

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Budget 2021-2031 - Recommended

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,154,000	8,366,540	8,597,789	8,855,788	9,219,132	9,251,363	9,506,800	9,834,156	10,064,242	10,299,934	10,541,368	10,788,686
User Charges & Fees	3,248,000	3,599,317	3,213,308	3,299,395	3,381,210	4,242,653	4,428,051	4,538,081	4,650,868	4,766,469	4,884,961	5,006,411
Other Revenues	964,000	805,514	741,265	741,496	462,734	462,977	463,226	463,481	463,743	464,012	464,287	464,569
Grants & Contributions provided for Operating Purposes	8,052,000	4,619,952	7,565,541	7,292,811	7,379,927	7,493,123	7,608,580	7,726,345	7,846,463	7,968,984	8,093,951	8,221,733
Grants & Contributions provided for Capital Purposes	8,007,000	14,956,521	5,739,000	538,000	823,000	6,670,500	6,619,250	250,500	245,500	263,000	425,500	188,000
Interest & Investment Revenue	278,000	209,150	226,480	328,710	441,290	486,450	439,225	439,226	435,225	438,925	434,425	434,925
Other Income:												
Net Gains from the Disposal of Assets	11,000	91,500	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	209,000	230,803	225,004	227,931	230,930	234,003	237,152	240,378	243,684	247,070	250,538	254,092
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	28,923,000	32,879,297	26,399,886	21,375,632	22,029,723	28,932,568	29,393,783	23,583,668	24,041,225	24,539,893	25,186,530	25,449,916
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,066,000	8,240,889	8,367,425	8,428,577	8,585,108	8,758,900	8,922,027	9,102,561	9,272,568	9,453,120	9,637,276	9,825,117
Borrowing Costs	4,000	27,877	45,744	142,080	137,385	132,540	127,539	122,378	117,049	111,545	105,917	100,768
Materials & Contracts	6,175,000	6,060,821	5,727,100	5,431,113	5,609,816	5,628,340	5,766,002	6,465,917	6,704,593	6,762,799	6,916,609	7,074,128
Depreciation & Amortisation	4,958,000	5,705,096	6,117,411	6,248,767	6,340,767	6,394,367	6,448,979	6,750,620	6,812,233	6,875,013	6,938,983	7,004,167
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	414,000	325,920	325,938	333,707	341,667	349,825	358,184	366,751	375,530	384,527	393,747	403,196
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,623,000	20,366,723	20,589,738	20,590,363	21,020,863	21,270,093	21,628,851	22,814,348	23,288,093	23,593,125	23,998,653	24,413,495
Operating Result from Continuing Operations	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,293,000	(2,443,947)	71,148	247,268	185,860	991,975	1,145,682	518,820	507,632	683,769	762,378	848,421

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Budget 2021-2031 - Recommended

	Actuals 2020/21	Current Year 2021/22	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,850,000	-	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Investments	24,846,000	18,392,627	17,793,215	17,793,215	17,793,215	16,744,742	14,697,928	14,697,928	14,697,928	14,149,553	14,149,553	14,149,553
Receivables	2,642,000	2,195,705	1,785,231	1,682,914	1,663,109	1,723,174	1,759,482	1,828,835	1,871,359	1,939,617	1,962,470	2,010,805
Inventories	438,237	468,763	438,237	397,226	409,072	405,330	414,770	421,791	440,600	439,029	447,950	457,079
Contract assets	251,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000	211,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	24,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,089,000	21,268,095	20,842,875	21,536,458	22,580,723	21,259,991	20,500,587	23,622,455	26,546,160	25,757,803	28,536,138	32,386,819
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	25,000	68,367	29,011	29,899	30,548	29,199	29,834	30,485	31,151	34,036	32,532	33,248
Inventories	407,000	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035	402,035
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	216,308,000	238,972,400	246,404,214	246,163,204	246,054,575	254,907,369	263,351,484	260,912,411	258,672,407	260,293,793	258,655,316	255,772,018
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	216,740,000	239,442,802	246,835,261	246,595,138	246,487,158	255,338,603	263,783,354	261,344,931	259,105,593	260,729,864	259,089,884	256,207,301
TOTAL ASSETS	246,829,000	260,710,897	267,678,135	268,131,597	269,067,881	276,598,594	284,283,941	284,967,386	285,651,754	286,487,667	287,626,022	288,594,120
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,234,000	1,765,436	1,719,777	1,651,987	1,693,686	1,685,026	1,721,968	1,751,064	1,803,517	1,816,540	1,850,407	1,885,052
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,597,000	1,837,970	1,128,401	976,296	978,629	976,979	986,905	1,003,549	1,019,276	1,037,844	1,072,879	1,063,835
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	52,000	143,680	176,413	181,108	185,953	190,953	196,115	201,444	206,947	182,925	158,423	163,589
Provisions	2,612,000	2,681,465	2,736,229	2,799,305	2,862,381	2,925,457	2,988,533	3,051,609	3,114,685	3,177,761	3,240,837	3,303,913
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,495,000	6,428,552	5,760,819	5,608,696	5,720,649	5,778,415	5,893,521	6,007,667	6,144,425	6,215,070	6,322,547	6,416,390
Non-Current Liabilities												
Payables	3,000	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003	4,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	473,000	1,904,233	3,727,820	3,546,712	3,360,759	3,169,806	2,973,691	2,772,247	2,565,300	2,382,375	2,223,952	2,060,362
Provisions	57,000	60,535	61,771	63,195	64,619	66,043	67,467	68,891	70,315	71,739	73,163	74,587
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	533,000	1,968,771	3,793,594	3,613,910	3,429,381	3,239,852	3,045,161	2,845,141	2,639,618	2,458,117	2,301,118	2,138,952
TOTAL LIABILITIES	7,028,000	8,397,323	9,554,413	9,222,606	9,150,030	9,018,268	8,938,682	8,852,808	8,784,043	8,673,187	8,623,665	8,555,342
Net Assets	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778
EQUITY												
Retained Earnings	156,674,000	169,186,574	174,996,722	175,781,990	176,790,851	184,453,326	192,218,258	192,987,578	193,740,711	194,687,479	195,875,357	196,911,778
Revaluation Reserves	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000	83,127,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Budget 2021-2031 - Recommended

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years		2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,085,000	8,469,377	8,604,579	8,860,488	9,212,365	9,271,072	9,499,666	9,809,604	10,065,412	10,256,691	10,567,082	10,779,600
User Charges & Fees	3,049,000	4,030,133	3,215,326	3,295,416	3,377,079	4,150,900	4,412,323	4,531,160	4,643,774	4,759,197	4,877,507	4,998,771
Investment & Interest Revenue Received	352,000	187,264	224,304	318,602	431,596	488,410	438,746	414,110	411,264	433,171	417,321	405,841
Grants & Contributions	16,459,000	19,324,487	12,932,720	7,772,661	8,202,722	14,160,826	14,232,400	7,985,671	8,100,156	8,241,949	8,539,910	8,401,924
Bonds & Deposits Received	100,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,578,000	1,416,005	1,074,392	988,023	740,106	693,546	695,876	698,698	702,249	705,568	707,820	715,282
Payments:												
Employee Benefits & On-Costs	(8,042,000)	(8,108,175)	(8,306,298)	(8,361,597)	(8,514,288)	(8,687,955)	(8,850,953)	(9,031,356)	(9,201,228)	(9,381,643)	(9,565,660)	(9,753,358)
Materials & Contracts	(6,225,000)	(6,500,469)	(5,756,155)	(5,468,459)	(5,596,801)	(5,630,122)	(5,755,190)	(6,457,363)	(6,684,770)	(6,762,330)	(6,906,104)	(7,063,374)
Borrowing Costs	(4,000)	(27,877)	(45,744)	(142,080)	(137,385)	(132,540)	(127,539)	(122,378)	(117,049)	(111,545)	(105,917)	(100,768)
Bonds & Deposits Refunded	(85,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,898,000)	(339,034)	(325,937)	(333,471)	(341,426)	(349,578)	(357,930)	(366,491)	(375,264)	(384,254)	(393,467)	(402,909)
Net Cash provided (or used in) Operating Activities	14,369,000	18,451,710	11,617,185	6,929,582	7,373,969	13,964,560	14,187,397	7,461,655	7,544,545	7,756,802	8,138,493	7,981,009
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	27,600,000	6,453,373	599,412	-	-	1,048,473	2,046,814	-	-	548,375	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	303,000	248,136	455,500	358,800	310,550	364,900	513,300	280,650	271,900	490,950	363,250	190,650
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	1,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(25,836,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,666,000)	(28,526,132)	(13,913,225)	(6,275,057)	(6,451,188)	(15,520,562)	(15,314,894)	(4,500,697)	(4,752,629)	(8,895,849)	(5,572,257)	(4,220,018)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(112)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(15,598,000)	(21,824,735)	(12,858,313)	(5,916,257)	(6,140,638)	(14,107,189)	(12,754,780)	(4,220,047)	(4,480,729)	(7,856,524)	(5,209,007)	(4,029,368)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	550,000	1,620,000	2,000,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(25,000)	(96,975)	(143,680)	(176,413)	(181,108)	(185,953)	(190,953)	(196,115)	(201,444)	(206,947)	(182,925)	(158,423)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	525,000	1,523,025	1,856,320	(176,413)	(181,108)	(185,953)	(190,953)	(196,115)	(201,444)	(206,947)	(182,925)	(158,423)
Net Increase/(Decrease) in Cash & Cash Equivalents	(704,000)	(1,850,000)	615,192	836,912	1,052,223	(328,582)	1,241,664	3,045,493	2,862,372	(306,669)	2,746,561	3,793,217
plus: Cash & Cash Equivalents - beginning of year	2,554,000	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165
Cash & Cash Equivalents - end of the year	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Cash & Cash Equivalents - end of the year	1,850,000	0	615,192	1,452,104	2,504,326	2,175,744	3,417,408	6,462,901	9,325,273	9,018,604	11,765,165	15,558,382
Investments - end of the year	24,846,000	18,392,627	17,793,215	17,793,215	17,793,215	16,744,742	14,697,928	14,697,928	14,697,928	14,149,553	14,149,553	14,149,553
Cash, Cash Equivalents & Investments - end of the year	26,696,000	18,392,627	18,408,407	19,245,319	20,297,542	18,920,486	18,115,336	21,160,829	24,023,201	23,168,157	25,914,718	29,707,935
Representing:												
- External Restrictions	13,448,163	9,343,116	10,146,325	10,740,045	11,314,270	9,535,758	8,178,046	9,868,706	11,617,466	10,722,788	12,019,478	13,809,538
- Internal Restrictions	12,994,166	8,542,369	8,028,592	8,195,336	8,422,035	8,450,902	8,472,921	9,140,999	9,703,370	9,042,272	9,787,241	10,853,085
- Unrestricted	253,671	507,142	233,490	309,938	561,236	933,827	1,464,369	2,151,124	2,702,365	3,403,098	4,108,000	5,045,312
	26,696,000	18,392,627	18,408,407	19,245,319	20,297,542	18,920,486	18,115,336	21,160,829	24,023,201	23,168,157	25,914,718	29,707,935

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
EQUITY STATEMENT - CONSOLIDATED
Scenario: Budget 2021-2031 - Recommended

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	230,818,000	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	230,818,000	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357
Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	9,300,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(317,000)	-	-	-	-	-	-	-	-	-	-	-
- 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 equity instruments)	-	-	-	-	-	-	-	-	-	-	-	-
- 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	(317,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	8,983,000	12,512,574	5,810,148	785,268	1,008,860	7,662,475	7,764,932	769,320	753,132	946,769	1,187,878	1,036,421
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	239,801,000	252,313,574	258,123,722	258,908,990	259,917,851	267,580,326	275,345,258	276,114,578	276,867,711	277,814,479	279,002,357	280,038,778