

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,701,000	5,745,944	5,927,576	6,047,387	6,169,596	6,294,247	6,421,395	6,551,082	6,683,361	6,818,293	6,955,919	7,096,295
User Charges & Fees	1,815,000	1,760,242	1,720,406	1,763,402	1,807,461	1,852,625	1,898,917	1,946,372	1,995,004	2,044,859	2,095,965	2,148,340
Interest & Investment Revenue	469,000	281,400	228,950	228,950	228,950	228,950	228,950	228,950	228,950	228,950	228,950	228,950
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	5,074,890	7,336,247	6,913,758	7,016,182	7,120,653	7,227,212	7,335,898	7,446,758	7,559,833	7,675,167	7,792,807
Grants & Contributions provided for Capital Purposes	3,895,000	5,097,868	8,270,866	3,920,847	1,079,500	580,500	547,500	637,500	540,000	535,000	520,000	495,000
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,342,000	20,382,329	24,328,888	19,639,200	17,071,659	16,852,158	17,104,477	17,485,730	17,685,534	17,984,041	18,278,865	18,570,127
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,045,000	6,488,872	6,653,231	6,708,750	6,850,720	6,979,824	7,116,610	7,256,131	7,398,446	7,543,604	7,691,665	7,842,689
Borrowing Costs	-	7,224	6,389	18,376	16,326	14,220	12,055	9,830	7,543	5,457	3,869	2,430
Materials & Contracts	3,554,000	4,496,205	3,402,833	3,253,371	3,255,195	3,326,188	3,348,058	3,397,285	3,448,355	3,490,842	3,531,708	3,580,305
Depreciation & Amortisation	4,106,000	4,098,412	4,265,443	4,289,775	4,314,536	4,339,731	4,365,369	4,391,459	4,418,010	4,445,029	4,472,523	4,500,508
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,410,000	1,484,344	1,459,445	1,558,042	1,490,198	1,519,430	1,634,242	1,579,656	1,610,670	1,642,309	1,766,586	1,707,507
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	132,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,247,000	16,575,057	15,787,341	15,828,314	15,926,975	16,179,393	16,476,334	16,634,361	16,883,024	17,127,241	17,466,351	17,633,439
Operating Result from Continuing Operations	4,095,000	3,807,272	8,541,547	3,810,886	1,144,684	672,765	628,143	851,369	802,510	856,800	812,514	936,688
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,095,000	3,807,272	8,541,547	3,810,886	1,144,684	672,765	628,143	851,369	802,510	856,800	812,514	936,688
Net Operating Result before Grants and Contributions provided for Capital Purposes	200,000	(1,290,596)	270,681	(109,961)	65,184	92,265	80,643	213,869	262,510	321,800	292,514	441,688

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Budget 2020-2030

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,100,000	-	-	-	476,610	1,085,059	1,313,586	1,848,500	2,314,353	3,029,665	4,090,778	6,790,298
Investments	16,927,000	12,756,637	9,699,932	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371
Receivables	3,200,000	1,669,533	1,907,133	1,495,149	1,287,412	1,274,252	1,293,551	1,326,745	1,343,791	1,372,115	1,404,005	1,454,769
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	22,918,000	15,067,152	12,083,650	11,547,550	11,816,569	12,421,521	12,672,247	13,247,020	13,736,835	14,486,206	15,584,717	18,341,572
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	27,000	79,323	81,735	83,327	84,950	86,606	88,295	90,017	91,774	93,567	95,395	97,259
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	190,767,000	202,337,331	214,047,981	218,315,007	219,104,858	219,122,679	219,455,879	219,658,854	219,913,412	219,988,108	219,698,777	217,840,281
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	191,232,000	202,854,598	214,567,660	218,836,278	219,627,752	219,647,229	219,982,118	220,186,815	220,443,130	220,519,619	220,232,116	218,375,484
TOTAL ASSETS	214,150,000	217,921,750	226,651,310	230,383,828	231,444,321	232,068,750	232,654,365	233,433,836	234,179,966	235,005,825	235,816,833	236,717,056
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,325,000	1,292,241	1,047,803	1,039,740	1,021,211	1,039,984	1,066,043	1,064,245	1,079,513	1,093,246	1,124,754	1,121,913
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	34,000	34,351	67,669	69,167	70,699	72,267	73,869	75,508	48,630	37,067	37,777	38,499
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	4,089,000	4,076,242	3,805,869	3,796,668	3,783,176	3,807,107	3,838,448	3,842,058	3,834,308	3,840,435	3,876,705	3,878,739
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	271,000	237,112	695,498	626,331	555,631	483,365	409,495	333,987	285,357	248,290	210,513	172,014
Provisions	52,000	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933	60,933
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	326,000	303,237	761,622	692,455	621,756	549,489	475,620	400,112	351,482	314,415	276,638	238,139
TOTAL LIABILITIES	4,415,000	4,379,479	4,567,491	4,489,123	4,404,932	4,356,596	4,314,068	4,242,170	4,185,790	4,154,849	4,153,343	4,116,878
Net Assets	209,735,000	213,542,272	222,083,819	225,894,705	227,039,389	227,712,154	228,340,297	229,191,666	229,994,175	230,850,976	231,663,490	232,600,178
EQUITY												
Retained Earnings	113,595,000	117,402,272	125,943,819	129,754,705	130,899,389	131,572,154	132,200,297	133,051,666	133,854,175	134,710,976	135,523,490	136,460,178
Revaluation Reserves	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000	93,820,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	207,415,000	211,222,272	219,763,819	223,574,705	224,719,389	225,392,154	226,020,297	226,871,666	227,674,175	228,530,976	229,343,490	230,280,178
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	207,415,000	211,222,272	219,763,819	223,574,705	224,719,389	225,392,154	226,020,297	226,871,666	227,674,175	228,530,976	229,343,490	230,280,178

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,136,021	5,927,578	6,047,389	6,169,598	6,294,249	6,421,397	6,551,084	6,683,363	6,818,295	6,955,921	7,096,297
User Charges & Fees	-	1,675,133	1,724,686	1,758,783	1,802,728	1,847,773	1,893,944	1,941,274	1,989,779	2,039,503	2,090,474	2,142,274
Interest & Investment Revenue Received	-	354,097	242,491	236,428	219,667	218,219	224,495	221,119	222,243	218,993	215,031	195,767
Grants & Contributions	-	11,446,390	15,210,001	11,183,353	8,295,827	7,729,983	7,769,337	7,958,879	7,985,782	8,086,935	8,187,835	8,281,037
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,400,201	833,366	729,504	701,958	685,530	686,496	690,727	697,925	702,654	708,439	714,336
Payments:												
Employee Benefits & On-Costs	-	(6,488,872)	(6,653,231)	(6,708,750)	(6,850,720)	(6,979,824)	(7,116,610)	(7,256,131)	(7,398,446)	(7,543,604)	(7,691,665)	(7,842,689)
Materials & Contracts	-	(4,476,698)	(3,482,874)	(3,244,879)	(3,273,869)	(3,317,079)	(3,324,899)	(3,405,748)	(3,440,004)	(3,482,843)	(3,505,709)	(3,589,717)
Borrowing Costs	-	(7,224)	(6,389)	(18,376)	(16,326)	(14,220)	(12,055)	(9,830)	(7,543)	(5,457)	(3,869)	(2,430)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,484,344)	(1,459,445)	(1,558,042)	(1,490,198)	(1,519,430)	(1,634,242)	(1,579,656)	(1,610,670)	(1,642,309)	(1,766,586)	(1,707,507)
Net Cash provided (or used in) Operating Activities	-	8,554,703	12,336,184	8,425,410	5,558,664	4,945,200	4,907,862	5,111,718	5,122,428	5,192,168	5,189,872	5,287,808
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,170,363	3,056,706	107,560	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	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	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
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	-	(15,244,469)	(16,233,993)	(8,805,551)	(5,534,987)	(4,511,002)	(5,143,869)	(4,922,284)	(5,026,868)	(4,859,525)	(4,294,492)	(2,800,512)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
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	-	(10,621,166)	(12,827,887)	(8,357,741)	(5,012,887)	(4,266,052)	(4,607,069)	(4,502,934)	(4,581,068)	(4,428,225)	(4,091,692)	(2,550,512)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	550,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(33,537)	(58,297)	(67,669)	(69,167)	(70,699)	(72,267)	(73,869)	(75,508)	(48,630)	(37,067)	(37,777)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(33,537)	491,703	(67,669)	(69,167)	(70,699)	(72,267)	(73,869)	(75,508)	(48,630)	(37,067)	(37,777)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,100,000)	0	0	476,610	608,449	228,526	534,915	465,853	715,313	1,061,113	2,699,520
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,100,000	-	0	0	476,610	1,085,059	1,313,586	1,848,500	2,314,353	3,029,665	4,090,778
Cash & Cash Equivalents - end of the year	2,100,000	-	0	0	476,610	1,085,059	1,313,586	1,848,500	2,314,353	3,029,665	4,090,778	6,790,298
Cash & Cash Equivalents - end of the year	2,100,000	-	0	0	476,610	1,085,059	1,313,586	1,848,500	2,314,353	3,029,665	4,090,778	6,790,298
Investments - end of the year	16,927,000	12,756,637	9,699,932	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371	9,592,371
Cash, Cash Equivalents & Investments - end of the year	19,027,000	12,756,637	9,699,932	9,592,371	10,068,982	10,677,431	10,905,957	11,440,872	11,906,724	12,622,037	13,683,149	16,382,669
Representing:												
- External Restrictions	4,765,408	3,544,002	2,250,179	2,589,777	3,025,538	3,470,778	3,876,051	4,341,246	4,816,928	5,303,461	5,801,213	6,310,553
- Internal Restrictions	11,786,422	7,975,379	6,833,019	6,461,373	6,357,477	6,703,024	6,630,744	6,764,696	6,801,566	7,034,686	7,368,584	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
	19,027,000	12,756,637	9,699,932	9,592,371	10,068,982	10,677,431	10,905,957	11,440,872	11,906,724	12,622,037	13,683,149	16,382,669

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	Projected Years					2029/30 \$
							2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	
Opening Balance	203,320,000	207,415,000	211,222,272	219,763,819	223,574,705	224,719,389	225,392,154	226,020,297	226,871,666	227,674,175	228,530,976	229,343,490
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	203,320,000	207,415,000	211,222,272	219,763,819	223,574,705	224,719,389	225,392,154	226,020,297	226,871,666	227,674,175	228,530,976	229,343,490
Net Operating Result for the Year	4,095,000	3,807,272	8,541,547	3,810,886	1,144,684	672,765	628,143	851,369	802,510	856,800	812,514	936,688
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	4,095,000	3,807,272	8,541,547	3,810,886	1,144,684	672,765	628,143	851,369	802,510	856,800	812,514	936,688
Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-	-	-
Total Recognised Income & Expenses	4,095,000	3,807,272	8,541,547	3,810,886	1,144,684	672,765	628,143	851,369	802,510	856,800	812,514	936,688
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	207,415,000	211,222,272	219,763,819	223,574,705	224,719,389	225,392,154	226,020,297	226,871,666	227,674,175	228,530,976	229,343,490	230,280,178