

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

	Actuals	Current Year	Projected Years									
	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												
Revenue:												
Rates & Annual Charges	5,824,000	5,930,807	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	1,751,548	1,711,925	1,756,843	1,807,178	1,852,346	1,898,644	1,946,100	1,994,741	2,044,602	2,095,703	2,148,083
Other Revenues	2,254,000	569,956	523,673	474,664	477,780	456,620	459,376	462,187	465,054	467,979	470,962	470,962
Grants & Contributions provided for Operating Purposes	8,634,000	5,397,184	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	13,553,586	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	181,750	138,950	193,950	278,950	278,950	278,950	278,950	278,950	278,950	278,950	278,950
Other Income:												
Net Gains from the Disposal of Assets	389,000	156,831	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	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	207,000	260,807	276,623	279,037	281,502	284,015	286,580	289,198	291,870	294,596	297,377	297,375
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,195,000	27,802,469	21,303,579	16,849,075	16,823,742	16,973,129	17,252,313	17,507,564	17,811,507	18,121,775	18,438,488	18,625,470
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,168,000	6,746,796	6,844,505	6,999,752	7,133,258	7,269,415	7,408,268	7,549,881	7,694,302	7,841,591	7,991,808	8,147,501
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	3,871,280	2,845,326	2,847,373	2,853,049	2,868,735	2,911,746	2,956,580	2,992,805	3,027,394	3,069,695	3,116,575
Depreciation & Amortisation	4,340,000	4,261,075	4,868,650	4,898,007	4,927,888	4,958,307	4,989,272	5,020,794	5,052,883	5,085,549	5,118,804	5,118,804
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,912,000	1,491,959	1,475,706	1,409,071	1,436,779	1,550,044	1,493,875	1,523,273	1,553,263	1,675,850	1,615,063	1,615,063
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	16,381,549	16,042,827	16,161,867	16,360,691	16,654,497	16,809,401	17,054,976	17,296,136	17,632,228	17,796,353	17,998,108
Operating Result from Continuing Operations	3,715,000	11,420,920	5,260,752	687,208	463,051	318,632	442,912	452,588	515,371	489,547	642,135	627,362
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,715,000	11,420,920	5,260,752	687,208	463,051	318,632	442,912	452,588	515,371	489,547	642,135	627,362
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,718,000	(2,132,666)	(255,567)	(97,292)	75,551	43,632	180,412	232,588	295,371	269,547	422,135	407,362

Total Equity

<u>183,262,000</u>	<u>194,682,920</u>	<u>199,943,672</u>	<u>200,630,880</u>	<u>201,093,930</u>	<u>201,412,563</u>	<u>201,855,475</u>	<u>202,308,063</u>	<u>202,823,435</u>	<u>203,312,981</u>	<u>203,955,116</u>	<u>204,582,478</u>
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Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Budget 2021-2031 - Recommended

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,348,492	6,048,391	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
User Charges & Fees	-	1,701,295	1,709,917	1,759,119	1,809,728	1,854,635	1,900,990	1,948,504	1,997,206	2,047,128	2,098,292	2,150,737
Investment & Interest Revenue Received	-	110,510	169,780	186,551	262,163	267,103	268,456	266,186	256,609	258,559	273,218	254,585
Grants & Contributions	-	18,844,558	12,268,751	7,708,265	7,584,530	7,591,355	7,693,240	7,762,329	7,878,962	7,996,257	8,115,896	8,105,268
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	709,920	867,460	798,783	757,262	740,608	740,924	746,494	751,537	757,061	762,695	764,187
Payments:												
Employee Benefits & On-Costs	-	(6,841,075)	(6,769,929)	(6,996,797)	(7,130,640)	(7,266,745)	(7,405,545)	(7,547,104)	(7,691,470)	(7,838,703)	(7,988,862)	(8,144,493)
Materials & Contracts	-	(3,778,916)	(2,896,716)	(2,860,013)	(2,847,486)	(2,846,347)	(2,920,458)	(2,948,851)	(2,985,368)	(3,002,335)	(3,079,323)	(3,114,369)
Borrowing Costs	-	(10,439)	(8,640)	(7,664)	(9,717)	(7,996)	(6,240)	(4,448)	(2,883)	(1,844)	(983)	(165)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,489,068)	(1,475,770)	(1,409,334)	(1,436,670)	(1,549,597)	(1,494,097)	(1,523,157)	(1,553,145)	(1,675,366)	(1,615,303)	(1,615,063)
Net Cash provided (or used in) Operating Activities	-	15,595,278	9,913,244	5,349,745	5,284,677	5,205,688	5,329,648	5,384,630	5,471,072	5,498,025	5,663,293	5,638,760
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	6,559,005	830,762	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale 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
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	-	-	-	-	-	-	-	-	-	-	-	-
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	-	(24,756,194)	(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)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(17,822,789)	(9,821,858)	(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)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment 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)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net 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)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,737,000)	(0)	252,686	761,429	789,029	688,679	871,723	1,583,591	1,448,873	345,428	1,740,559
plus: Cash & Cash Equivalents - beginning of year	-	1,737,000	0	0	252,686	1,014,115	1,803,143	2,491,822	3,363,545	4,947,136	6,396,009	6,741,437
Cash & Cash Equivalents - end of the year	-	0	0	252,686	1,014,115	1,803,143	2,491,822	3,363,545	4,947,136	6,396,009	6,741,437	8,481,996
Representing:												
Cash & Cash Equivalents - end of the year	1,737,000	0	0	252,686	1,014,115	1,803,143	2,491,822	3,363,545	4,947,136	6,396,009	6,741,437	8,481,996
Investments - end of the year	18,610,000	12,050,995	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233	11,220,233
Cash, Cash Equivalents & Investments - end of the year	20,347,000	12,050,995	11,220,233	11,472,919	12,234,347	13,023,376	13,712,055	14,583,778	16,167,369	17,616,242	17,961,670	19,702,228
Representing:												
- External Restrictions	6,143,245	2,711,368	3,326,559	4,028,881	4,489,648	4,914,173	5,392,778	5,880,799	6,378,585	6,886,492	7,404,878	7,934,751
- Internal Restrictions	14,088,644	8,936,234	7,685,593	7,287,913	7,507,057	7,638,770	7,617,696	7,664,788	8,246,824	8,754,649	7,993,874	8,714,663
- Unrestricted	115,111	403,393	208,081	156,125	237,643	470,433	701,581	1,038,191	1,541,960	1,975,101	2,562,918	3,052,815
	20,347,000	12,050,995	11,220,233	11,472,919	12,234,347	13,023,376	13,712,055	14,583,778	16,167,369	17,616,242	17,961,670	19,702,228

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

	Actuals	Current Year	Projected Years									
	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	194,682,920	199,943,672	200,630,880	201,093,930	201,412,563	201,855,475	202,308,063	202,823,435	203,312,981	203,955,116
Adjustments to opening balance	(256,000)	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	207,159,000	183,262,000	194,682,920	199,943,672	200,630,880	201,093,930	201,412,563	201,855,475	202,308,063	202,823,435	203,312,981	203,955,116
Net Operating Result for the Year	3,715,000	11,420,920	5,260,752	687,208	463,051	318,632	442,912	452,588	515,371	489,547	642,135	627,362
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	3,715,000	11,420,920	5,260,752	687,208	463,051	318,632	442,912	452,588	515,371	489,547	642,135	627,362
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 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	(27,612,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	(23,897,000)	11,420,920	5,260,752	687,208	463,051	318,632	442,912	452,588	515,371	489,547	642,135	627,362
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	183,262,000	194,682,920	199,943,672	200,630,880	201,093,930	201,412,563	201,855,475	202,308,063	202,823,435	203,312,981	203,955,116	204,582,478