>	<u>205,048,344</u>	<u>205,934,386</u>	<u>206,977,472</u>	<u>208,006,409</u>
--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------

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

	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	168,693	188,646	263,346	268,317	269,689	267,437	257,879	259,848	274,527	255,891
Grants & Contributions	-	18,258,178	12,290,495	7,708,265	7,584,530	7,591,355	7,693,240	7,762,329	7,878,962	7,996,257	8,115,896	8,105,268
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	682,044	856,839	804,199	762,676	746,020	746,334	751,901	756,943	762,464	768,096	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	9,865,286	5,261,644	5,193,818	5,113,451	5,236,002	5,289,556	5,374,548	5,400,028	5,563,803	5,539,463
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	6,632,141	878,720	-	-	-	-	-	-	-	-	-
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)	(9,773,900)	(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	164,585	670,570	696,792	595,033	776,649	1,487,067	1,350,876	245,938	1,641,262
plus: Cash & Cash Equivalents - beginning of year	-	1,737,000	0	0	164,585	835,155	1,531,947	2,126,979	2,903,628	4,390,695	5,741,571	5,987,508
Cash & Cash Equivalents - end of the year	1,737,000	0	0	164,585	835,155	1,531,947	2,126,979	2,903,628	4,390,695	5,741,571	5,987,508	7,628,771
Cash & Cash Equivalents - end of the year	1,737,000	0	0	164,585	835,155	1,531,947	2,126,979	2,903,628	4,390,695	5,741,571	5,987,508	7,628,771
Investments - end of the year	18,618,042	11,977,859	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139	11,099,139
Cash, Cash Equivalents & Investments - end of the year	20,347,000	11,977,859	11,099,139	11,263,724	11,934,294	12,631,086	13,226,118	14,002,767	15,489,834	16,840,710	17,086,647	18,727,910
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	313,433	173,376	164,035	304,588	442,090	683,626	1,090,870	1,426,014	1,914,341	2,304,941
	20,347,000	11,977,859	11,099,139	11,263,724	11,934,294	12,631,086	13,226,118	14,002,767	15,489,834	16,840,710	17,086,647	18,727,910

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
EQUITY STATEMENT - GENERAL FUND
Scenario: 2021-2031 Budget

	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	199,877,899	200,936,824	201,775,499	202,473,751	203,300,365	204,140,831	205,048,344	205,934,386	206,977,472
Adjustments to opening balance	(256,000)	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	207,159,000	183,262,000	194,246,894	199,877,899	200,936,824	201,775,499	202,473,751	203,300,365	204,140,831	205,048,344	205,934,386	206,977,472
Net Operating Result for the Year	3,715,000	10,984,894	5,631,005	1,058,925	838,676	698,251	826,614	840,466	907,512	886,043	1,043,086	1,028,937
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	3,715,000	10,984,894	5,631,005	1,058,925	838,676	698,251	826,614	840,466	907,512	886,043	1,043,086	1,028,937
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	-	-	-	-	-	-	-	-	-	-	-	-
- 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 t	-	-	-	-	-	-	-	-	-	-	-	-
- 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 res	-	-	-	-	-	-	-	-	-	-	-	-
- 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	5,631,005	1,058,925	838,676	698,251	826,614	840,466	907,512	886,043	1,043,086	1,028,937
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	183,262,000	194,246,894	199,877,899	200,936,824	201,775,499	202,473,751	203,300,365	204,140,831	205,048,344	205,934,386	206,977,472	208,006,409