10 Year Financial Plan for the Years ending 30 June 2031												
INCOME STATEMENT - GENERAL FUND	Actuals	Current Year					Projected					
Scenario: 2021-2031 Budget	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	2	2	\$	•	- D	a a	a a	\$	•	a	a a	\$
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:	3_3,777	,,,,,,,,	,	,	,	,	,	,	,	,	,,,,,,	,
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	-	01,001		01,000		-	-	-			-	01,000
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	207,000	230,742	270,023	201,037	203,302	200,013	200,500	231,130	255,070	230,330	200,011	233,373
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		423,251		620.466	687,512			

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2031												
BALANCE SHEET - GENERAL FUND	Actuals	Current Year					Projecte	d Years				
Scenario: 2021-2031 Budget	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 \$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSETS	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets												
Cash & Cash Equivalents	1,737,000			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	18,610,000	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
Receivables	1,398,000	2,208,699	1,634,165	1,207,049	1,202,460	1,214,559	1,238,932	1,263,136	1,301,213	1,337,701	1,359,897	1,388,804
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	13,552,679	13,291,111	13,958,588	14,670,427	15,296,728	16,104,750	17,635,832	19,028,910	19,303,880	20,981,556
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	206,510,261	206,912,001	207,646,411	208,291,911	209,049,026	209,832,163	210,713,361	211,602,875	212,614,906	213,638,812
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	1,761,569	1,200,054	1,171,075	1,176,560	1,194,716	1,209,620	1,230,167	1,251,157	1,272,599	1,278,847
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 Liabilities associated with assets classified as "held for sale"	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
Total Current Liabilities	5,754,000	6,751,067	5,991,612	5,424,752	5,412,531	5,453,580	5,479,673	5,483,154	5,514,296	5,576,086	5,574,517	5,569,486
Non Comment Link Wildow												
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	3,000	4,270	4,270	4,276	4,276	4,276	4,270	4,276	4,276	4,276	4,276	4,276
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 TOTAL LIABILITIES	312,000 6,066,000	731,461 7,482,528	640,750 6,632,362	550,426 5,975,178	458,382 5,870,912	364,581 5,818,160	268,988 5,748,661	208,178 5,691,332	150,721 5,665,017	92,403 5,668,488	62,917 5,637,434	62,917 5,632,403
Net Assets	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
EQUITY												
	117.054.000	120 020 004	122 660 900	124 720 024	125 567 400	126 265 754	127 002 205	127 022 024	120 040 244	120 726 206	140 760 470	141 709 400
Retained Earnings Revaluation Reserves	117,054,000 66,208,000	128,038,894 66,208,000	133,669,899 66,208,000	134,728,824 66,208,000	135,567,499 66,208,000	136,265,751 66,208,000	137,092,365 66,208,000	137,932,831 66,208,000	138,840,344 66,208,000	139,726,386 66,208,000	140,769,472 66,208,000	141,798,409 66,208,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	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
Non-controlling equity interests			- ,	-	-	-	-	-	-		· · · -	-

Total Equity 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

0 Year Financial Plan for the Years ending 30 June 2031												
ASH FLOW STATEMENT - GENERAL FUND	Actuals	Current Year					Projected	l Years				
cenario: 2021-2031 Budget	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
h Flows from Operating Activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ipts:												
es & 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
r 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
estment & Interest Revenue Received ants & Contributions		148,480 18,258,178	168,693 12,290,495	188,646 7,708,265	263,346 7,584,530	268,317 7,591,355	269,689 7,693,240	267,437 7,762,329	257,879 7,878,962	259,848 7,996,257	274,527 8,115,896	255,891 8,105,268
nds & Deposits Received		10,230,170	12,290,495	7,700,203	7,364,330	7,591,555	7,093,240	7,702,329	7,070,902	7,990,237	0,113,090	6,105,200
ner		682,044	856,839	804,199	762,676	746,020	746,334	751,901	756,943	762,464	768,096	769,585
yments:		, .	,	,		-,-	-,	- ,	,-	- , -	,	
ployee 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
erials & 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
rowing Costs		(10,439)	(8,640)	(7,664)	(9,717)	(7,996)	(6,240)	(4,448)	(2,883)	(1,844)	(983)	(165
lds & Deposits Refunded er		(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
		(1,100,110)		(1,011,001)	(1,011,201)						* * * * *	
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
sh Flows from Investing Activities												
eipts:												
e of Investment Securities	-	6,632,141	878,720	-	-	-	-	-	-	-	-	-
le of Investment Property le of Real Estate Assets			1	-	-	-	-	-	-	-	-	-
le of Near Estate Assets le 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
e of non-current assets classified as "held for sale"		-	-	-	-	-	-	-	-	-	-	-
e of Intangible Assets	-			-	-	-	-	-	-	-	-	-
e of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
e of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
erred Debtors Receipts				-	-	-	-	-	-	-	-	-
tributions Received from Joint Ventures & Associates er Investing Activity Receipts				-	-		-	-	-	-	-	-
ments:				-	=	=	-	-	-	-	-	-
chase of Investment Securities					-	-				-		
chase of Investment Property				-	-	-	-	-	-	-	-	-
chase 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
chase of Real Estate Assets				-	-	-	-	-	-	-	-	-
chase of Intangible Assets				-	-	-	-	-	-	-	-	-
chase of Interests in Joint Ventures & Associates erred Debtors & Advances Made				-	-	-	-	-	-	-	-	-
ntributions Paid to Joint Ventures & Associates				-	-	-	-	-	-	-	-	-
er Investing Activity Payments				_	_	_	-	-	-		-	_
			(0.000)	(5.00.1.505)	// /00 005	(1.001.015)	(1.5.5.100)	(1.11=0.10)	(0.010.010)	(0.001.00=)	(5.050.515)	(0.000.00.00
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
sh Flows from Financing Activities												
ceipts: ceeds from Borrowings & Advances		550,000					_	_	_	_	_	_
ceeds from Finance Leases		550,000		-	-	-	-	-	-	-	-	-
er Financing Activity Payments					-	-						
ments:												
payment 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
payment of lease liabilities (principal repayments)				-	-	-	-	-	-	-	-	-
tributions to non-controlling interests er Financing Activity Payments				-			-	-	-		-	-
										-		
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
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
s: 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
h & Cash Equivalents - end of the year	1,737,000		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
	, , , , , , ,		-						,,			, , , , , , , ,
n & Cash Equivalents - end of the year	1,737,000	0	0	164 595	92E 1EF	1 521 047	2 126 070	2 002 620	4 200 605	E 741 E74	E 097 E00	7 620 774
sn & Cash Equivalents - end of the year estments - end of the year	1,737,000	11,977,859	11.099.139	164,585 11,099,139	835,155 11,099,139	1,531,947 11,099,139	2,126,979 11,099,139	2,903,628 11,099,139	4,390,695 11,099,139	5,741,571 11,099,139	5,987,508 11,099,139	7,628,771 11.099.139
sh, 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
	.,,	/ 1,000	,,	,,	, , — .	,,	-, -,	,,	.,,	.,,	,,	.,,
resenting:	6 1 10 0 15	0.700.700	2 400 007	4 4 4 0 0 4 0	4 600 000	E 007 544	E E00 110	E 004 407	6 404 000	6 000 000	7.540.040	0.040.000
rnal Restrictions nal Restricitons	6,143,245 14,088,642	2,736,706 8,774,175	3,439,897 7,345,809	4,142,219 6,948,129	4,602,986 7,167,273	5,027,511 7,298,986	5,506,116 7,277,912	5,994,137 7.325.004	6,491,923 7,907,040	6,999,830 8,414,865	7,518,216 7,654,090	8,048,089 8,374,879
	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
restricted												

Narrandera Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 EQUITY STATEMENT - GENERAL FUND	Actuals	Current Year					Projecte	d Years				
Scenario: 2021-2031 Budget	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 	g -	-	-	-	-	-	-	-	-	-	-	-
- 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 re-	-			-	-	-	-	-	-	-	-	-
- Joint ventures and associates - Other reserves movements	-	-		-	-	-	-	-	-	-	-	-
- 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