



Narrandera  
Shire Council



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# Long Term Financial Plan 2024 - 2034

Narrandera Shire Council

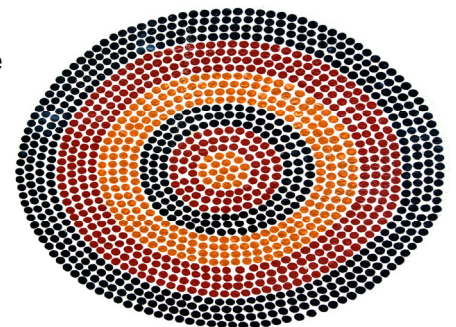
June 2024

### ACKNOWLEDGEMENT

Council would like to acknowledge the Wiradjuri people who are the traditional custodians of the land and

pay its respects to their Elders past present and emerging and extend that respect to other Aboriginal Australians who may be living in the Shire.

13 June 2024





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# 1 Executive summary

## 1.1 The Shire

Narrandera Shire is centrally located in the Riverina Region of NSW being 554kms southwest of Sydney, 339km west of Canberra, 437kms north of Melbourne and 824kms east of Adelaide.

The Shire lies within the catchment area of the Murrumbidgee River and is located at the junction of both the Newell and Sturt Highways. Having an area of 4,116 square kilometers, the Shire sits midway between the main regional centres of Wagga Wagga (99km to the east) and Griffith (98km to the west).

The Shire marks the transition between the extensive broad acre agricultural areas of the western slopes and plains to the east and the highly productive Murrumbidgee Irrigation Area (MIA) to the west. The economy is based on the very productive farmlands and associated processing and manufacturing.

The overall population has been declining for the past few decades based on regionalization of higher order services, rural consolidation and mechanization and is now just over 5698.

Narrandera Shire residents enjoy quality services and facilities. The road system is regularly acknowledged as one of the best in the region, our parks and gardens are renown, the Narrandera Sports Ground boasts the best playing surface in the league. The Lake Talbot Water Park and surrounds draws visitors from across the region and the state. The Barellan sporting facilities are superb.

This quality is deserved but comes at a price.

## 1.2 Financial Context

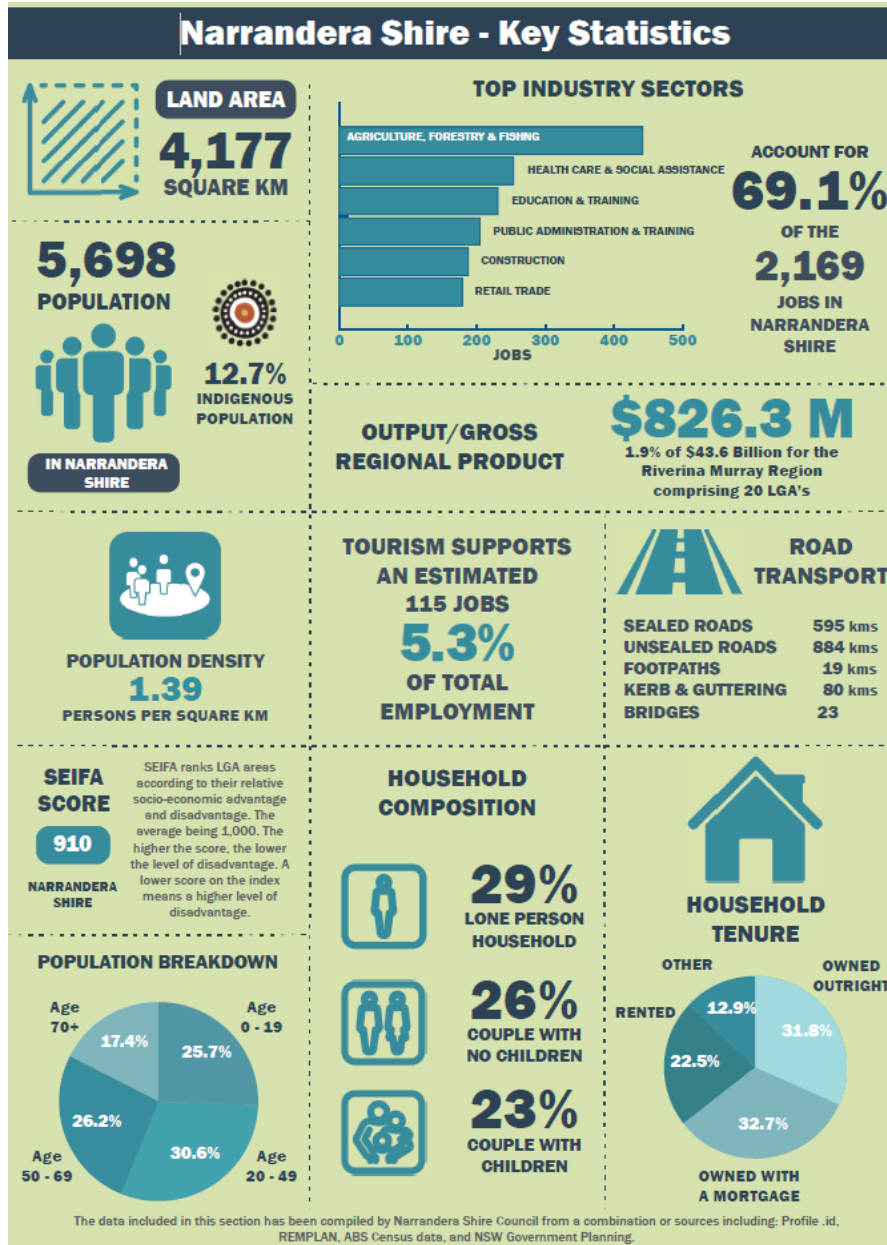
All NSW councils develop a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy, Delivery Program, and associated IP&R documents. Financial planning supports the Council's delivery and realisation of the community vision, as set out in the Community Strategic Plan, while ensuring Council's continued financial sustainability. The Long-Term Financial Plan addresses challenging questions:

- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?

In the six years to 2021/22, the average operating performance ratio of NSW councils has steadily declined from 9.8% in 2016/17, to 1.5% in 2021/22. Councils have been faced with a range of natural disasters, COVID 19, periods of low unemployment and a high inflationary economic environment. The level of inflation during 2021/23 continues to impact on the cost of wages, materials, and contracts that Council purchases to deliver services.

The cost to maintain, repair, replace or improve community assets and infrastructure has dramatically risen over the past couple of years. These increased costs have been reflected in the results of capital works tenders called by Council during 2022-2024 including Barellan Sewerage Scheme, the taxiway at the Narrandera airport, upgrades to playground equipment and the new toddlers pool at Barellan. Projected wages growth and increased regulatory demands on local government have added additional pressure to levels forecast in the 2023/24 LTFP and are impacting on service delivery to the community.

Figure 1 Narrandera Shire Key Statistics



### 1.3 What we know

The assessment of Councils financial position as being “unsustainable” at the current levels of expenditure and income led to the application to IPART for a Special Variation in general fund rates. This situation has been reached because of the long-term impacts of rate capping with rates income capped and expenses uncapped driven by economic conditions: The annual inflation rate in Australia climbed from 6.1% to 7.3% in the third quarter of 2022, above market forecasts of 7.0%. RBA forecast included in the Statement of Monetary Policy – February 2024 is for inflation to continue to moderate and return to the target range of 2-3% in 2025/26. The annual CPI has dropped from June 2023 at 6.0% to 4.1% at the end of December 2023.

Cost shifting from state government to local government, such as Internal Audit and Risk



Committee obligations and the emergency service levy, impose additional operating costs on councils. A report prepared by Local Government NSW and submitted to Council in February 2024 concludes that cost shifting remains one of the biggest challenges facing NSW Councils. The report estimates that cost shifting totalled \$1.36 billion in 2021-22. Since then, the full effects of the changes to Audit Risk and Improvement Committees have impacted as have the ongoing and increasing costs of meeting the Audit Office requirements.

As part of the Special Variation process a document entitled Organisational Sustainability Review and Improvement Plan was compiled. The review identified 59 past improvements which have already been completed, 32 of which increased cost savings, 24 encouraged productivity gains and 3 increased revenue generation. The review also identified 33 present improvements which will be implemented over the next three years and a further 6 lower priority areas that required further analysis. Efforts such as these to address the operating deficit position are proving beneficial in containing costs and implementing efficiency gains, ensuring value for money to the community. Savings found to date of approximately \$0.939 million per year in financial benefits plus an estimated \$384,000 in additional efficiency and productivity savings.

Going forward, further improvement initiatives that will be implemented in the coming years provide annual net benefits of \$388, 000. Council has also absorbed some key service expenditure items such as the Emergency Service Levy subsidy reduction and additional operation costs of the Barellan swimming pool totaling \$169k. These impacts have been included in the updated LTFP in both scenarios. Additional costs have also been identified that must be incurred to ensure ongoing organisational sustainability. These are investing in an updated technology solution to address operational and cyber security issues and an adequate remuneration system to attract and retain staff across the whole organisation over the long term. These additional costs total \$1.04 million per year including a one-off cost of \$780 thousand for the IT solution and have been included in the updated LTFP.

As part of this review Council also undertook a review of its asset management planning, practices, data, system and processes including revised asset modelling of renewal and maintenance requirements. The revised asset management strategy and plans include an ongoing improvement plan and the required level of investment to implement the asset strategies and plans to address the asset backlog ratio of 10.6%.

These changes will lead to an improvement in sustainability, but alone they will not be sufficient for Council to be financially sustainable.

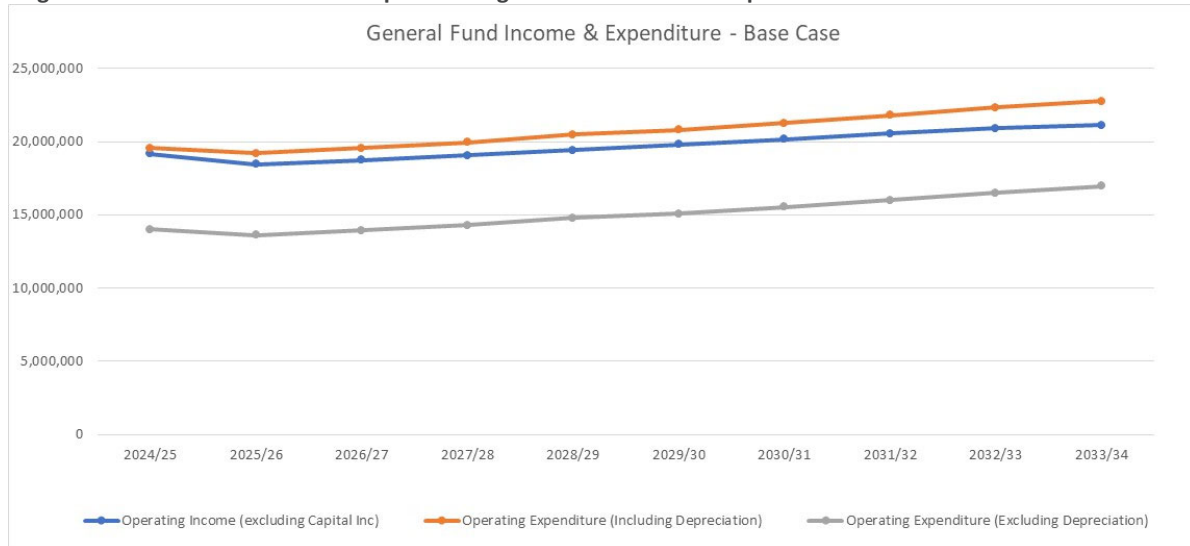
## 1.4 What are our scenarios?

This long-term financial plan presents two scenarios, for Councils General Fund.

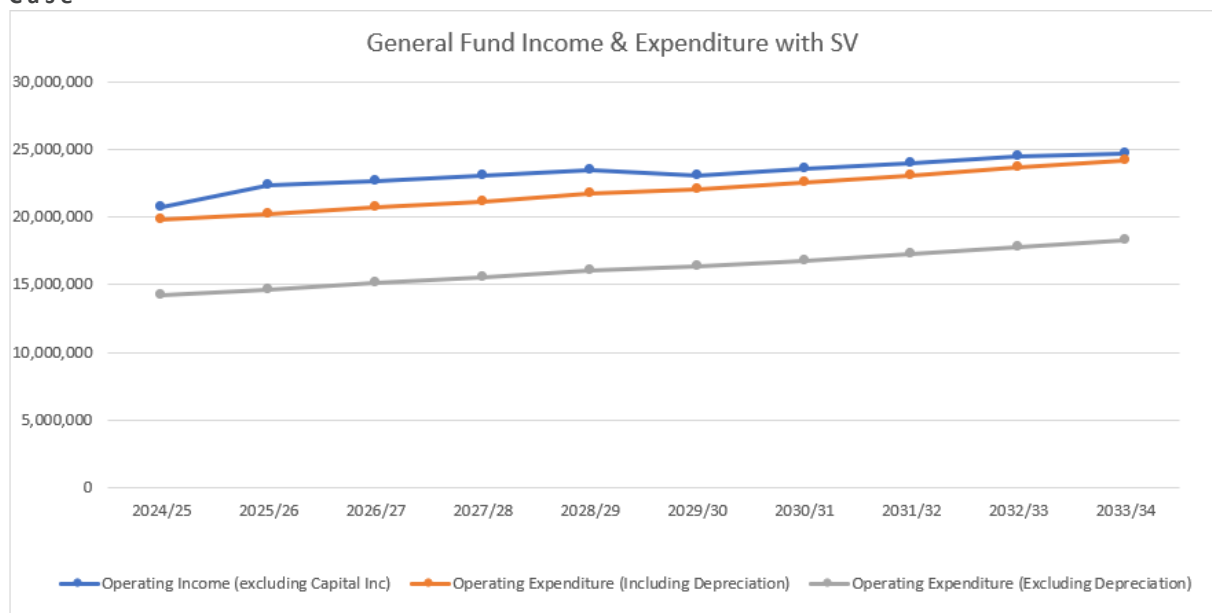
**Scenario One** – Base case including known rate pegging increases and modest grant income and expenditures. It shows a declining cash position and is not recommended.

**Scenario Two** – Includes the 48% increase in General Fund rates, as approved by IPART, introduced over two years together with expected grant levels and expenditures. The scenario shows a more sustainable cash position and responsible investment in the renewal of assets and is recommended.

**Figure 2 General Fund Operating Income and Expenditure – Base Case**



**Figure 3 General Fund Operating Income and Expenditure – Special Variation Case**



To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by.

Council has an obligation to ensure that it manages its financial resources sustainably, including ensuring that it has adequate revenue to cover expenditure. This LTFP looks at how Council’s finances will shape up if it continues as it currently is (the base case) as well as modelling the recommended scenario for a Special Variation (SV) to increase rates.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted

or planned for in their Long-Term Financial Plan. Narrandera Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar un-forecasted expenditure in the future.

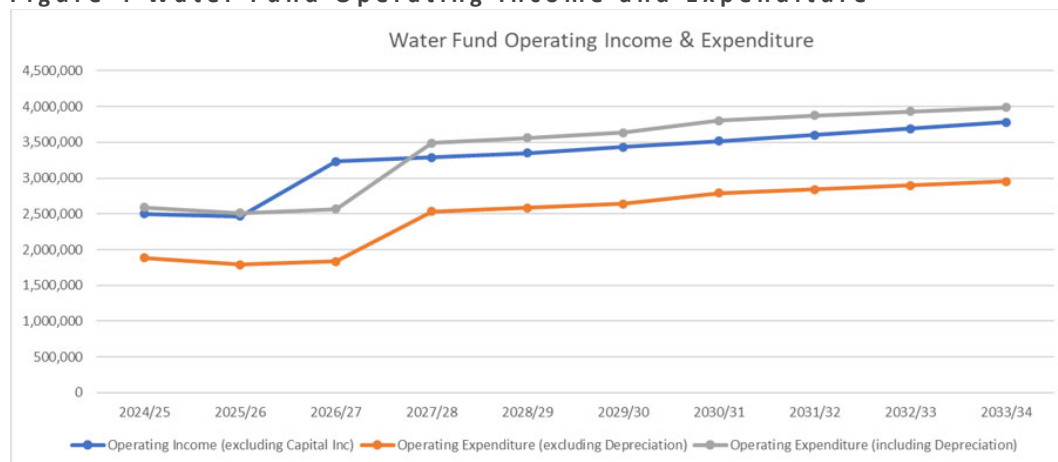
### 1.5 Other Businesses

Narrandera Council operates General, Water and Sewer Funds, along with a domestic waste business.

Domestic waste services are provided to Narrandera, Grong Grong and Barellan with waste depots operating at Narrandera and Barellan. Charges are set to increase in line with CPI. Longer term the current service will have to be augmented with a green waste service.

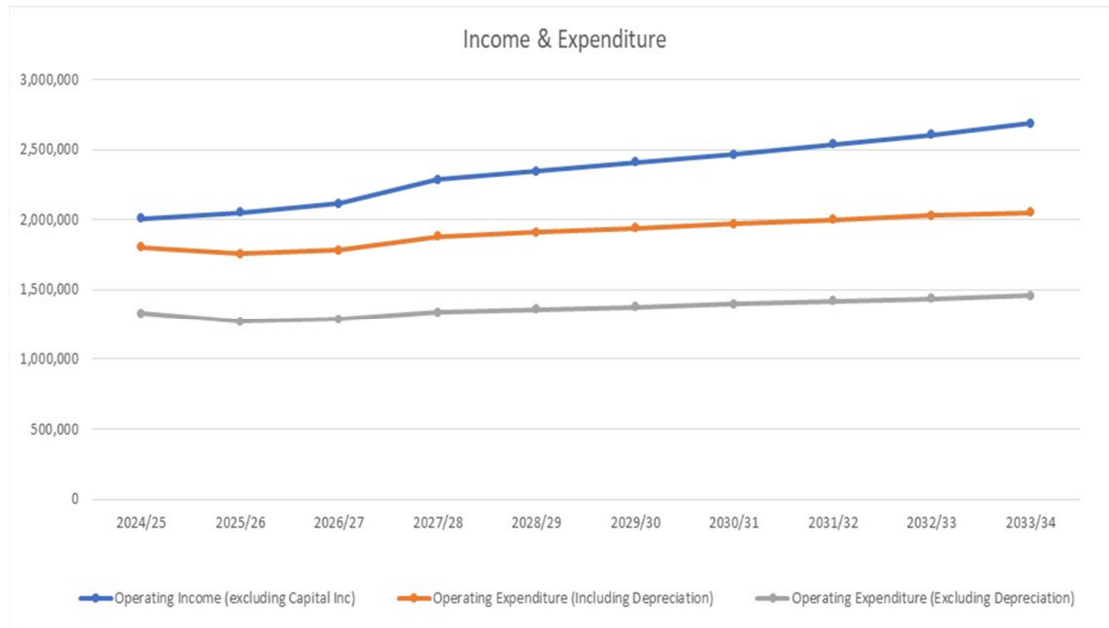
Narrandera Water supply is facing significant capital and operational expenditure increases and user charges will have to increase accordingly. The sensitivity of resident’s consumption rates to the increased charges will have to be monitored and managed over time as expenditure including depreciation exceeds expected income levels from 2027/28.

**Figure 4 Water Fund Operating Income and Expenditure**



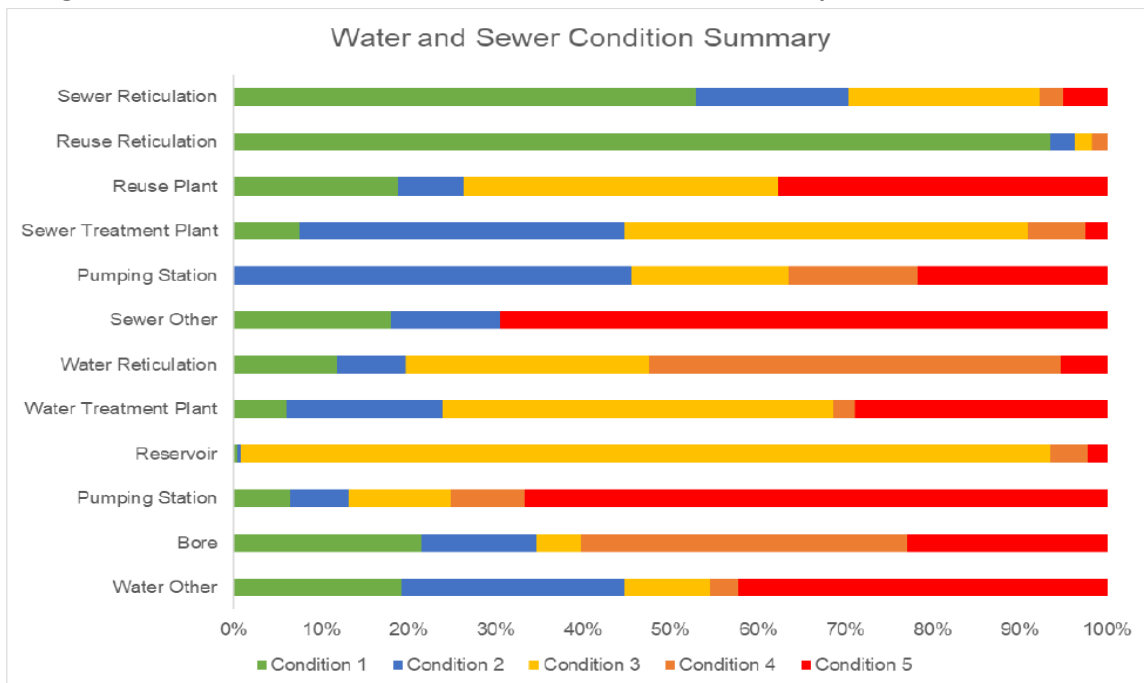
The sewerage fund will be affected by the commencement of the Barellan Scheme and expansions into Red Hill industrial estate and west Narrandera. The fund financial position is sound and will steadily improve as the loans for capital works are paid down.

**Figure 5 Sewerage Fund Operating Income and Expenditure**



The following graph shows the condition rating for the water and sewer fund assets at 30 June 2022 and shows the importance of Council having the capacity to continue to replace and renew assets in both systems.

**Figure 6 Water and Sewer Asset Condition Summary**



## 2 Introduction

The NSW Local Government Act requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
- a Resourcing Strategy containing:
  - Long-Term Financial Plan (LTFP, 10 years)
  - Workforce Management Plan
  - Asset Management Strategy.

The Resourcing Strategy is used to assist Council in drafting and finalising its Delivery Program and Operational Plan actions and projects. It details how Council will provide the financial, human and infrastructure resources needed to play its role in achieving the objectives of the Community Strategic Plan and Delivery Program. The Delivery Program sets out the activities that Council will undertake in this term of Council and the Operational Plan incorporates all the actions Council will undertake in the financial year, and includes an overview of the respective business unit, and details how the delivery of these actions will be measured.

Annual and bi-annual reports will be prepared to measure performance against targets set out in the Delivery Program, along with an End of Term Report at the end of Council's term of office. This report will focus on the outcomes of the strategies implemented by the Community Strategic Plan.

The Long-Term Financial Plan (LTFP) spans eleven years from 2023-2024 to 2033-2034, providing a consolidated and separate Funds position, being the funding for the 2024-25 Operational Plan and 2024-2027 Delivery Program.

The LTFP includes the following:

- The planning assumptions used to develop the plan.
- Projected income and expenditure statement, balance sheet and cash-flow statement
- Sensitivity analysis and testing
- Financial modelling for two different scenarios
- Methods of monitoring financial performance.

The LTFP forecasts will be updated annually, as part of the preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the LTFP will be undertaken.

### 2.1 Our Narrandera Shire 2034

'Our Narrandera Shire 2034' Community Strategic plan was developed following considerable consultation with the community. Outcomes are focused around five themes that were identified by the community as important to the future of Narrandera Shire. The themes show the extent of the expectation of Council by residents. The five themes are:

1. **Our community** – To live in an inclusive, healthy, and tolerant community. To work together to advocate for quality health, education, youth, and social services. To feel connected also safe
2. **Our environment** – To value, care for and protect our natural environment. Enhance our public spaces to enrich our community. Maximise greater re-use of resources to increase sustainability within our community.

3. **Our economy** – Create strong conditions for investment and job creation through quality infrastructure and proactive business support. Encourage new housing supply to meet the needs of the community.
4. **Our infrastructure** – to have an improved and appropriately maintained road network. Actively investigate opportunities to enhance our potable water supply. To improve maintain and value add to our essential public and recreational infrastructure.
5. **Our civic leadership**. – Have a Council that provides leadership through actions and effective communication. Promotes a community spirit that encourages volunteerism and values effective partnerships.

Our Narrandera Shire 2034 vision is ‘to preserve and enhance the lifestyle of our community by encouraging, promoting and facilitating the sustainable development of the Shire’. We do this by ‘Achieving Together’. A revision of the community strategic plan will occur in the first year of the new term of Council during 2024-2025.

## 2.2 Long term Financial Plan (LTFP)

The LTFP is a tool for Council and the community to use in deciding what resources Council has available to apply to deliver on the outcomes contained in Our Narrandera Shire 2034, through its Delivery Program. The LTFP seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

This plan will model the financial capacity of Councils to maintain existing services, facilities and infrastructure based on a range of assumptions and within any known constraints.

## 2.3 Financial Model

Council has a long-term financial forecasting model. This provides a budgetary projection (from a profit and loss perspective) for a ten-year period for Consolidated and separate General, Water and Sewer Fund positions. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and the Workforce Management Plan and by a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year projections presented in this LTFP.

# 3 Long term Financial Sustainability

## 3.1 How do we define long term financial sustainability

A financially sustainable council is one that can fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles: Council must...

- Achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- **Maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Have a **fully funded capital program**, where the source of funding is identified

and secured for both capital renewal and new capital works.

- **Maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set aside for those works yet to be identified.

The characteristics of sound and sustainable financial management, as outlined in the Local Government Act 1993, include:

- Responsible and sustainable spending
- Alignment of general revenue and expenditure
- Achieving a fully funded operating position
- Effective financial and asset management
- Adequate cash reserves and use of borrowings
- Responsible and sustainable infrastructure investment
- Constant monitoring of options to improve the operating position, and
- Intergenerational equity

### 3.2 How financially sustainable is council?

The most recent Audited Consolidated Financial Statements, as of 30 June 2023, displayed a \$4,546,000 operating surplus which excludes capital income. The General Fund estimated operating surplus was \$4,863,000. The underlying result was masked by the receipt of a significantly greater level of operational grants which remained largely unexpended as of 30 June 2023. (Refer Schedule B2-4 2023 Financial Reports for details) The increased grants related to a prepayment of the Financial Assistance Grant (additional \$2m) and Flood Damage grants (additional \$3.4m) which are one-offs.

The performance indicators Table 1 reported in the Annual Statements as of 30 June 2023 are a measure of Council's broader financial performance and position. These indicators have been used to review Council's LTFP forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund the delivery program.

Many of these indicators show an acceptable financial performance however some key indicators do not.

Own Source Revenue continues to wallow in the mid 40% range well below the level of 60% set by Government as their preferred range. This indicates a strong reliance by Council on grant revenue to fund operations and capital works and comes at a time when we know the State Government, in particular, have terminated a number of grant programs such as Stronger Country Communities.

The Asset Renewal ratio and the infrastructure backlog ratio are both also well below par and strongly indicate a lack of capacity to invest in renewal of essential community infrastructure. This is a natural and inevitable outcome of the financial squeeze that is caused by decades of rate pegging.

**Table 1 2021/22 2022/2023 Performance Indicators**

Ratio	Calculation	What is being measured	Benchmark	2021/22 actual ratio	2022/23 actual ratio
Operating performance ratio	Total operating revenue less revenue for capital purposes less total operating expenditure	Is the council sustainable in terms of its operating result?	>0%	0.28%	15.77%
Own source operating revenue	Total continuing operating revenue excluding all grants and contributions divided by Total continuing operating revenue inclusive of all grants and contributions.	The 'own source operating revenue ratio' measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions	>60%	46.51%	43.31%
Unrestricted current ratio	Current assets less external restrictions divided by current liabilities	How much unrestricted current assets are available to cover current liabilities	>1.5	5.99	6.57
Cash expense cover ratio	Current year's cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months' worth of cash is at hand to cover monthly payments	>3 months	18.4	21.51
Debt service cover ratio	Operating result before capital excluding interest and depreciating impairment amortisation divided by principal repayments plus borrowing costs	Whether there are sufficient funds to cover debt servicing obligations	>2x	44.41	51.53
Asset renewal ratio (buildings and infrastructure)	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long term?	>=100%	154.6%	56.74%
Infrastructure backlog ratio	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets and reflects success of strategy to invest in asset renewals	<2%	14.68%	8.51%
Asset maintenance ratio	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets	>100%	190.7%	169.9%



## 4 Financial Management in Council

### 4.1 Regulatory environment

Council operates in a highly regulated environment driven by State Government legislation and directives including:

- Acts and Regulations
  - The Local Government Act defines the scope and boundaries of Council’s role and the way it must conduct its business.
  - Local Government (General) Regulation 2021 – provides more detailed provisions under which Councils function.
  - The Environmental Planning and Assessment Act – provides for the control of development within the council area
  - Codes – such as the Model Code of Conduct made under the provisions of Sec 440 of the Act
- NSW State Plan
  - The State Plan: A new direction for NSW which defines the overarching goals and outcomes that the NSW Government has set for the state, and which should shape public policy.

### 4.2 Financial environment – rate pegging

The ability to align rating revenues with the increased cost of providing local government services has been restrained by rate pegging since the 1980s, a legislative instrument whereby the maximum increase in rating revenues is set by the government and more recently by IPART NSW on the governments behalf.

IPART set the 2024/25 base rate peg for NSW councils at 4.5%. There is also an allowance for the level of population growth, meaning some councils will have rate pegs of up to 6.8% pa. For 2025/2026, 2.5% is the estimated rate peg and 2.5% for the remaining forecast years.

Following a period of considerable analysis of Councils finances and community consultation an application was lodged with IPART for a special variation in rates of 48.1% (including the rate peg) introduced over two years and this is included in the recommended scenario Two. This application has been approved.

IPART assessed Councils application against the six criteria established by the Office of Local Government and reported that Council had.

- *Demonstrated a financial need for the SV to address its financial sustainability.*
- *Had satisfactorily engaged with and consulted its community and provided sufficient information about the need for and extent of the proposed SV.*
- *Demonstrated that the impact on ratepayers is generally reasonable.*
- *Exhibited and adopted all necessary Integrated Planning and Reporting documents.*
- *Quantified the extent of savings initiatives both already enacted and planned.*
- *Met the other matters on balance.*
- *The full report can be found at [Narrandera Shire Council Special Variation and Minimum Rate Application 2024-25 – Final Report \(nsw.gov.au\)](#)*

**Table 2 Special Variation Additional Revenue**

Allocation	Year one 21%	Year Two 15.5%	Total 40.1%
Maintain current service levels – Salary system upgrade	300,000	285,393	585,393
Stormwater (loan interest)	153,743	146,257	300,000
Technology	122,994	117,006	240,000
Additional resources – compliance	80,600	71,806	152,406
Asset backlog - OSR	100,000	100,000	200,000
Asset Backlog - Buildings	400,000	-	400,000
Asset Backlog – Roads	-	380,524	380,524
<b>Total</b>	<b>1,157,337</b>	<b>1,100,986</b>	<b>2,258,323</b>

The instrument of approval requires Council to report against the use of the funds and the implementation of the improvement plan annually until 2031.

### 4.3 Financial environment – the state of Council’s finances

Schedule C 1-3 in the 2023 Financial reports details Councils cash position. It notes that Council held \$36.279m in cash on 30 June 2023 but only \$345, 000 was unrestricted. At that time Council had borrowings of \$1.94 million. Total carrying value of infrastructure and land assets was \$255.7 million, while the total liabilities were only \$9.5 million.

Most of the key financial ratios outlined in Table 1 are within industry benchmarks, however Council is below the benchmark for own source revenue and asset backlog ratios. These are important ratios and will be monitored as part of becoming a sustainable council.

Council has an ability to borrow for key infrastructure where required. Both scenarios include capital works funded from loan borrowings.

### 4.4 Imperatives

In addition to maintaining the current level of services Council faces several imperatives...

- **Narrandera Water Supply** – improving the quality and reliability of the Narrandera potable water supply has been a high priority for the Council for several years. Significant investment has been made throughout the system and staff have been working with NSW Water on a treatment plant. The LTFP includes finance for continuing the improvement work and for the construction of a filtration plant in 2026/2027. Residents currently enjoy consumption charges at the lower end of the scale, and it is likely that the additional cost of loan repayments and operations will cause a substantial increase in charges in future years.
- **Technology** – in October Council accepted a tender for new computer systems. The successful tenderers are a consortium providing cloud-based software for financial, document, asset and facility management. The new systems allow resident interaction and replace systems that are aged but have served the Council well. The additional costs have been included in both scenarios. A component of the additional income from the special variation has been allocated in scenario two.
- **Barellan Sewerage Scheme** – construction of the works commenced following acceptance of a tender by

Council in August 2023 and should be complete by 30 September 2024. The cost of the scheme exceeded early estimates and grant approvals and has resulted in additional loan funds being required. The repayment of the loans and the ongoing operational cost including depreciation, has been included in the LTFP in both scenarios.

- **Narrandera Stormwater Upgrades** – following the storm and flood events of 2022 work to develop a solution to the stormwater flooding in Narrandera has been ongoing. Designs and cost estimates of a solution have formed the basis of expressions of interest to both State and Federal government grant programs - to date unsuccessfully. The cost of the upgrade estimated at \$17.325m has been included in Scenario Two on the basis that Council will be required to fund \$4.331m (25%) if a grant application is successful. A component of the additional income from the special variation has been allocated to meet the loan repayments in scenario two.
- **Compliance** – the impact of implementing State Government requirements has been felt for many years. More recently that has been reflected in the work of the NSW Audit Office. Since their appointment to Councils audit costs have increased significantly and the cost of meeting requirements in terms of asset management has been challenging. More regular reviews of valuations and condition ratings and updates on depreciation have all come at additional cost to Councils.
- **Asset Renewals and Backlog** – as part of meeting the Audit Office requirements and the special variation application considerable work has been carried out in updating Councils asset management processes. To the extent that it is now possible to have some confidence in the accounting outcomes associated with assets. New asset management plans have been developed and the asset registers reviewed. The asset management plans revised as part of this process establish depreciation at \$4.346M on general fund assets with a renewal backlog of \$16M. The local government benchmark is 2% or \$6.12M. The SV is expected to generate \$400K in year one and a further \$380k in the second year and thereafter to be allocated to asset renewal to commence the process of addressing that backlog. It will not be sufficient to remove the backlog completely but will be used to invest directly into operational assets or to match grants for the renewal of community assets. These numbers have been included in scenario two.
- **Roads** – Erigolia Road widening and Brewarrana Bridge redevelopment will be largely completed by the end of June 2024. Council faces a continuation of the repair work following the 2022 floods and both scenarios include flood damage funding to be utilized over the next three years. Road to Recovery, Block grant and Repair funding together with the flood damage funds will enable Council to deliver a significant program. Details have been included in a separate document available at [24-27 3 year works plan 0.pdf](#)
- **Becoming Competitive in the Labor Market** – The SV provides for an 6% increase in the salary base to lift Council’s capacity to attract and retain skilled staff. The performance of the organisation relies heavily on the quality and effort of the staff and given the current employment environment, being competitive in the market is critical. We have had trouble in recruiting in several professional positions and attracting quality staff can be challenging. \$585,393 has been included in scenario two.
- **Stimulating the local housing supply** –The Council is regularly pressured to promote growth in the local housing supply and in particular in the supply of self-care style retirement housing. A number of approaches have been made to encourage Council and as a result social housing providers have been contacted to consider partnering Council in a project of this nature. No provision has been made in the LTFP to address this issue.
- **Second Stage Red Hill Industrial** –Following the successful sale of the remaining owned Council land at the Red Hill industrial estate work began on the next stage. Preliminary zoning design documents have been prepared and work on providing sewerage to the estate commenced. The future growth of Narrandera rests on the availability of employment lands.

## 4.5 Rating Strategy

### 4.5.1 Rating Income Strategy

General rate income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair, equitable, simple, and efficient, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources.

Councils current structure and 2023/24 rating information is detailed in the following table.

**Table 3** Narrandera Shire 2023/24 rate structure and charges

Rate Category	Minimum/ Base Amount	Ad Valorem-Cents in \$	Yield	Percentage of Yield
Residential Ordinary	\$510	\$0.696000	\$236,158	4.3%
Residential Narrandera	\$314.98 (BA)	\$0.610100	\$1,569,356	28.4%
Business Ordinary	\$510	\$1.032000	\$90,696	1.6%
Business Narrandera	\$570	\$1.645000	\$399,817	7.2%
Farmland Ordinary	\$510	\$0.181900	\$3,235,072	58.5%
Total			\$5,531,099	

Under the Local Government Act, councils are able to seek additional increases in general rates income beyond the annual rate peg, by applying to IPART for a 'special variation' to rates (SV). Council has been successful in an application for a special variation to be introduced over two years.

In resolving to lodge an application with IPART Council also resolved requiring a review of the balance of the rate yield to be undertaken

**Table 4** General Rate Options

Options	2024-25	2025-26	Cumulative increase over SV period
Base Case (Scenario One)	4.5%	2.5%	7.10%
Special Variation (Scenario Two)	25.5%	18.0%	48.1%

**Table 5 Proposed minimum rates**

Rate Category	Current Minimum Amount	Minimum for 2024/25	Minimum for 2025/26
Residential Ordinary 2 year SV	\$510	\$640	\$755
Business Ordinary 2 year SV	\$510	\$640	\$755
Business Narrandera 2 year SV	\$570	\$715	\$845
Farmland Ordinary 2 year SV	\$510	\$640	\$755

The impact on an individual's rates will be different depending on the unimproved land value of their property. The following table provides an indication of the annual rates increase likely to be experienced by the average land value for each rating category. The increases include the forecast rate peg. Land values are set by the NSW Valuer General and are reviewed every three years. The next review will affect rates in 2026.

**Table 6 Estimated average rates to 2025/26**

Rate Category	Average Rate 2023/24	Average Rate Cumulative 2024/25	Average Rate Cumulative 2025/26	Average Annual Increase Over First Year	Average Annual Increase Over Second Year
<b>Residential</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Annual Increase 2024/25</b>	<b>Annual Increase 2025/26</b>
Scenario One – rate peg only	\$743	\$769	\$788	\$26	\$22.50
Scenario Two – SV	\$743	\$932	\$1,100	\$189	\$178.50
<b>Business</b>					
Scenario One – rate peg only	\$1,265	\$1,309	\$1,342	\$44	\$38.50
Scenario Two – SV	\$1,265	\$1,588	\$1,873	\$323	\$304
<b>Farmland</b>					
Scenario One – Rate peg only	\$3,957	\$4,095	\$4,198	\$138	\$120.50
Scenario Two – SV	\$3,957	\$4,966	\$5,860	\$1009	\$951.50

In researching the impact on ratepayers from an SV Council had a Capacity to Pay report prepared. That report found that the community had varying capacity to pay and that some ratepayers would be substantially impacted by the SV but that the overall impact would be reasonable. Council has in place policies that can assist in managing these situations.

## 4.5.2 Domestic waste management

Council charges a Domestic Waste Management charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees. Both scenarios include increases in charges in line with inflation.

**Table 7 Waste Management Charges**

Service	2023/24	2024/25	Increase %
<b>Replacement Garbage Bin - new</b>	<b>126.00</b>	<b>133.00</b>	<b>5.56%</b>
Replacement Garbage Bin – second hand.	67.00	71.00	5.97%
Domestic/non-domestic waste availability charge	54.90	57.30	4.37%
Domestic/non-domestic waste collection (per bin)	232.50	242.90	4.47%
Recycled waste collection	88.20	92.15	4.48%

## 4.5.3 Water and Sewer Charges

The draft LTFP includes the following water and sewerage charges.

**Table 8 Water and Sewer Charges**

Service	2023/24	2024/25	Increase %
<b>Consumption charge per kilolitre for water (November account)</b>	<b>1.26</b>	<b>1.31</b>	<b>3.97%</b>
Consumption charge per kilolitre for water (Feb and May accounts)	1.31	1.35	3.05%
Water access charge (standard)	320.00	334.00	4.37%
Water connection fee (standard)	1542.10	1628.50	5.60%
Sewer Connection (standard)	1,622.30	1,713.20	5.60%
Sewer Access charge	799.80	835.00	4.40%

#### 4.5.4 Investments and Loan borrowings

Investments are placed in accordance with Council’s Investment Policy objectives and framework. The policy objective is:

*“Preservation of capital is the principal purpose of the investment portfolio. Investments are to be placed in a manner that seeks to ensure the security and safeguarding of the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameter”.*

Investments comply with the three framework criteria, namely:

1. **Within Council Portfolio Credit Framework:** limits the overall credit exposure of the portfolio.
2. **Counterparty Institution Credit Framework:** limits exposure to individual institutions based on their credit ratings.
3. **Term to Maturity Framework:** limits based upon maturity of securities.

The interest earned on General Fund investments is generally untied and forms part of Council’s consolidated revenue for use in meeting the cost of services. The increased interest rates currently available have improved Councils financial outlook however those rates are predicted to lessen into the future.

Council debt as at 30/6/2023 was \$1.904 million. It is anticipated that the debt at 30/06/2024 will be within expectations and further borrowings to finance the stormwater upgrade and water and sewerage capital improvements have been included in scenario 2 and the associated consolidation.

#### 4.5.5 Cash Reserves and Restrictions

Council has several cash reserves that are either established by a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditures that could not otherwise be financed during a single year without having a material impact on the budget.

The balance of cash as at 30 June 2023 was \$36,279,000 comprising:

- externally restricted reserves \$19,842,000
- internally restricted reserves \$16,092,000
- unrestricted cash \$3 4 5 , 0 0 0

Council’s external reserves are made up of unexpended grants and loans, developer contributions, water fund, sewer fund, stormwater, crown lands and domestic waste management.

Council’s internal reserves relate to plant and vehicle replacement, employees leave entitlements, organisational service assets and projects, deposits, FAG received in advance, technology, property development, cemetery, and others.

The industry standard for unrestricted cash is that Councils should have sufficient unrestricted cash to fund 2 to 3 months of operations. At \$345k that level is well below the standard. As the Council has to carry a significant level of receivables this issue is a key consideration for the future.

#### **4.5.6 Developer Contributions**

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development. Council's adopted Developer Contributions Plans (section 7.11 and 7.12 Developer Contribution Plan) provides funds for Council-wide application:

The Contributions Plan detail works for which development contributions are to fund. A balance of \$524,000 is held, as at 30 June 2023.

#### **4.5.7 Discretionary and Regulatory Fees and Charges**

Council can raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the operational budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees – these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increases of these fees and charges.
2. Discretionary fees – Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

#### **4.5.8 Asset Management**

Narrandera Shire Council is responsible for assets with a gross replacement value of \$350.122 million and a depreciated value of approximately \$228.1 million, as of 30 June 2023.

As custodian of these assets, Council is responsible for establishing and implementing optimal asset management strategies and practices in line with Council's Policy and Procedures, that enable the assets to be sustained. Related levels of service acceptable to the community are provided at the minimal Life Cycle Cost (LCC) whilst controlling exposure to risk and loss.



**Table 9 Asset values and annual depreciation as at 30 June 2023**

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)
Buildings	\$48,758	\$19,812	-\$1,205
Other structures	\$22,094	\$12,490	-\$675
Roads	\$101,737	\$64,023	-\$1,900
Bridges	\$17,817	\$10,601	-\$145
Footpaths	\$1,927	\$1,327	-\$21
Bulk earthworks	\$68,950	\$68,950	\$0
Stormwater	\$11,891	\$7,710	-\$82
Water supply network	\$44,937	\$22,706	-\$633
Sewer network	\$25,613	\$16,416	-\$348
Swimming pools	\$4,452	\$3,094	-\$105
Open space and recreation (inc. land improvements)	\$1,946	\$1,024	-\$116
<b>Total</b>	<b>\$350,122</b>	<b>\$228,153</b>	<b>-\$5,230</b>

As part of Council's sustainability review, the asset management strategy and plans were reviewed and updated. This review and analysis demonstrated that the infrastructure asset condition had a backlog ratio of 8.2% in June 2022. In practical terms the backlog is reflected in the condition of components of a number of major assets across all asset classes. A new set of asset sustainability indicators will be developed in conjunction with the implementation of the special variation rate increase.

*Council is planning to spend around \$2.3 million per year to reduce the backlog to 9.1% over the 10-year LTFP planning period and improve the safety and condition of the community's assets.*

## 4.6 Workforce plan

The Workforce Management Plan – **Achieving Together**, supports Council's values and key directions and assists Council in achieving its community vision. Staff levels are relatively stable around 100 permanent positions complimented by casuals as needed.

All staff except for the General Manager are employed under the terms of the Local Government State Award 2023. Both scenarios include provision for annual 3.5% increases in pay rates. The labour market generally and in local government specifically is very competitive. Some professional positions such as planners, finance professionals and engineers are proving very difficult to fill.

All staff have been offered the opportunity to trial flexible working conditions and hours and strong support is being provided in terms of training and psychosocial health and wellbeing.

The recommended case including the SV includes the proposed review of the salary system to attract and retain employees to the Narrandera Shire. If the SV is successful, the first stage of that salary review can be implemented in 2024/2025. Mastertek were engaged in 2023 to conduct a review and to provide Council with advice on a competitive salary level. An amount of \$300k has been allowed in the first year to increase salaries by 3.0% and a further \$283k is included from 2025/2026.

Currently, 88% of the workforce live in the Narrandera LGA and 18.3% have been employed for 20 years or more, 37.5% of staff have been employed for less than five years. The average employee age is 49.02 years. The Workforce Plan does not indicate a need to increase staff numbers.

## 4.7 Long term financial plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on financial trends.

In preparing the LTFP, the following economic drivers have been assessed and included:

- Population forecast.
- Inflation
- Interest rate movements
- Revenue and expenditure assumptions
- Improvements – cost reductions, income increases, new resources and efficiency improvements
- Asset renewal expenses.

### 4.7.1 Population forecasts

Population growth can have a significant influence on asset provision and long-term financial sustainability. In Narrandera Shire’s case Planning NSW estimate the shires population to decrease by 0.37% annually, with the 2041 estimate of 5,373. This decrease in population is driven by rural consolidation and ongoing regionalization of government services.

There is a growing demand in the community for Council to become active in the housing market in order to address the decline. One area that has emerged is the lack of suitable independent living units forcing aged residents to look to the larger centres to fill this need.

### 4.7.2 Inflation

The Consumer Price Index for the year ending June 2023 is 6.0% and is forecast to decrease to 3.5% for the year ending June 2024 and remain at around 2.5% for the year ending June 2025.

The LTFP has modelled inflation in accordance with the following table.

**Table 10 Inflation**

Year	2023-24	2024-25	2025-26	2026-27 onwards
CPI	3.5%	3.0%	3.0%	3.0%

### 4.7.3 Interest rate movements

The current Reserve Bank of Australia (RBA) cash rate is **4.35%** March 2024

Council has used an average of 3.58% as the investment interest rate over the life of this LTFP. Interest rates are currently at an 11-year high and are expected to decrease into the longer term.

A future high rate will have an influence on any future borrowings and investments of Council.

#### 4.7.4 Revenue and expenditure assumptions

The following table outlines Council’s planning assumptions by revenue and expenditure types. These assumptions are reviewed by a lending authority to ensure reliability for capacity to repay new borrowings.

Note: The assumptions included in the following tables are those which could have a material impact on Council’s finances.

**Table 11 Revenue and expenditure assumptions**

Year	2024-25	2025-26	2026-27	2027-28 onwards
Rate peg (Base case)	4.5%	2.5%	2.5%	2.5%
Rate Special Variation	21.0%	15.5%		
Annual charges	3.0%	3.0%	3.0%	3.0%
Fees and charges	3.0%	3.0%	3.0%	3.0%
Employee benefits and costs	4.0%	3.5%	3.0%	3.5%
Materials and contracts	3.5%	2.5%	2.5%	3.5%
Other expenditure	3.5%	3.0%	2.5%	2.5%

#### 4.7.5 Improvements

As part of the Special Variation process a document entitled Organisational Sustainability Review and Improvement Plan was compiled. The review identified 59 past improvements which have already been completed, 32 of which increased cost savings, 24 encouraged productivity gains and 3 increased revenue generation. The review also identified 33 present improvements which will be implemented over the next three years and a further 6 lower priority areas that required further analysis.

Efforts such as these to address the operating deficit position are proving beneficial in containing costs and implementing efficiency gains, ensuring value for money to the community. Council has found savings to date of approximately \$0.939 million per year in financial benefits plus an estimated \$384,000 in additional efficiency and productivity savings.

Going forward, a further 33 improvement initiatives will be implemented in the coming years providing a further annual net benefit of \$388, 000. Costs associated with some key service expenditure items such as the Emergency Service Levy subsidy reduction and additional operation costs of the Barellan swimming pool totaling \$169k, have been absorbed. These amounts have been included in the updated LTFP in both scenarios.

Additional costs that must be incurred to ensure ongoing organisational sustainability. These are investing in an updated technology solution to address operational and cyber security issues and an adequate remuneration system to attract and retain staff across the whole organisation over the long term. These additional costs total \$1.04 million per year including a one-off cost of \$780 thousand for the IT solution, which have been included in the updated LTFP.

A requirement of the SV approval is that Council report annually against the achievement of these

improvements.

## 5 General Fund Scenario 1 – Base case (No SV)

Council operates four separate businesses - General, Water, Sewer Funds and Domestic Waste. The following scenario information for 1 and 2 relates to General Fund operations.

### 5.1 Introduction

The base case scenario details what would happen if Council continued to provide the current level of services and relied upon rate pegging as it has previously. The outcome means Council would:

- have an average operating deficit for 10-year forecast period estimated at \$1.25 million pa
- have insufficient money to maintain current service levels
- have inadequate funding for infrastructure renewal
- forecast negative unrestricted cash from 2026 onwards, averaging -\$2.0 million per year

This scenario results in the need to reduce service delivery and will lead to an overall deterioration of asset conditions.

### 5.2 Components included in scenario.

The assumption used in this scenario are:

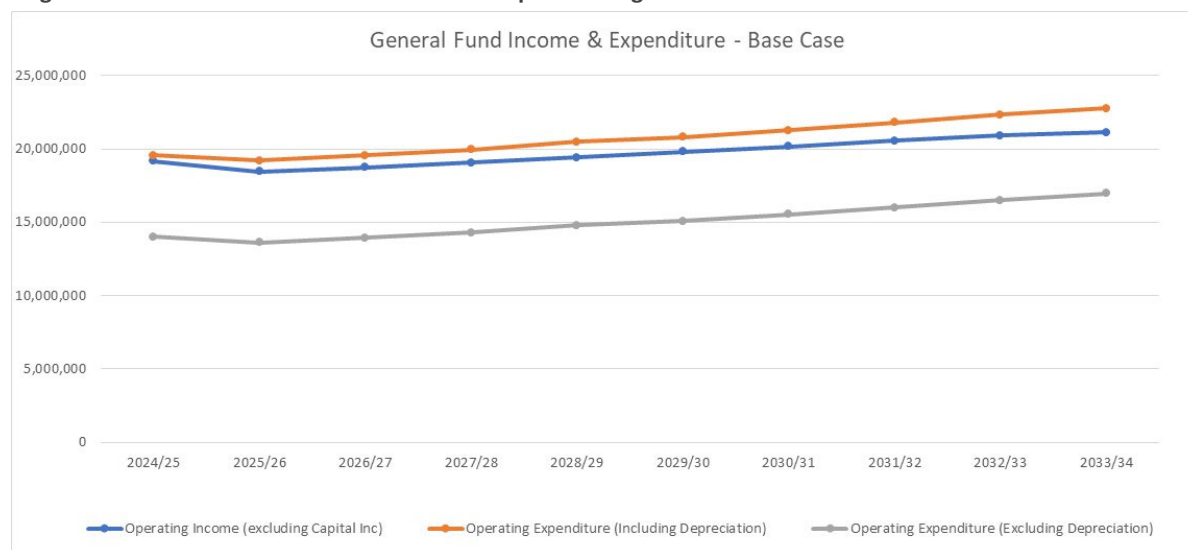
- a 4.5% rate peg for 2024/25 and the IPART NSW recommended rate of 2.5% for the remaining forecast years
- rates growth forecast adjusted to better align to IPART population factor
- the known resource requirements of the Workforce Management Plan are included in LTFP
- the \$17.3 million stormwater project is not included
- asset maintenance and renewal program based on the current delivery program and operational plan.

### 5.3 Sustainability assessment

This scenario is not financially sustainable and not recommended. Without a Special Variation, there will be a need to generate savings through service rationalisation to create a fully funded operating position, enabling an appropriate level of asset renewal expenditure. This will require service level reductions; staff cuts and increases to fees and charges, which both the Council and the community will find unacceptable.

The following graph illustrates ongoing estimated operating deficits culminating in 2033/34 with a \$3.0 million annual operating deficit and an average operating performance ratio of negative 10%.

**Figure 7 General fund forecast operating results Base case**



## 5.4 Sensitivity analysis

The LTFP contains several assumptions based on various sources such as population growth, inflation and wage markets. Variations in these assumptions during the life of the plan may have a significant impact on Council’s future financial plans. The assumptions in the Base Case scenario have been tested for sensitivity to both favourable and unfavourable fluctuations in revenues and expenditure, with particular reference to rates income and employee costs.

## 6 General Fund Scenario 2 (includes SV) – Long term Sustainability.

### 6.1 Introduction

This scenario includes a combination of improvement savings identified in Council’s Improvement Program, the revised asset management plans and the special rate variation (SV) and will assist Council to become financially sustainable over the longer term. This scenario will also enable Council to address its ongoing core deficits in the General Fund and its cash position, ensuring Council is more resilient and responsive to shocks and unexpected events in the future.

### 6.2 Components included in this scenario.

Under this scenario, in addition to the base case assumptions, the following assumptions are included:

- Asset maintenance and renewal program based on the requirements in Councils revised asset management strategy and plans.
- A special variation to general fund rate income of 48.5% (including the approved annual rate peg limits) introduced over two years
- Improvement plan savings and benefits, productivity and efficiency gains and additional technology and salary system costs.
- Funding building and recreation asset renewals by 75% grant finds and 25% Council funds.

### 6.3 Sustainability assessment

Council can deliver consolidated surpluses with the special rate variation and address the core deficits in the General Fund, which finances all services and infrastructure except for domestic waste, water and sewer operations.

The special rate variation will ensure Council’s ongoing financial sustainability with surpluses in the General Fund estimated from 2024/35.

Implementing Council’s adopted SV option (introduced over two-years), will enable Council to meet the following objectives:

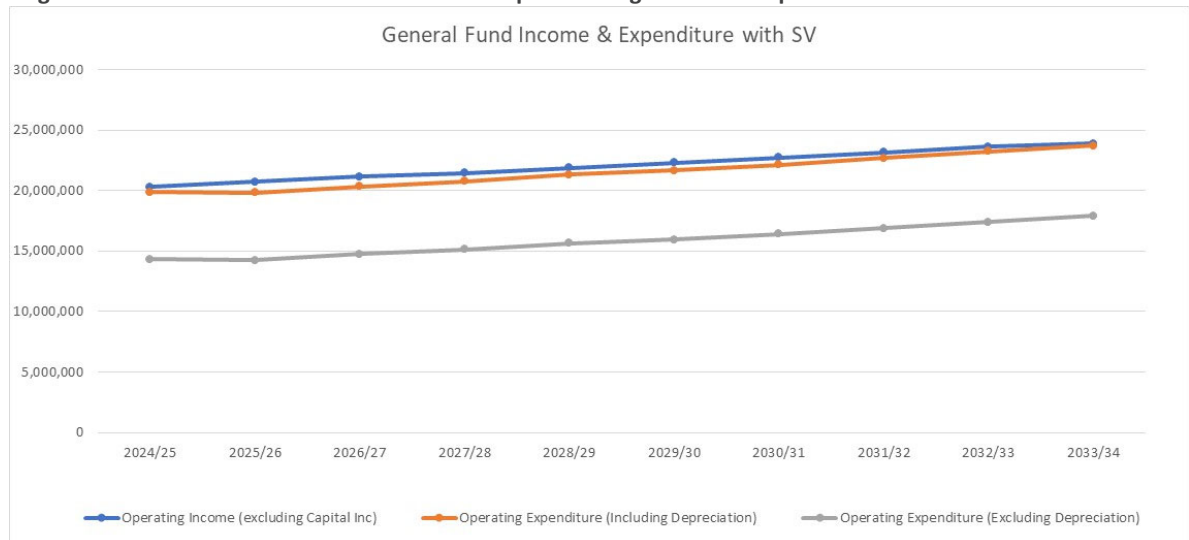
- Maintain and improve council assets.
- Achieve sufficient cash reserves.
- Achieve a fully funded operating position.
- Secure continued service delivery.

It will also allow Council to address the following operational challenges in achieving long term financial sustainability:

- Construction of a stormwater line to address flooding within Narrandera urban area.
- Updating the IT system to address operational and cyber security issues.
- Decreasing its asset backlog ratio of 8.2%.
- Having a current industry aligned salary system.

This is illustrated in the following graph where Council estimates operating surpluses under the preferred scenario.

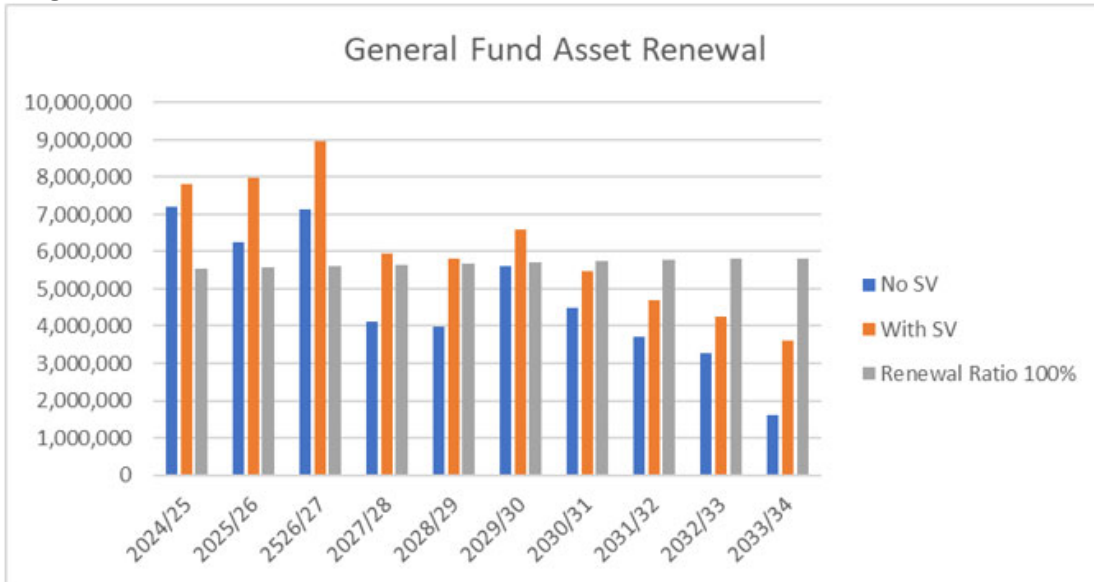
**Figure 8 General fund forecast operating result Special Variation Case**



The average annual investment in the asset renewal program has a positive impact on the renewal and backlog ratios.

In addition to addressing the operating deficits the additional income will resolve the cash position and based on the receipt of a modest flow of grant funds for community asset renewal the unrestricted cash position should increase. The general fund asset renewal graph is in draft form particularly in the later years, The accumulation of cash will position council to invest in renewal of assets such as the Borellan pool and the caretaker’s cottage and amenities at Lake Talbot Water park.

Figure 9 Asset Renewals



As it stands at the moment the draft capital works budget is heavily focused on roads in the early years, followed by the stormwater project in 25/27. Additional funds generated in the later years can be held in reserves until Council confirms its priorities.

All councils need to hold sufficient unrestricted cash balance to at least cover the next two to three months of day-to-day operating expenditure, at which point Council starts to collect the majority of its rates revenue for any given quarter.

Sound financial management encourages planning for modest operating surpluses and building of unrestricted cash reserves over time. This enables councils to respond to events that cannot be predicted or planned for in their Long-Term Financial Plan. Narrandera Shire Council has experienced these events and, while what exactly will occur in the future is unpredictable, it is prudent that it plans for similar unplanned expenditure in the future. This exact situation occurred in Narrandera with the 2022 emergencies where significant expenditure was required by Council to fund emergency response, in advance of receiving State assistance.

The forecast unrestricted cash position does not take into account any movements in internal restrictions. As Council builds its cash balances over time, it will be able to transfer unrestricted cash for specific purposes to internal restrictions, including employee leave provisions, which will reduce its reported unrestricted cash.

## 6.4 Sensitivity analysis

There are a number of risks associated with any long-term financial planning predictions. Risk can be minimised by regular review of LTFP assumptions, incorporation of risk assessment in all major project reviews, and modelling of scenarios.

The following is a range of identified external risks that may also impact on the LTFP should they eventuate as they could result in a significant change in operating revenue or expenditure and the need to review service levels. The annual budgets are under constant review by Council.

- Budget reductions in state and federal governments may impact future funding provisions of grants and contributions.
- Continued increased cost-shifting from other levels of government may adversely impact current expenditure levels of Council.

- Climate change and its effect on council assets (roads, drainage, footpaths).
- Global issues impacting cost and supply of materials.

## 7 Water Fund

Council operates a potable water supply for the town of Narrandera. Goldenfields Water provide water to Grong Grong and Barellan.

### 7.1 Introduction

The Water Fund has been in sound financial condition and consumption is well supported by residents. The water supply is bore water and is unfiltered allowing a buildup of sediment in the system which occasionally causes “dirty” water. Council receives a steady flow of complaints about this. The system itself dates back well into last century and Council has been progressively replacing mains, services, and control structures. New twin reservoirs have recently been constructed at Pine Hill.

Staff have been working with Water NSW to develop a long-term plan for the fund which will allow Council to seek State Government financial support for the construction of a filtration plant. This investment will improve water quality but will require a substantial increase in charges.

### 7.2 Components included in scenario.

The assumptions used in this scenario are:

- a continuation of the current service levels
- The construction of a new filtration plant over two years – 2026/27 and 2027/28
- A 4.0% annual increase in consumption charges for 24/25, 25/26, a 7.55% increase in charges in 2026/27 followed by 61% in 2027/28 and 2.5% increases annually thereafter.
- Increases in operating costs including wages and salaries in line with the general fund with a substantial increase in operating costs and loan financing costs associated with the new treatment plant.
- An ongoing capital works program to maintain an asset renewal ratio of ....

### 7.3 Sustainability assessment

This scenario will only be sustainable if expenditure is contained within the budget predictions and consumers maintain current consumption levels after the new filtration plant comes online. If income levels are sustained the following priority capital works can include:

Water main replacement - \$2,700,000 has been included to fund replacements over the forward estimates. Replacements are based on pipe condition, age, material, service history, level of complaints, pressure, and network significance.

Hydrant and valve replacements - \$585,000 has been allocated to valve and hydrant replacement aimed at minimizing customer interruptions.

New water treatment plant - \$25m has been included which will fund a new plant, associated mains, river offtake, and clear water storage.

New low-level reservoir - \$2,700,000 is planned to replace the existing 100-year-old reservoir in Dalgetty Street

The following graphs illustrates ongoing estimated operating results, cash position and average



residential charges.

Figure 10 Average availability and consumption charges

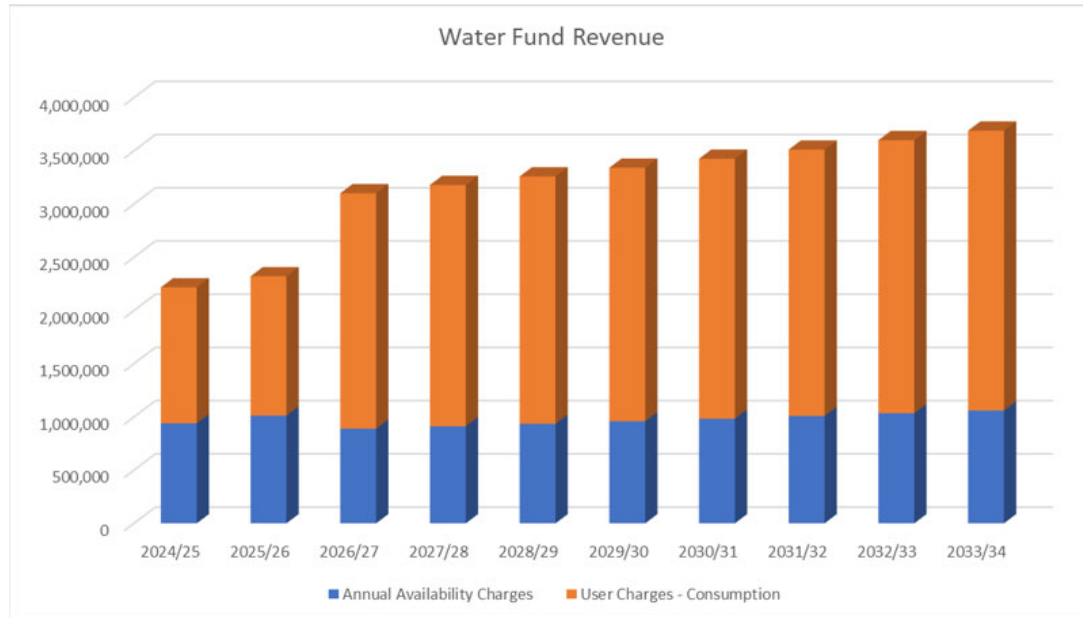
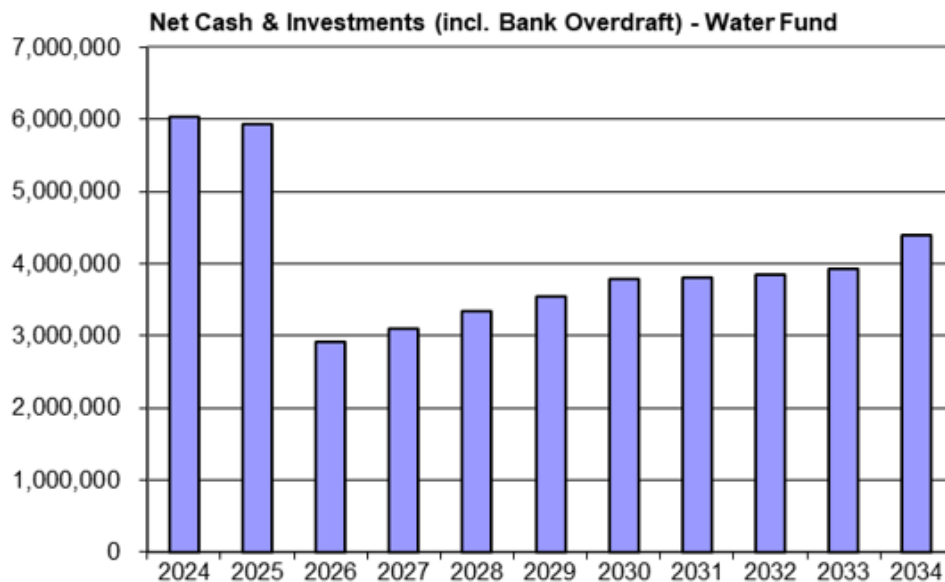


Figure 10 shows the impact on cash levels of the new treatment plant in 2026 and the reservoir in 2030.

Figure 11 Water Fund Cash and Investments



## 7.4 Sensitivity analysis

The Cash and Investments graph indicates a vulnerable position for the fund in 2030-2031 which will require management at that time.

The Operating Income and Expenditure graphs confirm ongoing deficits of approximately \$750k

growing to \$1m in 2033/34 supporting the notion that even at these funding levels Council is not going to be able to meet the depreciation costs.  
Of concern is the risk that consumption will fall when the charges are increased significantly in 2026/27. This situation will require close monitoring.

## 8 Sewer Fund

Council operates a sewer fund covering sewerage schemes in Narrandera and a new scheme under construction in Barellan.

### 8.1 Introduction

The Narrandera Sewerage Scheme has been operating satisfactorily for many years and is in a reasonable financial position following sustained increases in user charges since 2017. Work to improve the system at the treatment plant and in the mains has continued over the last several years and is planned to continue in the future.  
The new scheme at Barellan is in the advanced stages of construction with connections to properties planned over the next three months.

### 8.2 Components included in scenario.

The assumptions used in this scenario are:

- a continuation of the current service levels
- The construction of the new scheme at Barellan being completed with connections coming online from 01/07/2024.
- The expansion of the scheme into the Red Hill industrial estate in 2024/25
- The expansion of the scheme into west Narrandera in 2027/28
- A 3.0% annual increase in the residential access charge.
- Increases in operating costs including wages and salaries in line with the general fund.
- An ongoing capital works program to maintain an asset renewal ratio of ....

### 8.3 Sustainability assessment

This scenario is financially sustainable.

Major items in the capital budget include mains relines \$1,450,000, manhole replacements \$900,000, SPS1 replacement, \$450,000 expansion into west Narrandera \$2.5m, expansion into the Red Hill industrial area \$1.25m

The following graphs illustrates ongoing estimated operating results, cash position and average residential charges.

Figure 12 Sewer Fund Residential Access Charge

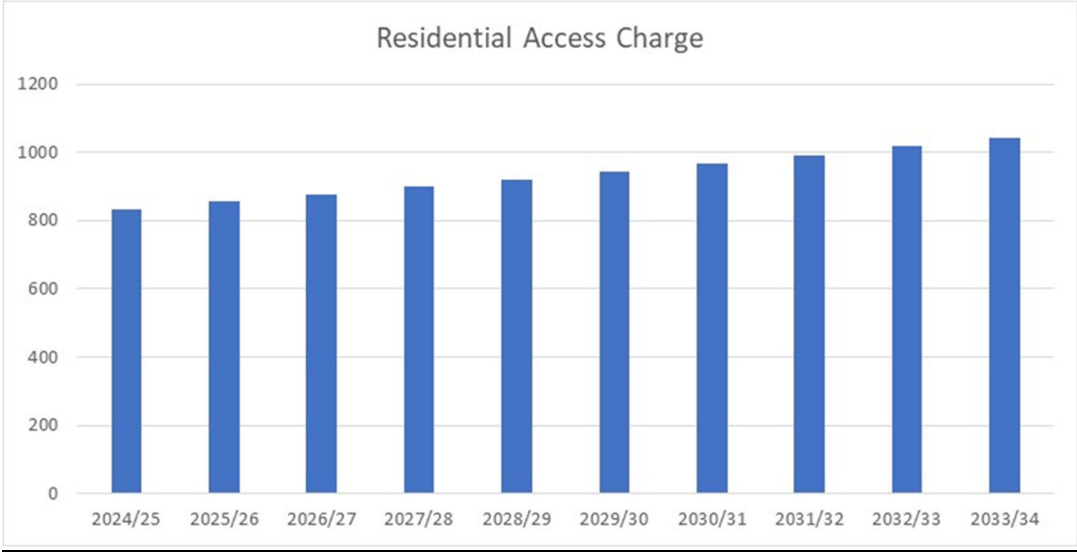


Figure 13 Sewerage Fund Cash and Investments

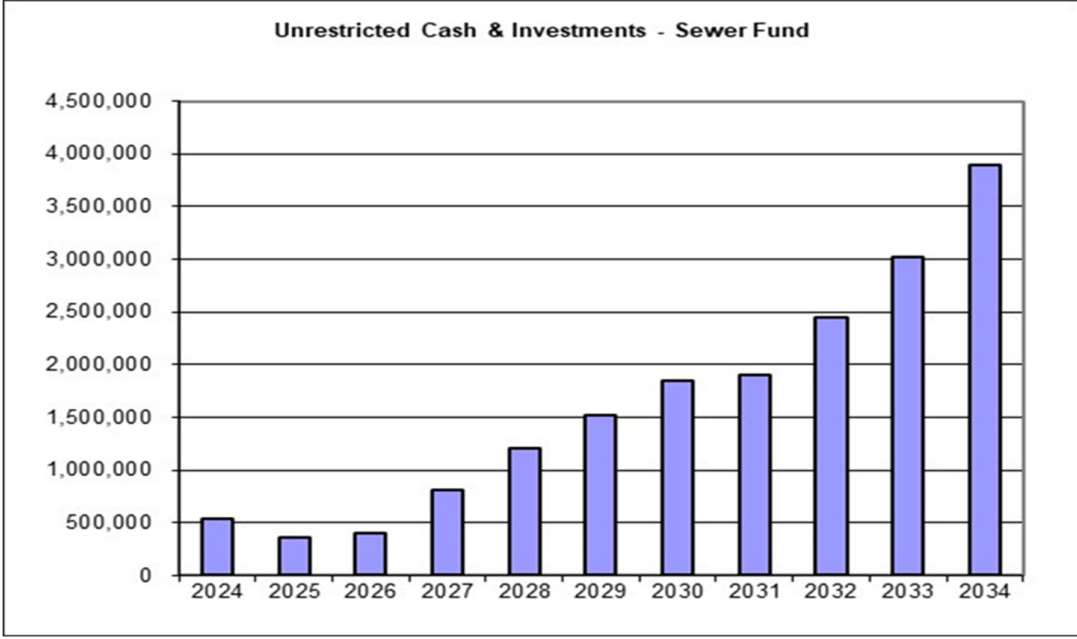


Figure 14 Sewerage Fund External Loan balances

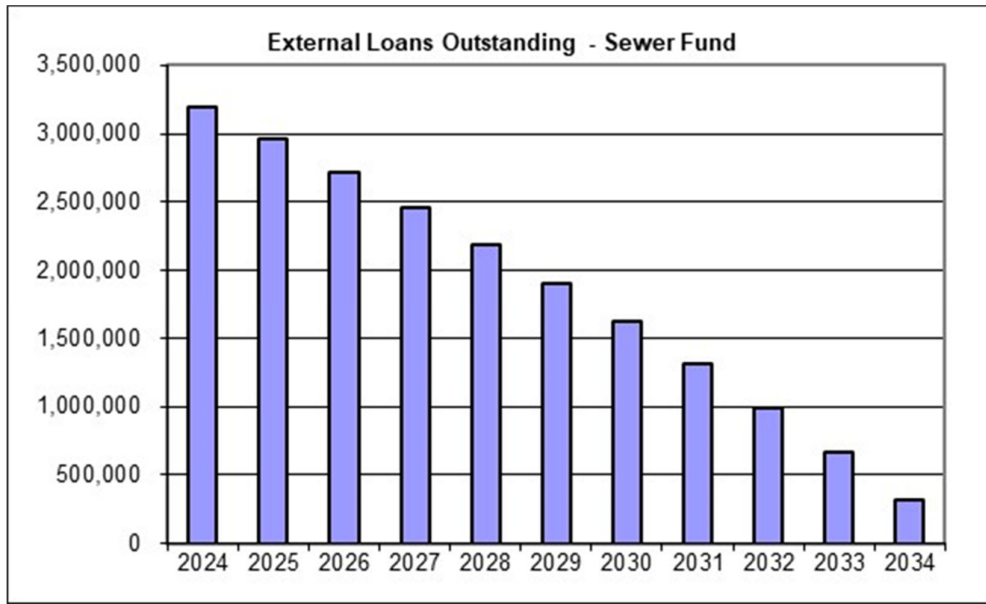
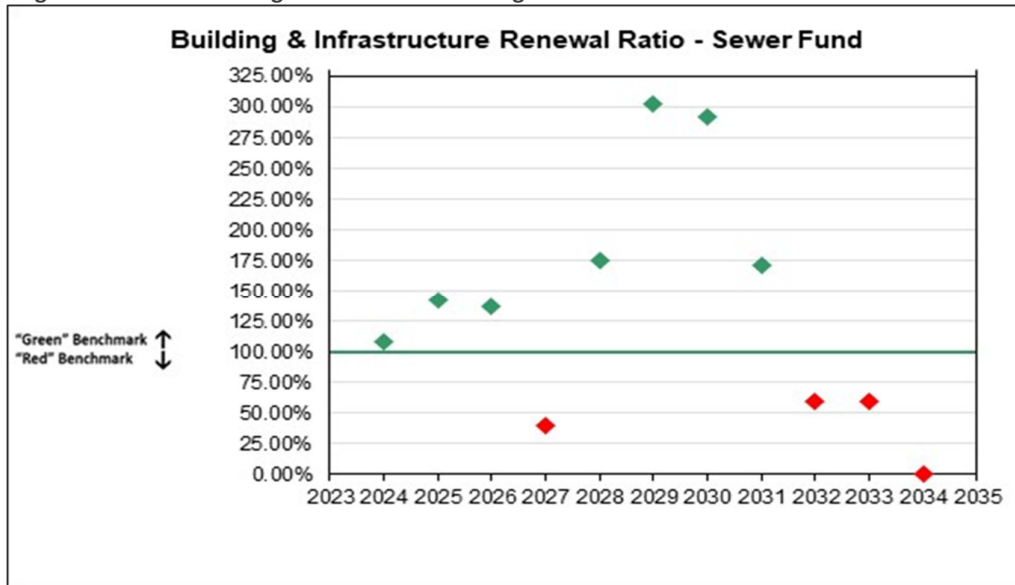


Figure 15 Sewerage Fund Buildings and Infrastructure Renewal Ratio



### 8.4 Sensitivity analysis

The Cash and Investments graph indicates a steady improvement in the financial position through to 2030-2031.

The Operating Income and Expenditure graphs confirm ongoing deficits of approximately \$1m p.a. supporting the notion that even at these funding levels Council is not going to be able to meet the depreciation costs.

## 9 Conclusion

### 9.1 Conclusion

Council's general fund base case is not financially sustainable, as it involves significant deficits of an average of approximately \$2.0 million over the ten-year forecast.

If Council could not increase its rates revenue through an SV, it would need to cut its operating costs by around \$2.0 million per year and continue not to adequately fund its asset renewal. Council would be faced with the decision to stop or significantly reduce discretionary services such as cultural or recreational services and facilities. Council's infrastructure would also continue to deteriorate without sufficient funds to maintain them fit for purpose.

Council will undertake the community engagement process on the two options and determine the preferred option after considering submissions received.

## 10 Financial statements

Following are the 10-year financial forecasts for both scenarios - Base Case and Long-Term Sustainability Case together with water, sewer funds and a consolidated result. This includes the respective Income, Balance Sheet and Cashflows Statements and Capital expenditure.

## 10.1- General Fund – Base Case

### Narrandera Shire Council

#### 10 Year Financial Plan for the Years ending 30 June 2034

#### INCOME STATEMENT - GENERAL FUND

Scenario: 2024/25 - 2033/34 4.5% Rates no Special Variation

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	6,237,000	6,492,443	6,794,616	6,928,498	7,101,426	7,278,677	7,460,360	7,646,584	7,837,464	8,033,117	8,233,660	8,437,698
User Charges & Fees	2,320,000	1,996,729	1,480,779	1,573,134	1,611,842	1,651,518	1,692,186	1,733,871	1,776,598	1,820,393	1,865,282	1,911,915
Other Revenues	1,508,000	2,466,239	1,174,837	1,149,137	1,149,137	1,149,137	1,149,137	1,149,137	1,149,137	1,149,137	1,149,137	1,149,137
Grants & Contributions provided for Operating Purposes	14,187,000	8,368,268	8,382,564	7,858,066	7,983,654	8,108,494	8,235,848	8,365,766	8,498,299	8,633,500	8,771,425	8,699,108
Grants & Contributions provided for Capital Purposes	4,806,000	10,003,414	4,932,000	2,560,000	347,500	232,500	227,500	245,000	407,500	220,000	220,000	135,000
Interest & Investment Revenue	436,000	1,214,680	998,750	606,780	547,960	553,140	554,140	554,640	555,140	555,640	555,640	555,640
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	249,000	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	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	217,000	245,289	233,600	238,772	241,921	245,146	248,451	251,838	255,307	258,862	262,505	262,505
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>29,960,000</b>	<b>30,878,562</b>	<b>24,088,646</b>	<b>21,005,886</b>	<b>19,074,939</b>	<b>19,310,112</b>	<b>19,659,123</b>	<b>20,038,336</b>	<b>20,570,945</b>	<b>20,762,148</b>	<b>21,149,149</b>	<b>21,242,502</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,692,000	8,143,623	8,781,636	8,779,006	9,028,852	9,345,515	9,658,954	9,990,544	10,333,675	10,688,750	11,056,187	11,443,153
Borrowing Costs	25,000	23,038	20,562	17,502	14,714	12,901	11,839	10,981	10,165	10,000	10,000	10,000
Materials & Contracts	6,768,000	5,473,317	4,745,630	4,356,443	4,443,711	4,472,743	4,642,647	4,589,423	4,668,119	4,788,782	4,891,461	4,952,248
Depreciation & Amortisation	5,291,000	5,523,372	5,555,266	5,583,296	5,603,945	5,649,124	5,683,372	5,718,232	5,753,717	5,789,837	5,826,605	5,826,605
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	7,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	507,000	444,893	437,193	447,648	458,364	469,348	480,607	492,147	503,976	516,100	528,528	541,741
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>20,291,000</b>	<b>19,614,362</b>	<b>19,546,407</b>	<b>19,190,015</b>	<b>19,555,706</b>	<b>19,955,752</b>	<b>20,483,539</b>	<b>20,807,447</b>	<b>21,275,772</b>	<b>21,799,589</b>	<b>22,318,901</b>	<b>22,779,867</b>
<b>Operating Result from Continuing Operations</b>	<b>9,669,000</b>	<b>11,264,200</b>	<b>4,542,239</b>	<b>1,815,872</b>	<b>(480,767)</b>	<b>(645,639)</b>	<b>(824,417)</b>	<b>(769,112)</b>	<b>(704,827)</b>	<b>(1,037,441)</b>	<b>(1,169,752)</b>	<b>(1,537,365)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>9,669,000</b>	<b>11,264,200</b>	<b>4,542,239</b>	<b>1,815,872</b>	<b>(480,767)</b>	<b>(645,639)</b>	<b>(824,417)</b>	<b>(769,112)</b>	<b>(704,827)</b>	<b>(1,037,441)</b>	<b>(1,169,752)</b>	<b>(1,537,365)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>4,863,000</b>	<b>1,260,786</b>	<b>(389,761)</b>	<b>(744,128)</b>	<b>(828,267)</b>	<b>(878,139)</b>	<b>(1,051,917)</b>	<b>(1,014,112)</b>	<b>(1,112,327)</b>	<b>(1,257,441)</b>	<b>(1,389,752)</b>	<b>(1,672,365)</b>

## 10.2 - General Fund

### Narrandera Shire Council

#### 10 Year Financial Plan for the Years ending 30 June 2034

#### INCOME STATEMENT - GENERAL FUND

Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	6,237,000	6,492,443	7,949,359	9,208,978	9,438,780	9,674,327	9,915,763	10,163,234	10,416,892	10,676,892	10,943,392	11,215,035
User Charges & Fees	2,320,000	1,996,729	1,480,779	1,517,178	1,554,487	1,592,730	1,631,928	1,672,106	1,713,289	1,755,501	1,798,769	1,843,738
Other Revenues	1,508,000	2,470,890	1,174,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837
Grants & Contributions provided for Operating Purposes	14,187,000	4,394,690	8,985,144	9,427,966	9,567,861	9,707,293	9,849,531	9,145,749	9,293,767	9,444,763	9,598,799	9,526,482
Grants & Contributions provided for Capital Purposes	4,806,000	9,006,478	8,156,000	13,115,000	1,247,500	232,500	227,500	245,000	407,500	220,000	220,000	135,000
Interest & Investment Revenue	436,000	1,214,680	783,750	735,750	648,750	607,750	607,750	607,750	607,750	607,750	607,750	607,750
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	249,000	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	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	217,000	245,289	233,600	236,672	239,821	243,046	246,351	249,738	253,207	256,762	260,405	260,405
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>29,960,000</b>	<b>25,912,698</b>	<b>28,854,969</b>	<b>35,478,881</b>	<b>23,934,535</b>	<b>23,294,983</b>	<b>23,716,161</b>	<b>23,320,913</b>	<b>23,929,742</b>	<b>24,199,005</b>	<b>24,666,451</b>	<b>24,825,747</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,692,000	8,180,898	8,564,507	8,859,035	9,110,106	9,428,360	9,743,437	10,076,715	10,421,585	10,778,454	11,147,739	11,537,385
Borrowing Costs	25,000	23,038	20,562	65,627	205,597	201,088	197,179	193,314	189,322	185,803	182,260	178,519
Materials & Contracts	6,768,000	5,476,378	5,251,985	5,268,833	5,381,272	5,433,925	5,628,041	5,599,635	5,703,769	5,850,507	5,979,912	6,067,910
Depreciation & Amortisation	5,291,000	5,523,372	5,555,266	5,583,296	5,615,478	5,649,124	5,683,372	5,718,232	5,753,717	5,789,837	5,826,605	5,826,605
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	7,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	507,000	444,893	415,433	425,344	435,503	445,915	456,588	467,528	478,741	490,234	502,015	514,566
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>20,291,000</b>	<b>19,654,698</b>	<b>19,813,873</b>	<b>20,208,255</b>	<b>20,754,075</b>	<b>21,164,532</b>	<b>21,714,737</b>	<b>22,061,544</b>	<b>22,553,255</b>	<b>23,100,954</b>	<b>23,644,651</b>	<b>24,131,104</b>
<b>Operating Result from Continuing Operations</b>	<b>9,669,000</b>	<b>6,258,000</b>	<b>9,041,095</b>	<b>15,270,627</b>	<b>3,180,460</b>	<b>2,130,450</b>	<b>2,001,423</b>	<b>1,259,369</b>	<b>1,376,487</b>	<b>1,098,051</b>	<b>1,021,800</b>	<b>694,643</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>9,669,000</b>	<b>6,258,000</b>	<b>9,041,095</b>	<b>15,270,627</b>	<b>3,180,460</b>	<b>2,130,450</b>	<b>2,001,423</b>	<b>1,259,369</b>	<b>1,376,487</b>	<b>1,098,051</b>	<b>1,021,800</b>	<b>694,643</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>4,863,000</b>	<b>(2,748,478)</b>	<b>885,095</b>	<b>2,155,627</b>	<b>1,932,960</b>	<b>1,897,950</b>	<b>1,773,923</b>	<b>1,014,369</b>	<b>968,987</b>	<b>878,051</b>	<b>801,800</b>	<b>559,643</b>

**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**BALANCE SHEET - GENERAL FUND**  
**Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)**

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,585,000	650,000	520,010	791,806	420,000	2,147,592	4,055,866	4,561,945	6,336,520	8,520,319	10,820,300	13,427,686
Investments	23,787,000	16,339,934	14,403,803	14,403,803	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993
Receivables	1,703,000	1,400,435	1,447,193	1,699,717	1,356,652	1,353,536	1,380,933	1,379,124	1,441,630	1,437,067	1,468,697	1,565,480
Inventories	447,000	292,555	280,567	281,467	287,474	290,287	300,657	299,139	304,702	312,541	319,454	324,155
Contract assets and contract cost assets	877,000	877,000	877,000	877,000	877,000	877,000	877,000	877,000	877,000	877,000	877,000	877,000
Other	26,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>30,425,000</b>	<b>19,559,923</b>	<b>17,528,574</b>	<b>18,053,793</b>	<b>16,435,118</b>	<b>18,162,408</b>	<b>20,108,448</b>	<b>20,611,200</b>	<b>22,453,844</b>	<b>24,640,919</b>	<b>26,979,444</b>	<b>29,688,314</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	90,427	94,338	97,719	98,336	98,968	99,616	100,281	100,961	101,659	102,375	30,104
Inventories	161,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	214,059,000	230,342,187	241,874,444	260,809,358	264,137,105	264,418,356	264,510,579	265,157,174	264,755,617	263,723,743	262,420,319	260,440,744
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	467	467	467	467	467	467	467	467
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>214,232,000</b>	<b>230,619,279</b>	<b>242,150,124</b>	<b>261,087,544</b>	<b>264,415,908</b>	<b>264,697,791</b>	<b>264,790,663</b>	<b>265,437,922</b>	<b>265,037,046</b>	<b>264,005,870</b>	<b>262,703,161</b>	<b>260,651,315</b>
<b>TOTAL ASSETS</b>	<b>244,657,000</b>	<b>250,179,201</b>	<b>259,678,698</b>	<b>279,141,337</b>	<b>280,851,027</b>	<b>282,860,199</b>	<b>284,899,110</b>	<b>286,049,122</b>	<b>287,490,890</b>	<b>288,646,789</b>	<b>289,682,605</b>	<b>290,339,629</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,738,000	2,040,403	2,068,166	2,139,034	2,186,356	2,225,517	2,292,640	2,318,125	2,369,923	2,430,860	2,492,560	2,544,681
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	1,649,124	2,109,358	2,774,097	1,330,919	1,223,173	1,240,061	1,155,609	1,193,820	1,189,328	1,208,284	1,188,925
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	92,000	94,097	96,494	139,414	117,193	111,024	114,889	89,229	63,097	66,639	70,381	74,332
Employee benefit provisions	2,443,000	2,518,959	2,581,557	2,644,155	2,706,753	2,769,351	2,831,949	2,894,547	2,957,145	3,019,743	3,019,743	3,019,743
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>6,939,000</b>	<b>6,302,583</b>	<b>6,855,576</b>	<b>7,696,700</b>	<b>6,341,221</b>	<b>6,329,065</b>	<b>6,479,540</b>	<b>6,457,509</b>	<b>6,583,984</b>	<b>6,706,570</b>	<b>6,790,967</b>	<b>6,827,680</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	6,000	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431
Borrowings	493,000	399,647	303,153	3,652,139	3,534,946	3,423,922	3,309,033	3,219,804	3,156,707	3,090,068	3,019,687	2,945,355
Employee benefit provisions	88,000	76,541	78,443	80,345	82,247	84,149	86,051	87,953	89,855	91,757	91,757	91,757
Other provisions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,087,000</b>	<b>987,619</b>	<b>893,027</b>	<b>4,243,915</b>	<b>4,128,624</b>	<b>4,019,502</b>	<b>3,906,515</b>	<b>3,819,188</b>	<b>3,757,993</b>	<b>3,693,256</b>	<b>3,622,875</b>	<b>3,548,543</b>
<b>TOTAL LIABILITIES</b>	<b>8,026,000</b>	<b>7,290,202</b>	<b>7,748,603</b>	<b>11,940,614</b>	<b>10,469,844</b>	<b>10,348,567</b>	<b>10,386,055</b>	<b>10,276,697</b>	<b>10,341,977</b>	<b>10,399,826</b>	<b>10,413,842</b>	<b>10,376,223</b>
<b>Net Assets</b>	<b>236,631,000</b>	<b>242,889,000</b>	<b>251,930,096</b>	<b>267,200,722</b>	<b>270,381,182</b>	<b>272,511,633</b>	<b>274,513,056</b>	<b>275,772,425</b>	<b>277,148,912</b>	<b>278,246,963</b>	<b>279,268,763</b>	<b>279,963,406</b>
<b>EQUITY</b>												
Retained Earnings	144,851,000	151,109,000	160,150,096	175,420,722	178,601,182	180,731,633	182,733,056	183,992,425	185,368,912	186,466,963	187,488,763	188,183,406
Revaluation Reserves	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000	91,780,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	236,631,000	242,889,000	251,930,096	267,200,722	270,381,182	272,511,633	274,513,056	275,772,425	277,148,912	278,246,963	279,268,763	279,963,406
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>236,631,000</b>	<b>242,889,000</b>	<b>251,930,096</b>	<b>267,200,722</b>	<b>270,381,182</b>	<b>272,511,633</b>	<b>274,513,056</b>	<b>275,772,425</b>	<b>277,148,912</b>	<b>278,246,963</b>	<b>279,268,763</b>	<b>279,963,406</b>



**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**CASH FLOW STATEMENT - GENERAL FUND**  
**Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)**

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,271,540	7,911,008	9,175,820	9,432,730	9,668,126	9,909,408	10,156,720	10,410,215	10,670,048	10,936,377	11,207,885
User Charges & Fees	-	2,236,928	1,505,533	1,515,432	1,552,697	1,590,895	1,630,047	1,670,178	1,711,313	1,753,476	1,796,693	1,841,580
Investment & Interest Revenue Received	-	1,377,900	773,199	719,593	652,599	597,893	598,270	603,252	598,474	597,441	596,608	595,639
Grants & Contributions	-	12,505,466	17,519,100	23,088,865	9,630,190	9,851,310	10,090,900	9,321,394	9,703,543	9,690,177	9,834,366	9,645,584
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,620,711	1,514,893	1,339,512	1,476,931	1,393,063	1,388,175	1,398,093	1,393,494	1,399,756	1,401,792	1,404,162
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,981,918)	(8,479,708)	(8,778,179)	(9,030,973)	(9,346,230)	(9,660,693)	(9,993,335)	(10,337,548)	(10,693,735)	(11,123,758)	(11,515,431)
Materials & Contracts	-	(5,148,214)	(5,288,559)	(5,264,614)	(5,363,826)	(5,424,674)	(5,599,236)	(5,601,459)	(5,687,267)	(5,828,076)	(5,959,817)	(6,053,376)
Borrowing Costs	-	(23,038)	(20,562)	(65,627)	(205,597)	(201,088)	(197,179)	(193,314)	(189,322)	(185,803)	(182,260)	(178,519)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(440,893)	(416,228)	(425,077)	(435,229)	(445,634)	(456,300)	(467,233)	(478,438)	(489,924)	(501,698)	(514,227)
<b>Net Cash provided (or used in) Operating Activities</b>	-	11,418,482	15,018,677	21,305,725	7,709,522	7,683,660	7,703,392	6,894,296	7,124,464	6,913,359	6,798,302	6,433,297
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	7,447,066	1,936,131	-	909,810	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	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	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(22,068,523)	(17,301,251)	(24,790,735)	(9,365,025)	(6,119,525)	(5,955,995)	(6,764,277)	(5,623,910)	(4,857,113)	(4,431,681)	(3,755,530)
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(14,262,657)	(15,054,570)	(24,425,835)	(7,941,915)	(5,838,875)	(5,684,095)	(6,273,327)	(5,260,660)	(4,666,463)	(4,431,681)	(3,755,530)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	3,500,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(91,257)	(94,097)	(108,094)	(139,414)	(117,193)	(111,024)	(114,889)	(89,229)	(63,097)	(66,639)	(70,381)
Repayment of lease liabilities (principal repayments)	-	431	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(90,826)	(94,097)	3,391,906	(139,414)	(117,193)	(111,024)	(114,889)	(89,229)	(63,097)	(66,639)	(70,381)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(2,935,000)	(129,990)	271,796	(371,806)	1,727,592	1,908,273	506,079	1,774,575	2,183,799	2,299,982	2,607,386
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	3,585,000	650,000	520,010	791,806	420,000	2,147,592	4,055,866	4,561,945	6,336,520	8,520,319	10,820,300
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>3,585,000</b>	<b>650,000</b>	<b>520,010</b>	<b>791,806</b>	<b>420,000</b>	<b>2,147,592</b>	<b>4,055,866</b>	<b>4,561,945</b>	<b>6,336,520</b>	<b>8,520,319</b>	<b>10,820,300</b>	<b>13,427,686</b>
Cash & Cash Equivalents - end of the year	3,585,000	650,000	520,010	791,806	420,000	2,147,592	4,055,866	4,561,945	6,336,520	8,520,319	10,820,300	13,427,686
Investments - end of the year	23,787,000	16,339,934	14,403,803	14,403,803	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993	13,493,993
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>27,372,000</b>	<b>16,989,934</b>	<b>14,923,813</b>	<b>15,195,609</b>	<b>13,913,993</b>	<b>15,641,585</b>	<b>17,549,858</b>	<b>18,055,938</b>	<b>19,830,512</b>	<b>22,014,311</b>	<b>24,314,293</b>	<b>26,921,679</b>
<b>Representing:</b>												
- External Restrictions	10,935,000	5,829,096	3,736,283	2,696,428	1,651,498	2,028,066	2,396,944	2,756,623	3,104,507	3,443,312	3,772,534	4,083,346
- Internal Restrictions	16,092,000	10,315,299	9,376,451	9,632,025	9,878,760	10,767,963	11,547,639	11,099,792	12,053,712	13,323,951	14,738,136	16,173,174
- Unrestricted	345,000	845,539	1,811,079	2,867,156	2,383,735	2,845,556	3,605,275	4,199,523	4,672,293	5,247,048	5,803,623	6,665,159
	<b>27,372,000</b>	<b>16,989,934</b>	<b>14,923,813</b>	<b>15,195,609</b>	<b>13,913,993</b>	<b>15,641,585</b>	<b>17,549,858</b>	<b>18,055,938</b>	<b>19,830,512</b>	<b>22,014,311</b>	<b>24,314,293</b>	<b>26,921,679</b>

**Narrandera Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**EQUITY STATEMENT - GENERAL FUND**

Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	200,895,000	236,631,000	242,889,000	251,930,096	267,200,722	270,381,182	272,511,633	274,513,056	275,772,425	277,148,912	278,246,963	279,268,763
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>200,895,000</b>	<b>236,631,000</b>	<b>242,889,000</b>	<b>251,930,096</b>	<b>267,200,722</b>	<b>270,381,182</b>	<b>272,511,633</b>	<b>274,513,056</b>	<b>275,772,425</b>	<b>277,148,912</b>	<b>278,246,963</b>	<b>279,268,763</b>
Net Operating Result for the Year	9,669,000	6,258,000	9,041,095	15,270,627	3,180,460	2,130,450	2,001,423	1,259,369	1,376,487	1,098,051	1,021,800	694,643
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>9,669,000</b>	<b>6,258,000</b>	<b>9,041,095</b>	<b>15,270,627</b>	<b>3,180,460</b>	<b>2,130,450</b>	<b>2,001,423</b>	<b>1,259,369</b>	<b>1,376,487</b>	<b>1,098,051</b>	<b>1,021,800</b>	<b>694,643</b>
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	26,067,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- 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 res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>26,067,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>35,736,000</b>	<b>6,258,000</b>	<b>9,041,095</b>	<b>15,270,627</b>	<b>3,180,460</b>	<b>2,130,450</b>	<b>2,001,423</b>	<b>1,259,369</b>	<b>1,376,487</b>	<b>1,098,051</b>	<b>1,021,800</b>	<b>694,643</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>236,631,000</b>	<b>242,889,000</b>	<b>251,930,096</b>	<b>267,200,722</b>	<b>270,381,182</b>	<b>272,511,633</b>	<b>274,513,056</b>	<b>275,772,425</b>	<b>277,148,912</b>	<b>278,246,963</b>	<b>279,268,763</b>	<b>279,963,406</b>

## 10.3 - Water Fund

### Narrandera Shire Council

#### 10 Year Financial Plan for the Years ending 30 June 2034

#### INCOME STATEMENT - WATER FUND

Scenario: Treatment Plant constructed 2025-27 \$25 million

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	848,000	885,193	940,381	1,012,277	889,564	912,259	935,521	959,365	983,804	1,008,855	1,034,532	1,060,395
User Charges & Fees	1,361,000	1,290,526	1,277,158	1,309,087	2,211,814	2,267,109	2,323,787	2,381,882	2,441,429	2,502,464	2,565,026	2,629,152
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	67,000	230,335	10,000	9,385,000	9,385,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	153,000	482,246	280,798	145,421	131,941	110,185	90,500	90,500	90,500	90,500	90,500	90,500
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,429,000</b>	<b>2,888,300</b>	<b>2,508,337</b>	<b>11,851,784</b>	<b>12,618,319</b>	<b>3,299,553</b>	<b>3,359,808</b>	<b>3,441,746</b>	<b>3,525,733</b>	<b>3,611,819</b>	<b>3,700,058</b>	<b>3,790,047</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	528,000	352,168	379,189	392,356	402,059	612,003	627,196	642,769	658,730	675,089	691,966	709,265
Borrowing Costs	-	-	-	-	-	107,272	101,548	95,622	182,168	170,868	159,168	147,053
Materials & Contracts	1,479,000	1,520,531	1,506,714	1,399,312	1,430,496	1,813,217	1,856,946	1,901,756	1,947,676	1,994,732	2,044,113	2,094,778
Depreciation & Amortisation	651,000	691,005	704,306	717,873	731,711	958,327	976,974	995,994	1,015,395	1,035,184	1,035,184	1,035,184
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	271,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,929,000</b>	<b>2,563,703</b>	<b>2,590,208</b>	<b>2,509,541</b>	<b>2,564,266</b>	<b>3,490,819</b>	<b>3,562,664</b>	<b>3,636,141</b>	<b>3,803,968</b>	<b>3,875,873</b>	<b>3,930,431</b>	<b>3,986,280</b>
<b>Operating Result from Continuing Operations</b>	<b>(500,000)</b>	<b>324,596</b>	<b>(81,872)</b>	<b>9,342,243</b>	<b>10,054,053</b>	<b>(191,266)</b>	<b>(202,857)</b>	<b>(194,395)</b>	<b>(278,235)</b>	<b>(264,054)</b>	<b>(230,373)</b>	<b>(196,233)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(500,000)</b>	<b>324,596</b>	<b>(81,872)</b>	<b>9,342,243</b>	<b>10,054,053</b>	<b>(191,266)</b>	<b>(202,857)</b>	<b>(194,395)</b>	<b>(278,235)</b>	<b>(264,054)</b>	<b>(230,373)</b>	<b>(196,233)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(567,000)</b>	<b>94,261</b>	<b>(91,872)</b>	<b>(42,757)</b>	<b>669,053</b>	<b>(201,266)</b>	<b>(212,857)</b>	<b>(204,395)</b>	<b>(288,235)</b>	<b>(274,054)</b>	<b>(240,373)</b>	<b>(206,233)</b>

**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**BALANCE SHEET - WATER FUND**  
**Scenario: Treatment Plant constructed 2025-27 \$25 million**

	Actuals 2022/23	Current Year 2023/24	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	89,000	-	-	-	201,030	426,337	640,081	875,021	901,882	951,007	1,021,732	1,495,234
Investments	6,155,000	6,028,334	5,936,619	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516
Receivables	519,000	321,504	326,772	307,434	380,304	378,154	388,964	400,197	409,547	419,372	429,645	444,187
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	24,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>6,787,000</b>	<b>6,355,838</b>	<b>6,269,391</b>	<b>3,217,950</b>	<b>3,491,850</b>	<b>3,715,007</b>	<b>3,939,561</b>	<b>4,185,734</b>	<b>4,221,945</b>	<b>4,280,894</b>	<b>4,361,893</b>	<b>4,849,937</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	127,000	91,051	52,174	11,648	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Infrastructure, Property, Plant & Equipment	23,951,000	24,719,180	24,768,709	37,210,836	50,114,125	49,540,798	48,948,824	51,037,830	50,407,435	49,757,251	49,107,067	48,071,883
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>24,078,000</b>	<b>24,828,231</b>	<b>24,838,883</b>	<b>37,240,484</b>	<b>50,132,125</b>	<b>49,558,798</b>	<b>48,966,824</b>	<b>51,055,830</b>	<b>50,425,435</b>	<b>49,775,251</b>	<b>49,125,067</b>	<b>48,089,883</b>
<b>TOTAL ASSETS</b>	<b>30,865,000</b>	<b>31,184,069</b>	<b>31,108,274</b>	<b>40,458,434</b>	<b>53,623,974</b>	<b>53,273,805</b>	<b>52,906,385</b>	<b>55,241,564</b>	<b>54,647,380</b>	<b>54,056,145</b>	<b>53,486,960</b>	<b>52,939,820</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	124,000	118,472	124,549	132,466	118,953	121,453	124,014	126,640	129,331	132,089	134,917	137,764
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	161,402	167,125	173,052	318,640	329,940	341,640	353,755	366,300
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>124,000</b>	<b>118,472</b>	<b>124,549</b>	<b>132,466</b>	<b>280,355</b>	<b>288,578</b>	<b>297,066</b>	<b>445,279</b>	<b>459,270</b>	<b>473,729</b>	<b>488,672</b>	<b>504,064</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	2,963,598	2,796,473	2,623,421	5,004,781	4,674,841	4,333,201	3,979,446	3,613,146
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,963,598</b>	<b>2,796,473</b>	<b>2,623,421</b>	<b>5,004,781</b>	<b>4,674,841</b>	<b>4,333,201</b>	<b>3,979,446</b>	<b>3,613,146</b>
<b>TOTAL LIABILITIES</b>	<b>124,000</b>	<b>118,472</b>	<b>124,549</b>	<b>132,466</b>	<b>3,243,953</b>	<b>3,085,051</b>	<b>2,920,487</b>	<b>5,450,060</b>	<b>5,134,111</b>	<b>4,806,930</b>	<b>4,468,118</b>	<b>4,117,210</b>
<b>Net Assets</b>	<b>30,741,000</b>	<b>31,065,596</b>	<b>30,983,725</b>	<b>40,325,968</b>	<b>50,380,021</b>	<b>50,188,755</b>	<b>49,985,898</b>	<b>49,791,503</b>	<b>49,513,268</b>	<b>49,249,215</b>	<b>49,018,842</b>	<b>48,822,609</b>
<b>EQUITY</b>												
Retained Earnings	17,733,000	18,057,596	17,975,725	27,317,968	37,372,021	37,180,755	36,977,898	36,783,503	36,505,268	36,241,215	36,010,842	35,814,609
Revaluation Reserves	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000	13,008,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	30,741,000	31,065,596	30,983,725	40,325,968	50,380,021	50,188,755	49,985,898	49,791,503	49,513,268	49,249,215	49,018,842	48,822,609
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>30,741,000</b>	<b>31,065,596</b>	<b>30,983,725</b>	<b>40,325,968</b>	<b>50,380,021</b>	<b>50,188,755</b>	<b>49,985,898</b>	<b>49,791,503</b>	<b>49,513,268</b>	<b>49,249,215</b>	<b>49,018,842</b>	<b>48,822,609</b>

**Narrandera Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**CASH FLOW STATEMENT - WATER FUND**

Scenario: Treatment Plant constructed 2025-27 \$25 million

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,076,849	942,043	1,014,442	885,869	912,942	936,222	960,083	984,540	1,009,610	1,035,305	1,061,174
User Charges & Fees	-	1,277,663	1,278,762	1,305,255	2,103,487	2,260,474	2,316,986	2,374,910	2,434,283	2,495,140	2,557,518	2,621,456
Investment & Interest Revenue Received	-	494,933	279,706	175,991	128,703	108,852	88,352	88,146	90,250	90,004	89,788	85,722
Grants & Contributions	-	230,335	10,000	9,385,000	9,385,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(352,168)	(379,189)	(392,356)	(402,059)	(612,003)	(627,196)	(642,769)	(658,730)	(675,089)	(691,966)	(709,265)
Materials & Contracts	-	(1,520,531)	(1,506,714)	(1,399,312)	(1,430,496)	(1,813,217)	(1,856,946)	(1,901,756)	(1,947,676)	(1,994,732)	(2,044,113)	(2,094,778)
Borrowing Costs	-	-	-	-	-	(107,272)	(101,548)	(95,622)	(182,168)	(170,868)	(159,168)	(147,053)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,207,082	624,609	10,089,020	10,670,504	759,775	765,869	792,993	730,500	764,064	797,365	827,257
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	126,666	91,714	3,032,103	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
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	-	36,437	37,512	38,877	40,526	11,934	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,459,185)	(753,835)	(13,160,000)	(13,635,000)	(385,000)	(385,000)	(3,085,000)	(385,000)	(385,000)	(385,000)	-
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,296,082)	(624,609)	(10,089,020)	(13,594,474)	(373,066)	(385,000)	(3,085,000)	(385,000)	(385,000)	(385,000)	-
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	3,125,000	-	-	2,700,000	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	(161,402)	(167,125)	(173,052)	(318,640)	(329,940)	(341,640)	(353,755)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	3,125,000	(161,402)	(167,125)	2,526,948	(318,640)	(329,940)	(341,640)	(353,755)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(89,000)	0	0	201,030	225,307	213,743	234,941	26,860	49,125	70,725	473,502
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	89,000	0	0	0	201,030	426,337	640,081	875,021	901,882	951,007	1,021,732
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>89,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201,030</b>	<b>426,337</b>	<b>640,081</b>	<b>875,021</b>	<b>901,882</b>	<b>951,007</b>	<b>1,021,732</b>	<b>1,495,234</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	89,000	0	0	0	201,030	426,337	640,081	875,021	901,882	951,007	1,021,732	1,495,234
<b>Investments - end of the year</b>	6,155,000	6,028,334	5,936,619	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516	2,904,516
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>6,244,000</b>	<b>6,028,334</b>	<b>5,936,619</b>	<b>2,904,516</b>	<b>3,105,546</b>	<b>3,330,853</b>	<b>3,544,597</b>	<b>3,779,537</b>	<b>3,806,398</b>	<b>3,855,523</b>	<b>3,926,248</b>	<b>4,399,750</b>
<b>Representing:</b>												
- External Restrictions	6,244,061	5,878,138	5,790,086	2,733,397	3,044,351	3,274,634	3,496,626	3,740,173	3,773,692	3,886,630	3,964,801	4,449,996
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(61)	150,196	146,534	171,119	61,196	56,220	47,971	39,365	32,706	(31,107)	(38,553)	(50,246)
	<b>6,244,000</b>	<b>6,028,334</b>	<b>5,936,619</b>	<b>2,904,516</b>	<b>3,105,546</b>	<b>3,330,853</b>	<b>3,544,597</b>	<b>3,779,537</b>	<b>3,806,398</b>	<b>3,855,523</b>	<b>3,926,248</b>	<b>4,399,750</b>

**Narrandera Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**EQUITY STATEMENT - WATER FUND**

**Scenario: Treatment Plant constructed 2025-27 \$25 million**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	29,467,000	30,741,000	31,065,596	30,983,725	40,325,968	50,380,021	50,188,755	49,985,898	49,791,503	49,513,268	49,249,215	49,018,842
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>29,467,000</b>	<b>30,741,000</b>	<b>31,065,596</b>	<b>30,983,725</b>	<b>40,325,968</b>	<b>50,380,021</b>	<b>50,188,755</b>	<b>49,985,898</b>	<b>49,791,503</b>	<b>49,513,268</b>	<b>49,249,215</b>	<b>49,018,842</b>
Net Operating Result for the Year	(500,000)	324,596	(81,872)	9,342,243	10,054,053	(191,266)	(202,857)	(194,395)	(278,235)	(264,054)	(230,373)	(196,233)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>(500,000)</b>	<b>324,596</b>	<b>(81,872)</b>	<b>9,342,243</b>	<b>10,054,053</b>	<b>(191,266)</b>	<b>(202,857)</b>	<b>(194,395)</b>	<b>(278,235)</b>	<b>(264,054)</b>	<b>(230,373)</b>	<b>(196,233)</b>
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	1,774,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- 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 res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>1,774,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>1,274,000</b>	<b>324,596</b>	<b>(81,872)</b>	<b>9,342,243</b>	<b>10,054,053</b>	<b>(191,266)</b>	<b>(202,857)</b>	<b>(194,395)</b>	<b>(278,235)</b>	<b>(264,054)</b>	<b>(230,373)</b>	<b>(196,233)</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>30,741,000</b>	<b>31,065,596</b>	<b>30,983,725</b>	<b>40,325,968</b>	<b>50,380,021</b>	<b>50,188,755</b>	<b>49,985,898</b>	<b>49,791,503</b>	<b>49,513,268</b>	<b>49,249,215</b>	<b>49,018,842</b>	<b>48,822,609</b>

## 10.4 - Sewer Fund

Narrandera Shire Council

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - SEWER FUND

Scenario: Including Barellan Sewer (Yr1 4.5% then 2.5%)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,501,000	1,559,096	1,748,984	1,837,156	1,883,485	2,036,279	2,087,586	2,140,175	2,194,078	2,249,330	2,305,962	2,363,611
User Charges & Fees	173,000	185,771	467,406	189,043	193,720	198,513	203,425	208,461	213,623	218,913	224,336	229,944
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	344,000	4,878,277	408,000	8,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000
Interest & Investment Revenue	69,000	109,850	46,500	51,350	70,000	83,500	88,150	88,150	88,150	88,150	88,150	88,150
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,087,000</b>	<b>6,732,994</b>	<b>2,670,891</b>	<b>2,085,550</b>	<b>2,155,204</b>	<b>2,701,292</b>	<b>3,137,161</b>	<b>3,194,786</b>	<b>2,503,851</b>	<b>2,564,393</b>	<b>2,626,448</b>	<b>2,689,706</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	339,000	347,790	374,227	387,324	397,008	406,933	417,106	427,534	438,222	449,178	460,407	471,917
Borrowing Costs	39,000	36,667	130,445	120,190	109,434	98,151	86,313	73,892	60,856	47,173	32,808	17,727
Materials & Contracts	760,000	732,451	805,318	746,014	764,664	817,781	838,225	859,181	880,660	902,677	925,244	1,171,626
Depreciation & Amortisation	355,000	407,721	477,470	486,784	496,285	539,475	550,030	560,795	571,776	582,976	594,400	594,400
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,493,000</b>	<b>1,524,629</b>	<b>1,787,460</b>	<b>1,740,312</b>	<b>1,767,390</b>	<b>1,862,340</b>	<b>1,891,674</b>	<b>1,921,401</b>	<b>1,951,514</b>	<b>1,982,003</b>	<b>2,012,859</b>	<b>2,255,671</b>
<b>Operating Result from Continuing Operations</b>	<b>594,000</b>	<b>5,208,365</b>	<b>883,431</b>	<b>345,237</b>	<b>387,814</b>	<b>838,952</b>	<b>1,245,487</b>	<b>1,273,385</b>	<b>552,337</b>	<b>582,390</b>	<b>613,589</b>	<b>434,035</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>594,000</b>	<b>5,208,365</b>	<b>883,431</b>	<b>345,237</b>	<b>387,814</b>	<b>838,952</b>	<b>1,245,487</b>	<b>1,273,385</b>	<b>552,337</b>	<b>582,390</b>	<b>613,589</b>	<b>434,035</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>250,000</b>	<b>330,088</b>	<b>475,431</b>	<b>337,237</b>	<b>379,814</b>	<b>455,952</b>	<b>487,487</b>	<b>515,385</b>	<b>544,337</b>	<b>574,390</b>	<b>605,589</b>	<b>426,035</b>

**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**BALANCE SHEET - SEWER FUND**  
**Scenario: Including Barellan Sewer (Yr1 4.5% then 2.5%)**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	42,000	50,000	50,000	155,751	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investments	2,621,000	1,114,842	1,068,514	1,068,514	1,293,082	1,745,990	2,104,289	2,488,450	2,602,126	3,188,449	3,802,674	4,471,618
Receivables	176,000	159,711	177,687	177,398	186,538	194,627	202,570	210,885	216,577	227,186	238,146	249,742
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>3,162,000</b>	<b>1,647,554</b>	<b>1,619,201</b>	<b>1,724,663</b>	<b>2,202,620</b>	<b>2,663,617</b>	<b>3,029,858</b>	<b>3,422,335</b>	<b>3,541,704</b>	<b>4,138,635</b>	<b>4,763,819</b>	<b>5,444,359</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	11,146	28,044	9,452	9,686	9,926	10,171	10,423	10,681	10,946	11,217	11,497
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	17,686,000	26,104,371	26,764,358	26,777,573	26,431,289	26,541,813	27,141,784	27,730,989	27,859,213	27,526,237	27,181,837	26,587,436
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>17,686,000</b>	<b>26,115,517</b>	<b>26,792,402</b>	<b>26,787,026</b>	<b>26,440,975</b>	<b>26,551,739</b>	<b>27,151,955</b>	<b>27,741,412</b>	<b>27,869,894</b>	<b>27,537,183</b>	<b>27,193,054</b>	<b>26,598,934</b>
<b>TOTAL ASSETS</b>	<b>20,848,000</b>	<b>27,763,071</b>	<b>28,411,603</b>	<b>28,511,689</b>	<b>28,643,595</b>	<b>29,215,356</b>	<b>30,181,813</b>	<b>31,163,747</b>	<b>31,411,598</b>	<b>31,675,818</b>	<b>31,956,873</b>	<b>32,043,293</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	93,000	234,897	245,152	255,908	267,191	279,029	291,451	304,487	318,170	332,534	347,615	123,336
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>93,000</b>	<b>234,897</b>	<b>245,152</b>	<b>255,908</b>	<b>267,191</b>	<b>279,029</b>	<b>291,451</b>	<b>304,487</b>	<b>318,170</b>	<b>332,534</b>	<b>347,615</b>	<b>123,336</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,391,000	2,955,809	2,710,656	2,454,748	2,187,557	1,908,528	1,617,077	1,312,590	994,421	661,887	314,272	190,936
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,391,000</b>	<b>2,955,809</b>	<b>2,710,656</b>	<b>2,454,748</b>	<b>2,187,557</b>	<b>1,908,528</b>	<b>1,617,077</b>	<b>1,312,590</b>	<b>994,421</b>	<b>661,887</b>	<b>314,272</b>	<b>190,936</b>
<b>TOTAL LIABILITIES</b>	<b>1,484,000</b>	<b>3,190,706</b>	<b>2,955,808</b>	<b>2,710,656</b>	<b>2,454,748</b>	<b>2,187,557</b>	<b>1,908,528</b>	<b>1,617,077</b>	<b>1,312,591</b>	<b>994,421</b>	<b>661,887</b>	<b>314,272</b>
<b>Net Assets</b>	<b>19,364,000</b>	<b>24,572,365</b>	<b>25,455,795</b>	<b>25,801,033</b>	<b>26,188,846</b>	<b>27,027,799</b>	<b>28,273,286</b>	<b>29,546,670</b>	<b>30,099,007</b>	<b>30,681,397</b>	<b>31,294,986</b>	<b>31,729,021</b>
<b>EQUITY</b>												
Retained Earnings	13,054,000	18,262,365	19,145,795	19,491,033	19,878,846	20,717,799	21,963,286	23,236,670	23,789,007	24,371,397	24,984,986	25,419,021
Revaluation Reserves	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000	6,310,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	19,364,000	24,572,365	25,455,795	25,801,033	26,188,846	27,027,799	28,273,286	29,546,670	30,099,007	30,681,397	31,294,986	31,729,021
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>19,364,000</b>	<b>24,572,365</b>	<b>25,455,795</b>	<b>25,801,033</b>	<b>26,188,846</b>	<b>27,027,799</b>	<b>28,273,286</b>	<b>29,546,670</b>	<b>30,099,007</b>	<b>30,681,397</b>	<b>31,294,986</b>	<b>31,729,021</b>



**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**CASH FLOW STATEMENT - SEWER FUND**  
**Scenario: Including Barellan Sewer (Yr1 4.5% then 2.5%)**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,556,982	1,730,945	1,837,966	1,879,315	2,032,709	2,083,225	2,135,705	2,189,497	2,244,633	2,301,149	2,358,711
User Charges & Fees	-	174,624	450,508	207,636	193,486	198,273	203,180	208,209	213,364	218,649	224,065	229,664
Investment & Interest Revenue Received	-	128,253	46,563	50,830	65,029	78,981	84,568	84,305	87,039	82,238	82,004	81,454
Grants & Contributions	-	4,878,277	408,000	8,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(347,790)	(374,227)	(387,324)	(397,008)	(406,933)	(417,106)	(427,534)	(438,222)	(449,178)	(460,407)	(471,917)
Materials & Contracts	-	(732,451)	(805,318)	(746,014)	(764,664)	(817,781)	(838,225)	(859,181)	(880,660)	(902,677)	(925,244)	(1,171,626)
Borrowing Costs	-	(36,667)	(130,445)	(120,190)	(109,434)	(98,151)	(86,313)	(73,892)	(60,856)	(47,173)	(32,808)	(17,727)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	5,621,228	1,326,026	850,904	874,725	1,370,099	1,787,328	1,825,612	1,118,163	1,154,493	1,196,758	1,016,559
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,506,158	46,328	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	(224,568)	(452,908)	(358,299)	(384,162)	(113,676)	(586,323)	(614,225)	(668,944)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,826,092)	(1,137,457)	(500,000)	(150,000)	(650,000)	(1,150,000)	(1,150,000)	(700,000)	(250,000)	(250,000)	-
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(7,319,934)	(1,091,129)	(500,000)	(374,568)	(1,102,908)	(1,508,299)	(1,534,162)	(813,676)	(836,323)	(864,225)	(668,944)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	1,800,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(93,294)	(234,897)	(245,152)	(255,908)	(267,191)	(279,029)	(291,451)	(304,487)	(318,170)	(332,534)	(347,615)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	1,706,706	(234,897)	(245,152)	(255,908)	(267,191)	(279,029)	(291,451)	(304,487)	(318,170)	(332,534)	(347,615)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	8,000	(0)	105,751	244,249	-	0	-	-	0	(0)	0
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	42,000	50,000	50,000	155,751	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>42,000</b>	<b>50,000</b>	<b>50,000</b>	<b>155,751</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
Cash & Cash Equivalents - end of the year	42,000	50,000	50,000	155,751	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investments - end of the year	2,621,000	1,114,842	1,068,514	1,068,514	1,293,082	1,745,990	2,104,289	2,488,450	2,602,126	3,188,449	3,802,674	4,471,618
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,663,000</b>	<b>1,164,842</b>	<b>1,118,514</b>	<b>1,224,265</b>	<b>1,693,082</b>	<b>2,145,990</b>	<b>2,504,289</b>	<b>2,888,450</b>	<b>3,002,126</b>	<b>3,588,449</b>	<b>4,202,674</b>	<b>4,871,618</b>
<b>Representing:</b>												
- External Restrictions	2,662,886	1,159,423	1,147,969	1,234,838	1,713,028	2,174,624	2,541,112	2,933,841	3,053,467	3,650,663	4,276,118	5,077,203
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	114	5,419	(29,455)	(10,573)	(19,946)	(28,635)	(36,823)	(45,391)	(51,341)	(62,214)	(73,445)	(205,586)
	<b>2,663,000</b>	<b>1,164,842</b>	<b>1,118,514</b>	<b>1,224,265</b>	<b>1,693,082</b>	<b>2,145,990</b>	<b>2,504,289</b>	<b>2,888,450</b>	<b>3,002,126</b>	<b>3,588,449</b>	<b>4,202,674</b>	<b>4,871,618</b>

**Narrandera Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**EQUITY STATEMENT - SEWER FUND**

Scenario: Including Barellan Sewer (Yr1 4.5% then 2.5%)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	17,558,000	19,364,000	24,572,365	25,455,795	25,801,033	26,188,846	27,027,799	28,273,286	29,546,670	30,099,007	30,681,397	31,294,986
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>17,558,000</b>	<b>19,364,000</b>	<b>24,572,365</b>	<b>25,455,795</b>	<b>25,801,033</b>	<b>26,188,846</b>	<b>27,027,799</b>	<b>28,273,286</b>	<b>29,546,670</b>	<b>30,099,007</b>	<b>30,681,397</b>	<b>31,294,986</b>
Net Operating Result for the Year	594,000	5,208,365	883,431	345,237	387,814	838,952	1,245,487	1,273,385	552,337	582,390	613,589	434,035
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>594,000</b>	<b>5,208,365</b>	<b>883,431</b>	<b>345,237</b>	<b>387,814</b>	<b>838,952</b>	<b>1,245,487</b>	<b>1,273,385</b>	<b>552,337</b>	<b>582,390</b>	<b>613,589</b>	<b>434,035</b>
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	1,212,000	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- 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 res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>1,212,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>1,806,000</b>	<b>5,208,365</b>	<b>883,431</b>	<b>345,237</b>	<b>387,814</b>	<b>838,952</b>	<b>1,245,487</b>	<b>1,273,385</b>	<b>552,337</b>	<b>582,390</b>	<b>613,589</b>	<b>434,035</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>19,364,000</b>	<b>24,572,365</b>	<b>25,455,795</b>	<b>25,801,033</b>	<b>26,188,846</b>	<b>27,027,799</b>	<b>28,273,286</b>	<b>29,546,670</b>	<b>30,099,007</b>	<b>30,681,397</b>	<b>31,294,986</b>	<b>31,729,021</b>

### **10.5 Consolidated Fund Scenario two – Special Variation – Long Term Sustainability**

Following are the income statements, balance sheets and cash flow statements for Council's consolidated position for this scenario.

## 10.5 - Consolidated Fund

### Narrandera Shire Council

#### 10 Year Financial Plan for the Years ending 30 June 2034

#### INCOME STATEMENT - CONSOLIDATED

Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	8,586,000	8,936,732	10,638,724	12,058,411	12,211,829	12,622,865	12,938,870	13,262,773	13,594,775	13,935,077	14,283,886	14,639,042
User Charges & Fees	3,854,000	3,473,025	3,225,343	3,015,308	3,960,021	4,058,351	4,159,140	4,262,449	4,368,340	4,476,878	4,588,130	4,702,834
Other Revenues	1,508,000	2,470,890	1,174,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837	1,145,837
Grants & Contributions provided for Operating Purposes	14,187,000	4,394,690	8,985,144	9,427,966	9,567,861	9,707,293	9,849,531	9,145,749	9,293,767	9,444,763	9,598,799	9,526,482
Grants & Contributions provided for Capital Purposes	5,217,000	14,115,090	8,574,000	22,508,000	10,640,500	625,500	995,500	1,013,000	425,500	238,000	238,000	153,000
Interest & Investment Revenue	658,000	1,804,955	1,108,750	930,600	849,750	801,250	786,400	786,400	786,400	786,400	786,400	786,400
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	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	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	217,000	245,289	233,600	236,672	239,821	243,046	246,351	249,738	253,207	256,762	260,405	260,405
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>34,227,000</b>	<b>35,532,171</b>	<b>34,031,898</b>	<b>49,414,295</b>	<b>38,707,118</b>	<b>29,295,643</b>	<b>30,213,130</b>	<b>29,957,445</b>	<b>29,959,326</b>	<b>30,375,217</b>	<b>30,992,957</b>	<b>31,305,500</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,559,000	8,880,856	9,317,923	9,638,715	9,909,172	10,447,296	10,787,739	11,147,017	11,518,537	11,902,720	12,300,112	12,718,567
Borrowing Costs	64,000	57,884	148,709	183,896	314,090	406,326	385,041	362,827	432,346	403,843	374,237	343,299
Materials & Contracts	9,007,000	7,729,359	7,564,017	7,414,159	7,576,432	8,064,923	8,323,212	8,360,572	8,532,105	8,747,915	8,949,268	9,334,314
Depreciation & Amortisation	6,297,000	6,622,098	6,737,042	6,787,954	6,843,474	7,146,926	7,210,375	7,275,022	7,340,887	7,407,997	7,456,189	7,456,189
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	7,000	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120
Other Expenses	507,000	444,893	415,433	425,344	435,503	445,915	456,588	467,528	478,741	490,234	502,015	514,566
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	22,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,464,000</b>	<b>23,741,210</b>	<b>24,189,244</b>	<b>24,456,187</b>	<b>25,084,791</b>	<b>26,517,506</b>	<b>27,169,076</b>	<b>27,619,086</b>	<b>28,308,737</b>	<b>28,958,830</b>	<b>29,587,941</b>	<b>30,373,054</b>
<b>Operating Result from Continuing Operations</b>	<b>9,763,000</b>	<b>11,790,961</b>	<b>9,842,654</b>	<b>24,958,108</b>	<b>13,622,327</b>	<b>2,778,136</b>	<b>3,044,054</b>	<b>2,338,359</b>	<b>1,650,589</b>	<b>1,416,387</b>	<b>1,405,016</b>	<b>932,445</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>9,763,000</b>	<b>11,790,961</b>	<b>9,842,654</b>	<b>24,958,108</b>	<b>13,622,327</b>	<b>2,778,136</b>	<b>3,044,054</b>	<b>2,338,359</b>	<b>1,650,589</b>	<b>1,416,387</b>	<b>1,405,016</b>	<b>932,445</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>4,546,000</b>	<b>(2,324,129)</b>	<b>1,268,654</b>	<b>2,450,108</b>	<b>2,981,827</b>	<b>2,152,636</b>	<b>2,048,554</b>	<b>1,325,359</b>	<b>1,225,089</b>	<b>1,178,387</b>	<b>1,167,016</b>	<b>779,445</b>

**Narrandera Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	3,716,000	700,000	570,010	947,557	1,021,030	2,973,930	5,095,946	5,836,966	7,638,401	9,871,325	12,242,032	15,322,920
Investments	32,563,000	23,483,110	21,408,937	18,376,833	17,691,591	18,144,498	18,502,798	18,886,959	19,000,635	19,586,958	20,201,182	20,870,126
Receivables	2,360,000	1,844,138	1,912,775	2,148,926	1,913,604	1,926,603	1,972,752	1,990,491	2,068,040	2,083,911	2,136,774	2,259,695
Inventories	447,000	292,555	280,567	281,467	287,474	290,287	300,657	299,139	304,702	312,541	319,454	324,155
Contract assets and contract cost assets	1,224,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000	1,206,000
Other	26,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>40,336,000</b>	<b>27,525,802</b>	<b>25,378,289</b>	<b>22,960,784</b>	<b>22,119,698</b>	<b>24,541,318</b>	<b>27,078,153</b>	<b>28,219,556</b>	<b>30,217,779</b>	<b>33,060,735</b>	<b>36,105,442</b>	<b>39,982,896</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,571	129,044	108,929	108,022	108,894	109,788	110,704	111,643	112,605	113,591	41,601
Inventories	161,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Contract assets and contract cost assets	-	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Infrastructure, Property, Plant & Equipment	255,696,000	281,165,738	293,407,511	324,797,767	340,682,519	340,500,968	340,601,187	343,925,993	343,022,265	341,007,231	338,709,223	335,100,064
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	467	467	467	467	467	467	467	467
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>255,869,000</b>	<b>281,475,973</b>	<b>293,735,897</b>	<b>325,105,164</b>	<b>340,989,007</b>	<b>340,808,328</b>	<b>340,909,442</b>	<b>344,235,163</b>	<b>343,332,375</b>	<b>341,318,303</b>	<b>339,021,281</b>	<b>335,340,132</b>
<b>TOTAL ASSETS</b>	<b>296,205,000</b>	<b>309,001,775</b>	<b>319,114,187</b>	<b>348,065,948</b>	<b>363,108,706</b>	<b>365,349,646</b>	<b>367,987,595</b>	<b>372,454,719</b>	<b>373,550,153</b>	<b>374,379,038</b>	<b>375,126,724</b>	<b>375,323,028</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,862,000	2,158,875	2,192,716	2,271,500	2,305,309	2,346,969	2,416,654	2,444,764	2,499,253	2,562,949	2,627,476	2,682,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	1,649,124	2,109,358	2,774,097	1,330,919	1,223,173	1,240,061	1,155,609	1,193,820	1,189,328	1,208,284	1,188,925
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	147,000	291,482	302,769	359,700	535,896	557,464	579,678	712,642	711,492	741,099	772,037	564,254
Employee benefit provisions	2,443,000	2,518,959	2,581,557	2,644,155	2,706,753	2,769,351	2,831,949	2,894,547	2,957,145	3,019,743	3,019,743	3,019,743
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,118,000</b>	<b>6,618,440</b>	<b>7,186,401</b>	<b>8,049,452</b>	<b>6,878,877</b>	<b>6,896,958</b>	<b>7,068,342</b>	<b>7,207,561</b>	<b>7,361,710</b>	<b>7,513,119</b>	<b>7,627,539</b>	<b>7,455,367</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	6,000	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431	11,431
Borrowings	1,757,000	3,268,402	2,968,297	6,096,997	8,686,101	8,128,923	7,549,531	9,537,175	8,825,969	8,085,156	7,313,405	6,749,437
Employee benefit provisions	88,000	76,541	78,443	80,345	82,247	84,149	86,051	87,953	89,855	91,757	91,757	91,757
Other provisions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>2,351,000</b>	<b>3,856,374</b>	<b>3,558,171</b>	<b>6,688,773</b>	<b>9,279,779</b>	<b>8,724,503</b>	<b>8,147,013</b>	<b>10,136,559</b>	<b>9,427,255</b>	<b>8,688,344</b>	<b>7,916,593</b>	<b>7,352,625</b>
<b>TOTAL LIABILITIES</b>	<b>9,469,000</b>	<b>10,474,814</b>	<b>10,744,571</b>	<b>14,738,225</b>	<b>16,158,656</b>	<b>15,621,461</b>	<b>15,215,355</b>	<b>17,344,120</b>	<b>16,788,965</b>	<b>16,201,463</b>	<b>15,544,133</b>	<b>14,807,992</b>
<b>Net Assets</b>	<b>286,736,000</b>	<b>298,526,961</b>	<b>308,369,615</b>	<b>333,327,723</b>	<b>346,950,050</b>	<b>349,728,186</b>	<b>352,772,240</b>	<b>355,110,599</b>	<b>356,761,188</b>	<b>358,177,575</b>	<b>359,582,591</b>	<b>360,515,036</b>
<b>EQUITY</b>												
Retained Earnings	175,638,000	187,428,961	197,271,615	222,229,723	235,852,050	238,630,186	241,674,240	244,012,599	245,663,188	247,079,575	248,484,591	249,417,036
Revaluation Reserves	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000	111,098,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	286,736,000	298,526,961	308,369,615	333,327,723	346,950,050	349,728,186	352,772,240	355,110,599	356,761,188	358,177,575	359,582,591	360,515,036
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>286,736,000</b>	<b>298,526,961</b>	<b>308,369,615</b>	<b>333,327,723</b>	<b>346,950,050</b>	<b>349,728,186</b>	<b>352,772,240</b>	<b>355,110,599</b>	<b>356,761,188</b>	<b>358,177,575</b>	<b>359,582,591</b>	<b>360,515,036</b>



**Narrandera Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**EQUITY STATEMENT - CONSOLIDATED**

Scenario: 2024/25 - 2033/34 With Special Variation (Yr1, Yr2)

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	247,920,000	286,736,000	298,526,961	308,369,615	333,327,723	346,950,050	349,728,186	352,772,240	355,110,599	356,761,188	358,177,575	359,582,591
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>247,920,000</b>	<b>286,736,000</b>	<b>298,526,961</b>	<b>308,369,615</b>	<b>333,327,723</b>	<b>346,950,050</b>	<b>349,728,186</b>	<b>352,772,240</b>	<b>355,110,599</b>	<b>356,761,188</b>	<b>358,177,575</b>	<b>359,582,591</b>
Net Operating Result for the Year	9,763,000	11,790,961	9,842,654	24,958,108	13,622,327	2,778,136	3,044,054	2,338,359	1,650,589	1,416,387	1,405,016	932,445
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>9,763,000</b>	<b>11,790,961</b>	<b>9,842,654</b>	<b>24,958,108</b>	<b>13,622,327</b>	<b>2,778,136</b>	<b>3,044,054</b>	<b>2,338,359</b>	<b>1,650,589</b>	<b>1,416,387</b>	<b>1,405,016</b>	<b>932,445</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	29,053,000	-	-	-	-	-	-	-	-	-	-	-
- 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)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>29,053,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>38,816,000</b>	<b>11,790,961</b>	<b>9,842,654</b>	<b>24,958,108</b>	<b>13,622,327</b>	<b>2,778,136</b>	<b>3,044,054</b>	<b>2,338,359</b>	<b>1,650,589</b>	<b>1,416,387</b>	<b>1,405,016</b>	<b>932,445</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>286,736,000</b>	<b>298,526,961</b>	<b>308,369,615</b>	<b>333,327,723</b>	<b>346,950,050</b>	<b>349,728,186</b>	<b>352,772,240</b>	<b>355,110,599</b>	<b>356,761,188</b>	<b>358,177,575</b>	<b>359,582,591</b>	<b>360,515,036</b>











No	Dept	New / Renewal	Project	Project Total	Capital Funding FY 24/25						Capital Funding FY 25/26						Capital Funding FY 26/27					
					Budget	Revenue	SV	Reserve	Grant/Cont	Loan	Budget	Revenue	SV	Reserve	Grant/Cont	Loan	Budget	Revenue	SV	Reserve	Grant/Cont	Loan
<b>Wa Water</b>																						
126	WAT	Renewal	Water Main Replacements	\$ 900,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	
127	WAT	Renewal	Main Pump Overhaul and Maintenance	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
128	WAT	Renewal	Hydrant and Valve replacements	\$ 195,000	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	
129	WAT	Renewal	Services Replacements	\$ 60,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	
130	WAT	New	WTP filter/Upgrade - incl. energy efficiency	\$25,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,500,000	\$ -	\$ -	\$ 3,125,000	\$ 9,375,000	\$ -	\$ -	\$ 12,500,000	\$ -	\$ -	\$ 9,375,000	\$ 3,125,000
131	WAT	Renewal	Bore 3 replacement	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -
132	WAT	Renewal	Water Meter Replacements	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
133	WAT	Renewal	Rising Main Renewal	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	
134	WAT	New	SCADA online analysers	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
135	WAT	Renewal	North Zone Pressure Pump - low pressure	\$ 37,434	\$ 37,434	\$ -	\$ -	\$ 37,434	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
136	WAT	Renewal	Pine Hill Pumps Replacement	\$ 26,401	\$ 26,401	\$ -	\$ -	\$ 26,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
137	WAT	New	Back power inputs for pump stations	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
138	WAT	New	Automatic hydrant flushing	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Tot Total - Water</b>				<b>\$27,548,835</b>	<b>\$ 753,835</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 753,835</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,160,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,785,000</b>	<b>\$ 9,375,000</b>	<b>\$ -</b>	<b>\$ 13,635,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,135,000</b>	<b>\$ 9,375,000</b>	<b>\$ 3,125,000</b>
<b>Sew Sewer</b>																						
139	SEW	Renewal	Sewer Main Relines	\$ 700,000	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
140	SEW	Renewal	Manhole Replacements	\$ 450,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	
141	SEW	New	Primary Filter	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
142	SEW	New	SCADA online analysers	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
143	SEW	Renewal	Sewer - Telemetry hardware upgrade	\$ 97,457	\$ 97,457	\$ -	\$ -	\$ 97,457	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
144	SEW	Renewal	Sewer - Telemetry software upgrade	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
145	SEW	New	Backup power inputs for pump stations	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Tot Total - Sewer</b>				<b>\$ 1,787,457</b>	<b>\$ 1,137,457</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 737,457</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>				<b>\$80,793,304</b>	<b>\$ 19,192,543</b>	<b>\$ 3,624,883</b>	<b>\$ 622,994</b>	<b>\$ 6,473,666</b>	<b>\$ 8,471,000</b>	<b>\$ -</b>	<b>\$ 38,450,736</b>	<b>\$ 4,524,619</b>	<b>\$ 880,524</b>	<b>\$ 7,140,593</b>	<b>\$ 22,405,000</b>	<b>\$ 3,500,000</b>	<b>\$ 23,150,025</b>	<b>\$ 4,190,049</b>	<b>\$ 980,524</b>	<b>\$ 4,316,952</b>	<b>\$ 10,537,500</b>	<b>\$ 3,125,000</b>
General Fund				\$51,457,011	\$ 17,301,251	\$ 3,624,883	\$ 622,994	\$ 4,982,374	\$ 8,071,000	\$ -	\$ 24,790,736	\$ 4,524,619	\$ 880,524	\$ 2,855,593	\$ 13,030,000	\$ 3,500,000	\$ 9,365,025	\$ 4,190,049	\$ 980,524	\$ 3,031,952	\$ 1,162,500	\$ -
Water				\$27,548,835	\$ 753,835	\$ -	\$ -	\$ 753,835	\$ -	\$ -	\$ 13,160,000	\$ -	\$ -	\$ 3,785,000	\$ 9,375,000	\$ -	\$ 13,635,000	\$ -	\$ -	\$ 1,135,000	\$ 9,375,000	\$ 3,125,000
Sewer				\$ 1,787,457	\$ 1,137,457	\$ -	\$ -	\$ 737,457	\$ 400,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -
<b>Total</b>				<b>\$80,793,304</b>	<b>\$ 19,192,543</b>	<b>\$ 3,624,883</b>	<b>\$ 622,994</b>	<b>\$ 6,473,666</b>	<b>\$ 8,471,000</b>	<b>\$ -</b>	<b>\$ 38,450,736</b>	<b>\$ 4,524,619</b>	<b>\$ 880,524</b>	<b>\$ 7,140,593</b>	<b>\$ 22,405,000</b>	<b>\$ 3,500,000</b>	<b>\$ 23,150,025</b>	<b>\$ 4,190,049</b>	<b>\$ 980,524</b>	<b>\$ 4,316,952</b>	<b>\$ 10,537,500</b>	<b>\$ 3,125,000</b>

## 10.7 Budget Reserve Balances

BUDGETED RESERVE BALANCES												
RESERVE DETAILS	Balance 30 Jun 2023	Budget Transfer 23/24	Other	Carry over	Sept	Dec	March	Interest	Net Transfer 23/24	Balance 30 Jun 2024	24/25 Budget Movement	Balance 30 Jun 2025
<b>GENERAL FUND - DETAILS</b>												
<b>Employee's Leave Entitlement</b>												
Employee's Leave Entitlement	\$ 1,178,228.00								\$ -	\$ 1,178,228.00		\$ 1,178,228.00
<b>Plant &amp; Vehicle Replacement</b>												
Plant & Vehicle Replacement	\$ 1,891,758.95	\$ 25,896.00		-\$ 38,021.58	-\$ 277,449.00				-\$ 289,574.58	\$ 1,602,184.37	\$ 119,941.00	\$ 1,722,125.37
<b>Information Technology Replacement</b>												
Street Camera Replacement	\$ 1,000.00			-\$ 1,000.00					-\$ 1,000.00	\$ -		\$ -
Computer Replacement	\$ 669,343.04	-\$ 250,000.00		-\$ 25,000.00			\$ 60,000.00		-\$ 215,000.00	\$ 454,343.04	-\$ 317,006.00	\$ 137,337.04
<b>Carry Over Works</b>												
Carry Over Operating Program	\$ 85,562.52			-\$ 85,562.52					-\$ 85,562.52	\$ 0.00		\$ 0.00
Carry Over Capital Program	\$ 1,112,382.61			-\$ 1,112,382.61					-\$ 1,112,382.61	\$ 0.00		\$ 0.00
<b>Organisational service assets and projects</b>												
Public Art & Festive Tree Maintenance	\$ 32,082.28	\$ 20,000.00		-\$ 5,829.28					\$ 14,170.72	\$ 46,253.00		\$ 46,253.00
Infrastructure Replacement & Renewal	\$ 1,912,896.51	\$ 200,000.00	-\$ 322,956.00	-\$ 1,424,537.92		\$ 1,192,325.00	\$ 149,144.00		-\$ 206,024.92	\$ 1,706,871.59	-\$ 14,965.00	\$ 1,691,906.59
Narrandera Business Centre Master Plan	\$ 228,574.90								\$ -	\$ 228,574.90		\$ 228,574.90
Delivery of Aged strategies	\$ 213,001.61			-\$ 11,792.50					-\$ 11,792.50	\$ 201,209.11		\$ 201,209.11
Shire Property Renewal & Cyclical Maint.	\$ 449,964.00	-\$ 30,000.00				-\$ 95,481.00			-\$ 125,481.00	\$ 324,483.00		\$ 324,483.00
Visitor Centre Building Replacement	\$ 26,305.80			-\$ 26,305.80					-\$ 26,305.80	-\$ 0.00		-\$ 0.00
Renewable Energy	\$ 50,878.00	\$ 50,000.00	-\$ 13,980.00						\$ 36,020.00	\$ 86,898.00		\$ 86,898.00
Narrandera Park Landscape	\$ 10,176.00								\$ -	\$ 10,176.00		\$ 10,176.00
<b>Other Internal Reserves</b>												
Election & Integrated Planning Exp	\$ 29,535.91						\$ 29,660.00		\$ 29,660.00	\$ 59,195.91	-\$ 48,500.00	\$ 10,695.91
Financial Management Reserve Strategy	\$ 296,679.78		-\$ 63,277.00		\$ 631,285.00	\$ 628,925.00	-\$ 32,533.00		\$ 1,164,400.00	\$ 1,461,079.78		\$ 1,461,079.78
Community Transport	\$ 305,923.00	\$ 76,143.00							\$ 76,143.00	\$ 382,066.00		\$ 382,066.00
Employee Training Programs	\$ -					\$ 42,500.00			\$ 42,500.00	\$ 42,500.00		\$ 42,500.00
<b>Financial Assistance Grant</b>												
Financial Assistance Grant	\$ 6,118,620.00			-\$ 6,118,620.00					-\$ 6,118,620.00	\$ -		\$ -
<b>Council Committees</b>												
Committee - Barellan Museum	\$ 4,156.68								\$ -	\$ 4,156.68		\$ 4,156.68
Committee - Koala Committee	\$ 18,394.16								\$ -	\$ 18,394.16		\$ 18,394.16
Committee - Railway Station	\$ 10,460.76								\$ -	\$ 10,460.76		\$ 10,460.76
355 Committee - Parkside Museum	\$ 3,717.72								\$ -	\$ 3,717.72		\$ 3,717.72
Committee - Barellan Hall	\$ 21,877.24								\$ -	\$ 21,877.24		\$ 21,877.24
Committee - Grong Grong Community Hall	\$ 1,472.75								\$ -	\$ 1,472.75		\$ 1,472.75
Committee - Domestic Violence	\$ 186.90								\$ -	\$ 186.90		\$ 186.90
<b>Cemetery Perpetual</b>												
N'dra Cemetery - Perpetual mtnce all	\$ 454,762.88	\$ 23,472.00		-\$ 20,000.00					\$ 3,472.00	\$ 458,234.88	\$ 23,472.00	\$ 481,706.88
<b>Property Development</b>												
Property Development (Red Hill)	\$ 762,159.66	\$ 305,000.00		-\$ 21,414.49			\$ 500,000.00		\$ 783,585.51	\$ 1,545,745.17	-\$ 720,000.00	\$ 825,745.17
<b>Quarry Rehabilitation</b>												
Quarry Rehabilitation	\$ 16,521.72	\$ 15,000.00							\$ 15,000.00	\$ 31,521.72	\$ 15,000.00	\$ 46,521.72
<b>Reverse Cycle Vending Machine</b>												
Reverse Cycle Vending Machine	\$ 498.83	\$ 3,280.00							\$ 3,280.00	\$ 3,778.83	\$ 3,210.00	\$ 6,988.83
<b>Waste Management</b>												
Narrandera Waste Depot	\$ 799,222.93	-\$ 330,123.00		-\$ 379,317.20		\$ 45,225.00	\$ 450,000.00		-\$ 214,215.20	\$ 585,007.73	\$ 6,939.00	\$ 591,946.73
Narrandera Waste Depot - Excavation	\$ 104,704.00								\$ -	\$ 104,704.00		\$ 104,704.00
Narrandera Waste Depot - Rehabilitation	\$ 368,644.00								\$ -	\$ 368,644.00		\$ 368,644.00
Barellan Waste Depot	\$ 119,586.39			-\$ 86,308.39					-\$ 86,308.39	\$ 33,278.00		\$ 33,278.00
Barellan Waste Depot - Excavation	\$ 36,592.00								\$ -	\$ 36,592.00		\$ 36,592.00
Barellan Waste Depot - Rehabilitation	\$ 53,429.00								\$ -	\$ 53,429.00		\$ 53,429.00
Narrandera Depot Compactor Expenses	\$ 48,379.00								\$ -	\$ 48,379.00		\$ 48,379.00
Grong Grong Waste Depot Rehabilitation	\$ 73,876.00								\$ -	\$ 73,876.00		\$ 73,876.00

## BUDGETED RESERVE BALANCES

RESERVE DETAILS	Balance 30 Jun 2023	Budget Transfer 23/24	Other	Carry over	Sept	Dec	March	Interest	Net Transfer 23/24	Balance 30 Jun 2024	24/25 Budget Movement	Balance 30 Jun 2025
<b>Crown Reserves</b>												
Lake Talbot Tourist Park	\$ 301,961.56	\$ 6,462.00		-\$ 20,000.00		\$ 667.00			-\$ 12,871.00	\$ 289,090.56	\$ 80,774.00	\$ 369,864.56
<b>Stormwater</b>												
Narrandera Stormwater Reserve	\$ 352,251.00	\$ 33,275.00		-\$ 129,500.22	\$ 6,350.00		\$ 158,558.00		\$ 68,682.78	\$ 420,933.78	-\$ 893,908.00	-\$ 472,974.22
Barellan Stormwater Reserve	\$ 16,535.11	\$ 8,850.00			-\$ 25.00				\$ 8,825.00	\$ 25,360.11		\$ 25,360.11
<b>Developer Contributions</b>												
Section 7.11 (94)	\$ 57,485.78								\$ -	\$ 57,485.78		\$ 57,485.78
Section 7.12 (94A)	\$ 209,806.37			-\$ 43,597.96					-\$ 43,597.96	\$ 166,208.41		\$ 166,208.41
Section 7.4 - Youth activities	\$ 205,740.00				-\$ 5,740.00				-\$ 5,740.00	\$ 200,000.00		\$ 200,000.00
Section 7.4	\$ 51,389.51	\$ 65,000.00							\$ 65,000.00	\$ 116,389.51	\$ 65,000.00	\$ 181,389.51
<b>Bonds, Retentions &amp; Trusts</b>												
Kaniva Quarry	\$ 30,000.00								\$ -	\$ 30,000.00		\$ 30,000.00
Arts Centre Trust	\$ 53,323.12								\$ -	\$ 53,323.12		\$ 53,323.12
Sale of Land	\$ 101,428.43								\$ -	\$ 101,428.43		\$ 101,428.43
<b>External Restrictions (Note 6 order)</b>												
<b>Water Fund</b>												
Asset Replacement	\$ 5,121,208.61	\$ 354,147.00	\$ -	\$ -	\$ -	\$ 204,068.00	-\$ 86,165.00		\$ 472,050.00	\$ 5,593,258.61	-\$ 98,052.00	\$ 5,495,206.61
Carry Over Works	\$ 882,973.29	\$ -	\$ -	-\$ 882,973.29	\$ -	\$ -	\$ -		-\$ 882,973.29	-\$ 0.00	\$ -	-\$ 0.00
Retention - Pine Hill Construction	\$ 20,701.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 20,701.90	\$ -	\$ 20,701.90
Section 64	\$ 219,176.63	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 10,000.00	\$ 229,176.63	\$ 10,000.00	\$ 239,176.63
<b>Sewer Fund</b>												
Asset Replacement	\$ 387,456.41	\$ 119,044.00	\$ -	\$ -	\$ -	\$ 15,309.00	\$ 537,457.00		\$ 671,810.00	\$ 1,059,266.41	-\$ 19,454.00	\$ 1,039,812.41
Carry Over Works	\$ 731,820.51	\$ -	\$ -	-\$ 731,820.51	\$ -	\$ -	\$ -		-\$ 731,820.51	-\$ 0.00	\$ -	-\$ 0.00
Unspent Loan	\$ 1,451,451.67	\$ -	\$ -	-\$ 1,451,451.67	\$ -	\$ -	\$ -		-\$ 1,451,451.67	\$ -	\$ -	\$ -
Section 64	\$ 92,157.97	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 8,000.00	\$ 100,157.97	\$ 8,000.00	\$ 108,157.97
<b>General Fund - External Restrictions</b>												
Specific Purpose Unexpended Grants	\$ 5,372,929.52	\$ -	\$ -	-\$ 4,760,732.00	\$ -	\$ -	-\$ 201,091.00		-\$ 4,961,823.00	\$ 411,106.52	-\$ 1,351,618.00	-\$ 940,511.48
Other Contributions	\$ 103,248.64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 103,248.64	\$ -	\$ 103,248.64
Unspent grant & contributions Liability	\$ 2,660,165.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 2,660,165.59	\$ -	\$ 2,660,165.59
Developer Contributions	\$ 524,421.66	\$ 65,000.00	\$ -	-\$ 43,597.96	-\$ 5,740.00	\$ -	\$ -		\$ 15,662.04	\$ 540,083.70	\$ 65,000.00	\$ 605,083.70
Waste Management	\$ 1,604,433.32	-\$ 330,123.00	\$ -	-\$ 465,625.59	\$ -	\$ 45,225.00	\$ 450,000.00		-\$ 300,523.59	\$ 1,303,909.73	\$ 6,939.00	\$ 1,310,848.73
Stormwater	\$ 368,786.11	\$ 42,125.00	\$ -	-\$ 129,500.22	\$ 6,325.00	\$ -	\$ 158,558.00		\$ 77,507.78	\$ 446,293.89	-\$ 893,908.00	-\$ 447,614.11
Crown Reserves	\$ 301,961.56	\$ 6,462.00	\$ -	-\$ 20,000.00	\$ -	\$ 667.00	\$ -		-\$ 12,871.00	\$ 289,090.56	\$ 80,774.00	\$ 369,864.56
<b>Total External Restrictions</b>	<b>\$ 19,842,893.39</b>	<b>\$ 274,655.00</b>	<b>\$ -</b>	<b>-\$ 8,485,701.24</b>	<b>\$ 585.00</b>	<b>\$ 265,269.00</b>	<b>\$ 858,759.00</b>	<b>-\$ 7,086,433.24</b>	<b>\$ 12,756,460.15</b>	<b>-\$ 2,192,319.00</b>	<b>\$ 10,564,141.15</b>	
<b>Internal Restrictions (Note 6 order)</b>												
Plant & vehicle replacement	\$ 1,891,758.95	\$ 25,896.00	\$ -	-\$ 38,021.58	-\$ 277,449.00	\$ -	\$ -		-\$ 289,574.58	\$ 1,602,184.37	\$ 119,941.00	\$ 1,722,125.37
Employee Leave Entitlements	\$ 1,178,228.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 1,178,228.00	\$ -	\$ 1,178,228.00
Carry over works	\$ 1,197,945.14	\$ -	\$ -	-\$ 1,197,945.13	\$ -	\$ -	\$ -		-\$ 1,197,945.13	\$ 0.01	\$ -	\$ 0.01
Other Internal	\$ 632,138.69	\$ 76,143.00	-\$ 63,277.00	\$ -	\$ 631,285.00	\$ 671,425.00	-\$ 2,873.00		\$ 1,312,703.00	\$ 1,944,841.69	-\$ 48,500.00	\$ 1,896,341.69
Cemetery Perpetual	\$ 454,762.88	\$ 23,472.00	\$ -	-\$ 20,000.00	\$ -	\$ -	\$ -		\$ 3,472.00	\$ 458,234.88	\$ 23,472.00	\$ 481,706.88
Council Committees	\$ 60,266.21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 60,266.21	\$ -	\$ 60,266.21
Information Technology Replacement	\$ 670,343.04	-\$ 250,000.00	\$ -	-\$ 26,000.00	\$ -	\$ -	\$ 60,000.00		-\$ 216,000.00	\$ 454,343.04	-\$ 317,006.00	\$ 137,337.04
Property Development	\$ 762,159.66	\$ 305,000.00	\$ -	-\$ 21,414.49	\$ -	\$ -	\$ 500,000.00		\$ 783,585.51	\$ 1,545,745.17	-\$ 720,000.00	\$ 825,745.17
Organisational service assets and projects	\$ 2,923,879.10	\$ 240,000.00	-\$ 336,936.00	-\$ 1,468,465.50	\$ -	\$ 1,096,844.00	\$ 149,144.00		-\$ 319,413.50	\$ 2,604,465.60	-\$ 14,965.00	\$ 2,589,500.60
Quarry Rehabilitation	\$ 16,521.72	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 15,000.00	\$ 31,521.72	\$ 15,000.00	\$ 46,521.72
Financial Assistance Grant	\$ 6,118,620.00	\$ -	\$ -	-\$ 6,118,620.00	\$ -	\$ -	\$ -		-\$ 6,118,620.00	\$ -	\$ -	\$ -
Reverse Cycle Vending Machine	\$ 498.83	\$ 3,280.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 3,280.00	\$ 3,778.83	\$ 3,210.00	\$ 6,988.83
Bonds, Retentions & Trusts	\$ 184,751.55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 184,751.55	\$ -	\$ 184,751.55
<b>Total Internal Restrictions</b>	<b>\$ 16,091,873.77</b>	<b>\$ 438,791.00</b>	<b>-\$ 400,213.00</b>	<b>-\$ 8,890,466.70</b>	<b>\$ 353,836.00</b>	<b>\$ 1,768,269.00</b>	<b>\$ 706,271.00</b>	<b>\$ -</b>	<b>-\$ 6,023,512.70</b>	<b>\$ 10,068,361.07</b>	<b>-\$ 938,848.00</b>	<b>\$ 9,129,513.07</b>
<b>Total Restrictions</b>	<b>\$ 35,934,767.15</b>	<b>\$ 713,446.00</b>	<b>-\$ 400,213.00</b>	<b>-\$ 17,376,167.94</b>	<b>\$ 354,421.00</b>	<b>\$ 2,033,538.00</b>	<b>\$ 1,565,030.00</b>	<b>\$ -</b>	<b>-\$ 13,109,945.94</b>	<b>\$ 22,824,821.21</b>	<b>-\$ 3,131,167.00</b>	<b>\$ 19,693,654.21</b>

