Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2030												
INCOME STATEMENT - CONSOLIDATED	Actuals	Current Year					Projected	Years				
Scenario: 2020 to 2030 Budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario. 2020 to 2030 Budget	2010/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2020/21	2027/28	2020/29	2029/30
Income from Continuing Operations	Ŷ	*	Ψ	Ŷ	Ŷ	Ŷ	Ŷ	Ψ	Ŷ	Ψ	Ψ	Ţ.
Revenue:												
Rates & Annual Charges	7.573.000	7.712.944	8.039.906	8.357.760	8.527.706	8.701.049	8.877.863	9.058.209	9.242.160	9.429.800	9.621.186	9.816.397
User Charges & Fees	3,441,000	3.257.042	3.340.776	3,428,319	3.514.000	3.601.828	3.691.850	3,784,128	3,878,704	3.975.653	4,075,029	4.176.880
Interest & Investment Revenue	703.000	448,249	386,128	342.815	296,260	300.860	308.616	316.326	319,189	328,929	339,750	350,950
Other Revenues	772.000	1.544.771	753,343	673.356	678,470	683,683	689.003	694,428	699,961	705,606	711.364	717.235
Grants & Contributions provided for Operating Purposes	7.690.000	5.117.515	7.378.772	6.958.833	7.061.257	7.165.728	7.272.287	7,380,973	7.491.833	7.604.908	7.720.242	7.837.882
Grants & Contributions provided for Capital Purposes	3,914,000	6,673,868	12,418,866	9,573,847	6,732,500	608.500	575,500	665,500	568,000	563,000	548,000	523,000
Other Income:	5,514,000	0,075,000	12,410,000	3,575,047	0,732,300	000,000	575,500	003,300	300,000	303,000	540,000	525,000
Net gains from the disposal of assets		877,214	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		0//,214	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500	91,500
Reversal of revaluation decrements on IPPE previously expensed			-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables			-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	24,093,000	25,631,603	32,409,291	29,426,430	26,901,693	21,153,148	21,506,619	21,991,064	22,291,347	22,699,396	23,107,071	23,513,844
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,623,000	7,742,181	8,307,120	8,395,719	8.571.428	8.734.948	8,906,837	9,082,165	9,261,001	9,443,408	9,629,464	9.819.242
Borrowing Costs	-	14,449	12.778	73.930	68,264	62,433	56,431	50.252	43,892	37.873	32,789	27.938
Materials & Contracts	4,713,000	5,105,205	3,890,932	3,748,793	3,758,049	3.836.585	3.866.112	3,923,111	3,982,069	4,032,563	4,081,555	4,138,400
Depreciation & Amortisation	4.895.000	4,918,218	5,087,893	5,209,575	5,552,383	5.601.986	5.652.520	5,704,004	5,756,457	5.809.896	5,864,338	5.919.811
Impairment of investments	-	.,010,210	-		-	-	-	-	-	-	-	-
Impairment of receivables												
Other Expenses	1,809,000	1,843,444	1,877,828	1,986,498	1,928,536	1,966,534	2,090,287	2,044,822	2,085,139	2,126,268	2,260,225	2,211,019
Interest & Investment Losses	1,003,000	1,043,444	1,077,020	1,300,430	1,320,330	1,300,334	2,030,207	2,044,022	2,000,100	2,120,200	2,200,225	2,211,013
Net Losses from the Disposal of Assets	134.000		-	-		-	-		-	-	-	
Revaluation decrement/impairment of IPPE	134,000		-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties			-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-										
Total Expenses from Continuing Operations	19,174,000	19,623,497	19,176,551	19,414,515	19,878,660	20,202,486	20,572,187	20,804,354	21,128,558	21,450,008	21,868,371	22,116,410
Operating Result from Continuing Operations	4,919,000	6,008,106	13,232,741	10,011,915	7,023,033	950,662	934,432	1,186,710	1,162,790	1,249,388	1,238,700	1,397,434
Discontinued Operations - Profit/(Loss)			-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	· ·	•	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,919,000	6,008,106	13,232,741	10,011,915	7,023,033	950,662	934,432	1,186,710	1,162,790	1,249,388	1,238,700	1,397,434
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,005,000	(665,762)	813,875	438,068	290,533	342,162	358,932	521,210	594,790	686,388	690,700	874,434

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2030												
BALANCE SHEET - CONSOLIDATED	Actuals	Current Year						ed Years				
Scenario: 2020 to 2030 Budget	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
ASSETS							·		· · · · ·	·		
Current Assets												
Cash & Cash Equivalents	2,320,000	-	261,550	382,411	960,246	1,891,469	2,642,982	3,628,003	4,421,079	5,736,644	7,442,397	10,844,473
Investments Receivables	24,927,000 3,704,000	20,335,836 2,118,317	17,175,091 2,390,334	14,176,086 1,994,765	11,261,358 1,789,902	11,261,358 1,790,292	11,261,358 1,824,238	11,261,358 1,872,351	11,261,358 1,900,917	11,261,358 1,945,710	11,261,358 1,994,673	11,261,358 2,063,244
Inventories	691,000	640,982	476,585	460,030	460,174	469,838	472,739	479,404	486,320	492,054	497,563	504,134
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"				-	-	-	-	-	-	-	-	-
Total Current Assets	31,642,000	23,095,134	20,303,559	17,013,292	14,471,680	15,412,959	16,201,317	17,241,117	18,069,675	19,435,766	21,195,992	24,673,209
Non-Current Assets												
Investments				-	-	-	-	-	-	-	-	-
Receivables	27,000	79,344	81,757	83,348	84,972	86,627	88,316	90,039	91,796	93,588	95,416	97,281
Inventories	438,000	437,944	437,944	437,944	437,944	437,944	437,944	437,944	437,944	437,944	437,944	437,944
Infrastructure, Property, Plant & Equipment	228,378,000	242,868,521	260,726,721	273,898,947	283,325,951	283,231,517	283,277,566	283,292,996	283,509,107	283,268,936	282,637,790	280,409,991
Investments Accounted for using the equity method Investment Property				-	-	-	-	-	-	-	-	-
Intangible Assets				-								-
Non-current assets classified as "held for sale"				-	-	-	-	-	-	-	-	-
Other				-	-	-	-	-	-	-	-	-
Total Non-Current Assets	228,843,000	243,385,809	261,246,422	274,420,239	283,848,867	283,756,088	283,803,826	283,820,979	284,038,847	283,800,468	283,171,150	280,945,216
TOTAL ASSETS	260,485,000	266,480,943	281,549,982	291,433,531	298,320,547	299,169,047	300,005,143	301,062,096	302,108,522	303,236,234	304,367,142	305,618,425
LIABILITIES												
Current Liabilities												
Bank Overdraft				-	-	-	-	-	-	-	-	-
Payables	1,378,000	1,335,062	1,084,558	1,077,203	1,059,414	1,078,853	1,105,589	1,104,481	1,120,450	1,134,897	1,167,132	1,165,031
Income received in advance	207,000	235,583	176,330	173,694	177,199	180,790	184,469	188,238	192,099	196,055	200,108	204,260
Borrowings	-	0	118,373	121,733	125,192	128,752	132,419	136,193	140,080	144,081	148,202	152,444
Provisions	2,523,000	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067	2,514,067
Liabilities associated with assets classified as "held for sale" Total Current Liabilities	4,108,000	4,084,712	3,893,329	3,886,697	3,875,871	3,902,462	3,936,543	3.942.979	3.966.695	3,989,100	4,029,508	4,035,802
Total Gurrent Liabilities	4,100,000	4,004,712	3,033,323	3,000,037	3,073,071	3,302,402	3,330,343	3,342,373	3,300,035	5,505,100	4,023,300	4,000,002
Non-Current Liabilities												
Payables	3,000	5,192	5,192	5,192	5,192	5,192	5,192	5,192	5,192	5,192	5,192	5,192
Income received in advance				-	-	-	-	-	-	-	-	-
Borrowings	-	(0)	2,027,682	1,905,948	1,780,757	1,652,004	1,519,586	1,383,393	1,243,313	1,099,232	951,031	798,587
Provisions Investments Accounted for using the equity method	52,000	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933
Liabilities associated with assets classified as "held for sale"				-	-	-	-		-	-		-
Total Non-Current Liabilities	55.000	66,125	2.093.806	1.972.073	1.846.882	1.718.129	1.585.711	1.449.518	1.309.438	1.165.357	1.017.155	864.711
TOTAL LIABILITIES	4,163,000	4,150,837	5,987,135	5,858,770	5,722,753	5,620,591	5,522,254	5,392,497	5,276,133	5,154,457	5,046,664	4,900,513
Net Assets	256,322,000	262,330,106	275,562,846	285,574,761	292,597,794	293,548,456	294,482,889	295,669,599	296,832,388	298,081,778	299,320,478	300,717,912
FOURTY												
EQUITY Retained Earnings	143,287,000	149,295,106	162,527,846	172,539,761	179,562,794	180,513,456	181,447,889	182,634,599	183,797,388	185,046,778	186,285,478	187,682,912
Retained Earnings Revaluation Reserves	143,287,000	149,295,106	110.715.000	172,539,761	179,562,794	110,715,000	181,447,889	182,634,599	110.715.000	185,046,778	110,715,000	187,682,912
	-	-	-									
Council Equity Interest	254,002,000	260,010,106	273,242,846	283,254,761	290,277,794	291,228,456	292,162,889	293,349,599	294,512,388	295,761,778	297,000,478	298,397,912
Minority Equity Interest Total Equity	254.002.000	260,010,106	273,242,846	283.254.761	- 290,277,794	- 291,228,456	292,162,889	293,349,599	294,512,388	295,761,778	- 297.000.478	298,397,912

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2030 CASH FLOW STATEMENT - CONSOLIDATED	Actuals	Current Year					Projected	Years				
Scenario: 2020 to 2030 Budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Cash Flows from Operating Activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Receipts: Rates & Annual Charges	7,406,000	8,008,686	8,023,929	8,338,828	8,521,569	8,694,790	8,871,478	9,051,697	9,235,518	9,423,024	9,614,275	9,809,348
User Charges & Fees	3,603,000	3,238,496	3,331,295	3,419,107	3,504,797	3,592,394	3,682,181	3,774,216	3,868,546	3,965,240	4,064,355	4,165,940
Interest & Investment Revenue Received Grants & Contributions	686,000 10,833,000	580,485 13,065,015	382,214 19,400,526	346,338 16,881,428	285,402 13,993,902	279,911 7,803,058	294,931 7,842,412	301,127 8,031,954	310,701 8,058,857	313,959 8,160,010	320,854 8,260,910	312,324 8,354,112
Bonds & Deposits Received	11,000	-	- 19,400,520	- 10,001,420	- 13,993,902		7,042,412			8,100,010	8,200,910	- 0,334,112
Other Payments:	2,012,000	1,409,201	833,366	729,504	701,958	685,530	686,496	690,727	697,925	702,654	708,439	714,336
Employee Benefits & On-Costs	(7,628,000)	(7,742,181)	(8,307,120)	(8,395,719)	(8,571,428)	(8,734,948)	(8,906,837)	(9,082,165)	(9,261,001)	(9,443,408)	(9,629,464)	(9,819,242)
Materials & Contracts	(5,121,000)	(5,095,877)	(3,977,039)	(3,739,594)	(3,775,982)	(3,826,811)	(3,842,276)	(3,930,884)	(3,973,017)	(4,023,850)	(4,054,829)	(4,147,072)
Borrowing Costs Bonds & Deposits Refunded	(17,000)		(0)	(62,865)	(58,955)	(54,923)	(50,764)	(46,476)	(42,053)	(37,493)	(32,789)	(27,938)
Other	(2,693,000)	(1,843,444)	(1,877,828)	(1,986,498)	(1,928,536)	(1,966,534)	(2,090,287)	(2,044,822)	(2,085,139)	(2,126,268)	(2,260,225)	(2,211,019)
Net Cash provided (or used in) Operating Activities	9,092,000	11,620,382	17,809,343	15,530,530	12,672,728	6,472,467	6,487,333	6,745,374	6,810,337	6,933,869	6,991,526	7,150,789
Cash Flows from Investing Activities												
Receipts: Sale of Investment Securities	25,845,000	4,591,164	3,160,745	2,999,005	2,914,727	-	-	-	-	-	-	-
Sale of Investment Property		· · ·	· · ·	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets Sale of Infrastructure, Property, Plant & Equipment	- 168,000	452,940	- 349,400	- 340,250	- 522,100	- 244,950	- 536,800	- 419,350	- 445,800	- 431,300	- 202,800	- 250,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-		-	-	-	-	,	
Sale of Interests in Joint Ventures & Associates Sale of Intangible Assets			1	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	10,000			-	-	0	0	0	-	0	-	-
Sale of Disposal Groups Distributions Received from Joint Ventures & Associates				-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts			1	-	-	-	-	-	-	-	-	-
Payments:	(04.007.000)											
Purchase of Investment Securities Purchase of Investment Property	(24,097,000)		1	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,693,000)	(18,984,465)	(23,203,993)	(18,630,551)	(15,409,987)	(5,661,002)	(6,143,869)	(6,047,284)	(6,326,868)	(5,909,525)	(5,344,492)	(3,850,512)
Purchase of Real Estate Assets Purchase of Intangible Assets			1		-	1	-	-	-	-	1	-
Deferred Debtors & Advances Made		· ·	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates Contributions Paid to Joint Ventures & Associates				-	-	-	-	-	-	-	-	-
Other Investing Activity Payments			-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,767,000)	(13,940,361)	(19,693,848)	(15,291,296)	(11,973,160)	(5,416,052)	(5,607,069)	(5,627,934)	(5,881,068)	(5,478,225)	(5,141,692)	(3,600,512)
Cash Flows from Financing Activities												
Receipts: Proceeds from Borrowings & Advances			2,170,000			_	_		_	_	_	_
Proceeds from Finance Leases			- 2,170,000	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts Payments:	-	•	-	-	-	-	-	-	-	-	-	-
Repayment of Borrowings & Advances		(21)	(23,946)	(118,373)	(121,733)	(125,192)	(128,752)	(132,419)	(136,193)	(140,080)	(144,081)	(148,202)
Repayment of Finance Lease Liabilities Distributions to Minority Interests							-	-	-	-		-
Other Financing Activity Payments				-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	· · ·	(21)	2,146,054	(118,373)	(121,733)	(125,192)	(128,752)	(132,419)	(136,193)	(140,080)	(144,081)	(148,202)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,325,000	(2,320,000)	261,550	120,861	577,835	931,224	751,512	985,022	793,075	1,315,565	1,705,753	3,402,076
plus: Cash, Cash Equivalents & Investments - beginning of year	995,000	2,320,000		261,550	382,411	960,246	1,891,469	2,642,982	3,628,003	4,421,079	5,736,644	7,442,397
Cash & Cash Equivalents - end of the year	2,320,000	<u> </u>	261,550	382,411	960,246	1,891,469	2,642,982	3,628,003	4,421,079	5,736,644	7,442,397	10,844,473
Cash & Cash Equivalents - end of the year	2,320,000		261,550	382,411	960,246	1,891,469	2,642,982	3,628,003	4,421,079	5,736,644	7,442,397	10,844,473
Investments - end of the year Cash, Cash Equivalents & Investments - end of the year	24,927,000 27,247,000	20,335,836 20,335,836	17,175,091 17,436,640	14,176,086 14,558,496	11,261,358 12,221,604	11,261,358 13,152,828	11,261,358 13,904,340	11,261,358 14,889,362	11,261,358 15,682,437	11,261,358 16,998,002	11,261,358 18,703,755	11,261,358 22,105,831
כמסוו, כמסוו בעמוימופותס מ ווויפסטוופותס - פונע טו נוופ צפמו	21,241,000	20,000,000	17,430,040	17,330,430	12,221,004	13,132,020	13,304,340	17,003,302	13,002,437	10,330,002	10,103,133	22,103,031
Representing: - External Restrictions	12 095 409	11 100 000	0.096.996	7 665 000	5 179 160	5.946.175	6 074 494	7 700 700	9 500 644	0 670 406	10 024 040	12 022 745
- External Restrictions	12,985,408 11,786,422	11,123,200 7,975,379	9,986,888 6,833,019	7,555,902 6,461,373	5,178,160 6,357,477	5,946,175 6,703,024	6,874,434 6,630,744	7,789,736 6,764,696	8,592,641 6,801,566	9,679,426 7,034,686	10,821,819 7,368,584	12,033,715 7,189,575
- Unrestricted	2,475,170	1,237,256	616,734	541,221	685,967	503,629	399,162	334,930	288,230	283,890	513,352	2,882,541
	27,247,000	20,335,836	17,436,640	14,558,496	12,221,604	13,152,828	13,904,340	14,889,362	15,682,437	16,998,002	18,703,755	22,105,831

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2030 EQUITY STATEMENT - CONSOLIDATED Scenario: 2020 to 2030 Budget	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projecte 2024/25 \$	d Years 2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Opening Balance Adjustments to opening balance	248,517,000	254,002,000	260,010,106	273,242,846	283,254,761	290,277,794	291,228,456	292,162,889	293,349,599	294,512,388	295,761,778	297,000,478
Restated Opening Balance	248,517,000	254,002,000	260,010,106	273,242,846	283,254,761	290,277,794	291,228,456	292,162,889	293,349,599	294,512,388	295,761,778	297,000,478
Net Operating Result for the Year Adjustments to net operating result	4,919,000	6,008,106	13,232,740	10,011,915	7,023,032	950,662	934,433	1,186,710	1,162,789	1,249,389	1,238,700	1,397,434
Restated Net Operating Result for the Year	4,919,000	6,008,106	13,232,740	10,011,915	7,023,032	950,662	934,433	1,186,710	1,162,789	1,249,389	1,238,700	1,397,434
Current Year Income & Expenses Recognised direct to Equity - Transfers to/(from) Asset Revaluation Reserve - Transfers to/(from) Other Reserves	566,000	:	:	-	-	-	-	-	-	-	-	-
Other Income/Expenses recognised     Other Adjustments		:		-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	566,000		-	-	-	-	-	-	-	-	-	-
Total Recognised Income & Expenses	5,485,000	6,008,106	13,232,740	10,011,915	7,023,032	950,662	934,433	1,186,710	1,162,789	1,249,389	1,238,700	1,397,434
Distributions to/(Contributions from) Minority Interests Transfers between Equity	:	:	:	:	:	:	:	:	:	:	:	-
Equity - Balance at end of the reporting period	254,002,000	260,010,106	273,242,846	283,254,761	290,277,794	291,228,456	292,162,889	293,349,599	294,512,388	295,761,778	297,000,478	298,397,912