

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030 2.5% FAG All years

	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	408,750	408,750	408,750	408,750	408,750	408,750	408,750	408,750	408,750
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	7,460,101	7,115,020	7,247,494	7,383,266	7,522,420	7,665,036	7,811,206	7,961,014	8,114,552	8,271,915
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	24,452,742	20,020,262	17,482,771	17,294,571	17,579,485	17,994,668	18,229,782	18,565,022	18,898,050	19,229,035
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	8,665,401	4,191,948	1,555,796	1,115,178	1,103,151	1,360,307	1,346,758	1,437,781	1,431,699	1,595,596
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,095,000	3,807,272	8,665,401	4,191,948	1,555,796	1,115,178	1,103,151	1,360,307	1,346,758	1,437,781	1,431,699	1,595,596
Net Operating Result before Grants and Contributions provided for Capital Purposes	200,000	(1,290,596)	394,535	271,101	476,296	534,678	555,651	722,807	806,758	902,781	911,699	1,100,596

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Budget 2020-2030 2.5% FAG All years

	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	-	-	262,835	1,143,428	2,186,652	2,882,068	3,917,304	4,918,269	6,204,889	7,874,954	11,222,569
Investments	16,927,000	12,756,637	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153
Receivables	3,200,000	1,669,533	1,918,766	1,517,447	1,316,841	1,311,319	1,338,736	1,380,547	1,406,728	1,444,726	1,486,848	1,548,425
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	12,207,504	12,052,466	12,732,597	13,779,962	14,505,696	15,589,407	16,623,470	17,953,822	19,671,518	23,087,281
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	226,775,164	230,888,744	232,360,349	233,427,191	234,487,814	235,776,223	237,066,601	238,473,441	239,903,634	241,462,765
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	222,207,673	226,399,621	227,955,417	229,070,595	230,173,746	231,534,053	232,880,810	234,318,592	235,750,291	237,345,887
EQUITY												
Retained Earnings	113,595,000	117,402,272	126,067,673	130,259,621	131,815,417	132,930,595	134,033,746	135,394,053	136,740,810	138,178,592	139,610,291	141,205,887
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	219,887,673	224,079,621	225,635,417	226,750,595	227,853,746	229,214,053	230,560,810	231,998,592	233,430,291	235,025,887
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	207,415,000	211,222,272	219,887,673	224,079,621	225,635,417	226,750,595	227,853,746	229,214,053	230,560,810	231,998,592	233,430,291	235,025,887

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030 2.5% FAG All years

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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	2,142,713
Interest & Investment Revenue Received	-	354,097	241,050	411,932	394,810	392,956	398,860	395,095	395,813	392,142	387,742	366,023
Grants & Contributions	-	11,446,390	15,324,805	11,378,958	8,524,943	7,990,309	8,062,163	8,285,538	8,347,649	8,485,432	8,624,428	8,757,243
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,400,201	832,225	728,791	701,681	685,241	686,196	690,414	697,600	702,315	708,087	713,970
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	12,448,405	8,795,805	5,962,646	5,379,975	5,374,752	5,612,039	5,657,541	5,763,475	5,798,824	5,935,903
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,170,363	2,944,484	-	-	-	-	-	-	-	-	-
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)	(12,940,109)	(8,465,301)	(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	262,835	880,592	1,043,224	695,416	1,035,236	1,000,965	1,286,620	1,670,065	3,347,615
plus: Cash, Cash Equivalents & Investments - beginning of year	-	2,100,000	-	0	262,835	1,143,428	2,186,652	2,882,068	3,917,304	4,918,269	6,204,889	7,874,954
Cash & Cash Equivalents - end of the year	2,100,000	-	0	262,835	1,143,428	2,186,652	2,882,068	3,917,304	4,918,269	6,204,889	7,874,954	11,222,569
Cash & Cash Equivalents - end of the year	2,100,000	-	0	262,835	1,143,428	2,186,652	2,882,068	3,917,304	4,918,269	6,204,889	7,874,954	11,222,569
Investments - end of the year	16,927,000	12,756,637	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153	9,812,153
Cash, Cash Equivalents & Investments - end of the year	19,027,000	12,756,637	9,812,153	10,074,989	10,955,581	11,998,805	12,694,221	13,729,457	14,730,422	16,017,043	17,687,107	21,034,722
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	728,955	1,023,839	1,572,566	1,825,003	2,187,426	2,623,515	3,111,928	3,678,896	4,517,310	7,534,594
	19,027,000	12,756,637	9,812,153	10,074,989	10,955,581	11,998,805	12,694,221	13,729,457	14,730,422	16,017,043	17,687,107	21,034,722

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
EQUITY STATEMENT - GENERAL FUND
Scenario: Budget 2020-2030 2.5% FAG All years

	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	219,887,673	224,079,621	225,635,417	226,750,595	227,853,746	229,214,053	230,560,810	231,998,592	233,430,291
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	203,320,000	207,415,000	211,222,272	219,887,673	224,079,621	225,635,417	226,750,595	227,853,746	229,214,053	230,560,810	231,998,592	233,430,291
Net Operating Result for the Year	4,095,000	3,807,272	8,665,401	4,191,948	1,555,796	1,115,178	1,103,151	1,360,307	1,346,758	1,437,781	1,431,699	1,595,596
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	4,095,000	3,807,272	8,665,401	4,191,948	1,555,796	1,115,178	1,103,151	1,360,307	1,346,758	1,437,781	1,431,699	1,595,596
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	8,665,401	4,191,948	1,555,796	1,115,178	1,103,151	1,360,307	1,346,758	1,437,781	1,431,699	1,595,596
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	207,415,000	211,222,272	219,887,673	224,079,621	225,635,417	226,750,595	227,853,746	229,214,053	230,560,810	231,998,592	233,430,291	235,025,887