

Narrandera Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

INCOME STATEMENT - GENERAL FUND

Scenario: 2021-2031 Budget Pessimistic - Increased Depreciation

	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	5,932,439	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:												
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	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
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	5,060,984	5,098,139	5,135,977	5,174,509	5,213,750	5,253,711	5,294,411	5,335,860	5,378,070	5,378,070
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	16,369,774	16,501,393	16,710,637	17,015,069	17,180,809	17,437,430	17,689,860	18,037,447	18,213,289	18,415,690
Operating Result from Continuing Operations	3,715,000	10,984,894	4,981,005	395,925	162,416	8,466	123,033	122,814	175,507	139,398	281,508	267,359
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,715,000	10,984,894	4,981,005	395,925	162,416	8,466	123,033	122,814	175,507	139,398	281,508	267,359
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,718,000	(2,331,881)	(535,314)	(388,575)	(225,084)	(266,534)	(139,467)	(97,186)	(44,493)	(80,602)	61,508	47,359

Narrandera Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

BALANCE SHEET - GENERAL FUND

Scenario: 2021-2031 Budget Pessimistic - Increased Depreciation

	Actuals 2019/20 \$	Current Year 2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	Projected Years					2030/31 \$
							2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$	
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	191,789,527	191,787,655	191,176,103	190,417,709	189,842,627	189,097,730	187,713,432	186,460,767	186,433,744	185,015,889
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	192,307,581	192,307,890	191,698,563	190,942,439	190,369,671	189,627,135	188,245,245	186,995,037	186,970,519	185,555,172
TOTAL ASSETS	189,328,000	201,729,422	205,860,261	205,599,001	205,657,151	205,612,866	205,666,400	205,731,885	205,881,078	206,023,947	206,274,400	206,536,728
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	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
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
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-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	-	-	-	-	-	-	-	-	-	-	-	-
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	312,000	731,461	640,750	550,426	458,382	364,581	268,988	208,178	150,721	92,403	62,917	62,917
TOTAL LIABILITIES	6,066,000	7,482,528	6,632,362	5,975,178	5,870,912	5,818,160	5,748,661	5,691,332	5,665,017	5,668,488	5,637,434	5,632,403
Net Assets	183,262,000	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966	200,904,325
EQUITY												
Retained Earnings	117,054,000	128,038,894	133,019,899	133,415,824	133,578,239	133,586,706	133,709,739	133,832,553	134,008,061	134,147,458	134,428,966	134,696,325
Revaluation Reserves	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000	66,208,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	183,262,000	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966	200,904,325
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	183,262,000	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966	200,904,325

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - GENERAL FUND

Scenario: 2021-2031 Budget Pessimistic - Increased Depreciation

	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	-	6,350,182	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
User 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
Investment & Interest Revenue Received	-	148,480	168,693	188,646	263,346	268,317	269,689	267,437	257,879	259,848	274,527	255,891
Grants & Contributions	-	18,258,178	12,290,495	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	-	682,044	856,839	804,199	762,676	746,020	746,334	751,901	756,943	762,464	768,096	769,585
Payments:												
Employee 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)
Materials & 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)
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	-	(1,496,140)	(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)
Net 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
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	6,632,141	878,720	-	-	-	-	-	-	-	-	-
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	-	(24,447,035)	(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)
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	-	(17,440,494)	(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)
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	164,585	670,570	696,792	595,033	776,649	1,487,067	1,350,876	245,938	1,641,262
plus: 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
Cash & Cash Equivalents - end of the 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	7,628,771
Cash & Cash Equivalents - end of the 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	7,628,771
Investments - end of the year	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
Cash, 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
Representing:												
- External Restrictions	6,143,245	2,736,706	3,439,897	4,142,219	4,602,986	5,027,511	5,506,116	5,994,137	6,491,923	6,999,830	7,518,216	8,048,089
- Internal Restrictions	14,088,642	8,774,175	7,345,809	6,948,129	7,167,273	7,298,986	7,277,912	7,325,004	7,907,040	8,414,865	7,654,090	8,374,879
- Unrestricted	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
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	

Narrandera Shire Council

10 Year Financial Plan for the Years ending 30 June 2031

EQUITY STATEMENT - GENERAL FUND

Scenario: 2021-2031 Budget Pessimistic - Increased Depreciation

	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	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966
Adjustments to opening balance	(256,000)	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	207,159,000	183,262,000	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966
Net Operating Result for the Year	3,715,000	10,984,894	4,981,005	395,925	162,416	8,466	123,033	122,814	175,507	139,398	281,508	267,359
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	3,715,000	10,984,894	4,981,005	395,925	162,416	8,466	123,033	122,814	175,507	139,398	281,508	267,359
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 available for sale investments)	-	-	-	-	-	-	-	-	-	-	-	-
- 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 result	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	(27,612,000)	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	(23,897,000)	10,984,894	4,981,005	395,925	162,416	8,466	123,033	122,814	175,507	139,398	281,508	267,359
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	183,262,000	194,246,894	199,227,899	199,623,824	199,786,239	199,794,706	199,917,739	200,040,553	200,216,061	200,355,458	200,636,966	200,904,325