



Narrandera Shire Council

Draft Long Term
Financial Plan
2017-2027

ADOPTED **** 2017

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Narrandera Shire Council

Narrandera Shire Council

141 East Street

NARRANDERA NSW 2700

Ph: 02 6959 5510

Email: council@narrandera.nsw.gov.au

ABN: 96 547 765 569

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FRONT COVER: *Photograph taken by Daryl Semmler – an evening sunset adjacent to Old Wagga Road, Narrandera*

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - CONSOLIDATED
Scenario: <Draft 2017 to 2027 Budget

	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	7,175,008	7,292,798	7,408,369	7,556,536	7,707,667	7,861,820	8,049,161	8,241,000	8,437,448	8,638,616
User Charges & Fees	3,038,299	3,040,791	3,104,233	3,187,578	3,273,178	3,361,096	3,454,841	3,551,220	3,650,310	3,752,186
Interest & Investment Revenue	662,000	671,000	692,000	712,760	734,143	756,167	778,852	802,218	826,284	851,073
Other Revenues	552,248	557,294	566,121	566,121	566,121	566,121	566,121	566,121	566,121	566,121
Grants & Contributions provided for Operating Purposes	6,516,235	6,629,883	6,749,741	6,749,741	6,749,741	6,749,741	6,749,741	6,749,741	6,749,741	6,749,741
Grants & Contributions provided for Capital Purposes	450,500	411,000	287,000	197,000	197,000	192,000	194,500	232,000	192,000	192,000
Other Income:										
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
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	18,485,790	18,694,266	18,898,964	19,061,236	19,319,350	19,578,445	19,884,715	20,233,801	20,513,405	20,841,237
Expenses from Continuing Operations										
Employee Benefits & On-Costs	6,506,011	6,641,187	6,836,794	7,007,713	7,182,906	7,362,478	7,546,541	7,735,205	7,928,585	8,126,798
Borrowing Costs	-	14,700	13,417	12,097	10,737	9,335	7,892	6,406	4,875	3,298
Materials & Contracts	4,035,390	4,039,553	4,049,823	4,107,837	4,173,755	4,240,586	4,308,336	4,377,015	4,422,630	4,469,710
Depreciation & Amortisation	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918	4,640,918
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,605,313	1,561,841	1,588,296	1,614,962	1,647,261	1,680,206	1,713,810	1,748,087	1,783,048	1,818,709
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,787,632	16,898,199	17,129,248	17,383,527	17,655,577	17,933,523	18,217,497	18,507,630	18,780,056	19,059,434
Operating Result from Continuing Operations	1,698,158	1,796,067	1,769,716	1,677,709	1,663,773	1,644,922	1,667,218	1,726,171	1,733,348	1,781,803
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,698,158	1,796,067	1,769,716	1,677,709	1,663,773	1,644,922	1,667,218	1,726,171	1,733,348	1,781,803
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,247,658	1,385,067	1,482,716	1,480,709	1,466,773	1,452,922	1,472,718	1,494,171	1,541,348	1,589,803

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - GENERAL FUND
Scenario: <Draft 2017 to 2027 Budget

	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	5,493,434	5,584,786	5,673,523	5,786,993	5,902,733	6,020,788	6,171,308	6,325,590	6,483,730	6,645,823
User Charges & Fees	1,760,499	1,743,823	1,787,811	1,838,245	1,890,112	1,943,453	2,001,757	2,061,810	2,123,664	2,187,374
Interest & Investment Revenue	392,000	400,000	420,000	432,600	445,578	458,945	472,714	486,895	501,502	516,547
Other Revenues	544,248	549,174	557,879	557,879	557,879	557,879	557,879	557,879	557,879	557,879
Grants & Contributions provided for Operating Purposes	6,436,722	6,549,845	6,669,170	6,669,170	6,669,170	6,669,170	6,669,170	6,669,170	6,669,170	6,669,170
Grants & Contributions provided for Capital Purposes	450,500	411,000	287,000	197,000	197,000	192,000	194,500	232,000	192,000	192,000
Other Income:										
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
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	15,168,903	15,330,128	15,486,883	15,573,388	15,753,973	15,933,736	16,158,827	16,424,844	16,619,445	16,860,293
Expenses from Continuing Operations										
Employee Benefits & On-Costs	5,962,511	6,084,099	6,265,778	6,422,423	6,582,984	6,747,558	6,916,247	7,089,153	7,266,383	7,448,041
Borrowing Costs	8,850	22,641	20,423	18,139	15,786	13,362	11,160	8,893	6,557	4,151
Materials & Contracts	3,302,890	3,300,615	3,304,289	3,348,023	3,399,391	3,451,397	3,504,044	3,557,334	3,587,269	3,618,374
Depreciation & Amortisation	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960	4,097,960
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,327,113	1,281,066	1,304,897	1,325,895	1,352,413	1,379,461	1,407,050	1,435,191	1,463,895	1,493,173
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	14,699,324	14,786,381	14,993,347	15,212,439	15,448,533	15,689,738	15,936,462	16,188,531	16,422,064	16,661,699
Operating Result from Continuing Operations	469,579	543,747	493,536	360,948	305,439	243,997	222,366	236,313	197,381	198,594
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	469,579	543,747	493,536	360,948	305,439	243,997	222,366	236,313	197,381	198,594
Net Operating Result before Grants and Contributions provided for Capital Purposes	19,079	132,747	206,536	163,948	108,439	51,997	27,866	4,313	5,381	6,594

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - WATER FUND
Scenario: <Draft 2017 to 2027 Budget

	2017/18	2018/19	2019/20	2020/21	Projected Years					
					2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	662,403	672,978	683,712	697,386	711,334	725,561	740,072	754,873	769,971	785,370
User Charges & Fees	1,110,300	1,126,955	1,143,859	1,172,456	1,201,767	1,231,811	1,262,606	1,294,172	1,326,526	1,359,689
Interest & Investment Revenue	236,350	235,941	235,506	241,397	247,465	253,715	260,447	267,381	274,523	281,879
Other Revenues	5,000	5,075	5,151	5,151	5,151	5,151	5,151	5,151	5,151	5,151
Grants & Contributions provided for Operating Purposes	43,430	43,730	44,035	44,035	44,035	44,035	44,035	44,035	44,035	44,035
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,057,483	2,084,679	2,112,263	2,160,425	2,209,752	2,260,273	2,312,311	2,365,612	2,420,206	2,476,124
Expenses from Continuing Operations										
Employee Benefits & On-Costs	283,500	290,588	297,853	305,299	312,931	320,754	328,773	336,992	345,417	354,052
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	390,000	393,813	397,719	405,311	413,046	420,926	428,953	437,132	445,463	453,953
Depreciation & Amortisation	274,377	274,377	274,377	274,377	274,377	274,377	274,377	274,377	274,377	274,377
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	190,200	190,350	190,501	194,311	198,197	202,161	206,204	210,329	214,535	218,826
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,138,077	1,149,128	1,160,450	1,179,298	1,198,551	1,218,218	1,238,308	1,258,829	1,279,793	1,301,207
Operating Result from Continuing Operations	919,406	935,551	951,813	981,127	1,011,201	1,042,055	1,074,003	1,106,783	1,140,413	1,174,917
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	919,406	935,551	951,813	981,127	1,011,201	1,042,055	1,074,003	1,106,783	1,140,413	1,174,917
Net Operating Result before Grants and Contributions provided for Capital Purposes	919,406	935,551	951,813	981,127	1,011,201	1,042,055	1,074,003	1,106,783	1,140,413	1,174,917

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - SEWER FUND
Scenario: <Draft 2017 to 2027 Budget

	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,019,171	1,035,034	1,051,134	1,072,157	1,093,600	1,115,472	1,137,781	1,160,537	1,183,748	1,207,423
User Charges & Fees	167,500	170,013	172,563	176,877	181,299	185,831	190,477	195,239	200,120	205,123
Interest & Investment Revenue	42,500	43,000	43,500	44,805	46,149	47,534	48,960	50,428	51,941	53,500
Other Revenues	3,000	3,045	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091
Grants & Contributions provided for Operating Purposes	36,083	36,308	36,536	36,536	36,536	36,536	36,536	36,536	36,536	36,536
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,268,254	1,287,400	1,306,824	1,333,466	1,360,675	1,388,464	1,416,845	1,445,831	1,475,436	1,505,672
Expenses from Continuing Operations										
Employee Benefits & On-Costs	260,000	266,500	273,163	279,992	286,992	294,167	301,521	309,059	316,785	324,705
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	342,500	345,125	347,815	354,504	361,318	368,263	375,339	382,549	389,897	397,384
Depreciation & Amortisation	268,581	268,581	268,581	268,581	268,581	268,581	268,581	268,581	268,581	268,581
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	88,000	90,425	92,898	94,756	96,651	98,584	100,556	102,567	104,618	106,711
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	959,081	970,631	982,457	997,832	1,013,542	1,029,594	1,045,996	1,062,756	1,079,881	1,097,380
Operating Result from Continuing Operations	309,173	316,769	324,367	335,634	347,133	358,870	370,849	383,075	395,555	408,292
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	309,173	316,769	324,367	335,634	347,133	358,870	370,849	383,075	395,555	408,292
Net Operating Result before Grants and Contributions provided for Capital Purposes	309,173	316,769	324,367	335,634	347,133	358,870	370,849	383,075	395,555	408,292

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - CONSOLIDATED
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	175,000	1,095,681	300,010	-	9,449	285,371	591,160	825,530	1,513,801	2,028,796	2,749,910	3,343,873
Investments	22,533,000	20,022,055	19,778,946	17,731,524	16,965,713	16,555,214	15,698,070	15,097,013	15,097,013	14,496,653	13,607,636	12,906,057
Receivables	1,816,000	1,873,453	1,853,594	1,866,258	1,897,281	1,926,056	1,958,241	1,991,067	2,027,570	2,066,059	2,103,255	2,142,635
Inventories	450,000	365,884	368,651	371,315	375,025	380,732	386,893	393,177	399,586	406,124	411,649	417,333
Other	-	42,337	41,160	41,214	41,769	42,538	43,388	44,256	45,141	46,044	46,834	47,645
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,974,000	23,399,408	22,342,362	20,010,311	19,289,238	19,189,910	18,677,752	18,351,043	19,083,112	19,043,675	18,919,285	18,857,543
Non-Current Assets												
Investments	-	2,171,685	2,090,649	1,981,234	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257
Receivables	8,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000
Inventories	1,438,000	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307
Infrastructure, Property, Plant & Equipment	208,477,000	212,894,718	216,208,599	220,418,770	222,924,228	224,703,950	226,883,965	228,859,365	229,803,566	231,578,133	233,441,359	235,290,351
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	209,923,000	216,689,709	219,922,554	224,023,310	226,508,791	228,288,513	230,468,528	232,443,928	233,388,129	235,162,696	237,025,922	238,874,914
TOTAL ASSETS	234,897,000	240,089,118	242,264,916	244,033,621	245,798,029	247,478,424	249,146,280	250,794,971	252,471,241	254,206,372	255,945,207	257,732,457
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	876,000	2,451,004	2,438,839	2,454,253	2,492,955	2,540,971	2,591,741	2,643,598	2,702,181	2,762,159	2,820,194	2,879,766
Borrowings	8,000	1	42,743	44,026	45,346	46,705	48,108	49,550	51,038	52,569	54,582	56,207
Provisions	2,243,000	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860	2,148,860
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,127,000	4,599,865	4,630,442	4,647,140	4,687,161	4,736,537	4,788,709	4,842,009	4,902,079	4,963,588	5,023,637	5,084,833
Non-Current Liabilities												
Payables	3,000	2,635	2,441	2,408	2,425	2,440	2,459	2,478	2,497	2,517	2,538	2,558
Borrowings	-	436	447,693	403,667	358,322	311,617	263,509	213,959	162,921	110,352	55,770	-
Provisions	82,000	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	85,000	179,211	626,274	582,215	536,886	490,196	442,107	392,576	341,558	289,009	234,447	178,698
TOTAL LIABILITIES	3,212,000	4,779,076	5,256,716	5,229,355	5,224,047	5,226,733	5,230,816	5,234,585	5,243,637	5,252,597	5,258,084	5,263,531
Net Assets	231,685,000	235,310,042	237,008,200	238,804,267	240,573,982	242,251,691	243,915,464	245,560,386	247,227,604	248,953,775	250,687,123	252,468,926
EQUITY												
Retained Earnings	130,783,000	134,408,042	136,106,200	137,902,267	139,671,982	141,349,691	143,013,464	144,658,386	146,325,604	148,051,775	149,785,123	151,566,926
Revaluation Reserves	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000	100,902,000
Council Equity Interest	231,685,000	235,310,042	237,008,200	238,804,267	240,573,982	242,251,691	243,915,464	245,560,386	247,227,604	248,953,775	250,687,123	252,468,926
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	231,685,000	235,310,042	237,008,200	238,804,267	240,573,982	242,251,691	243,915,464	245,560,386	247,227,604	248,953,775	250,687,123	252,468,926

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - GENERAL FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	175,000	1,095,681	300,010	-	-	-	-	-	84,424	-	-	-
Investments	13,507,000	13,507,000	13,507,000	11,787,823	11,081,942	10,671,443	9,814,299	9,213,243	9,213,243	8,612,883	7,723,865	7,022,286
Receivables	1,305,000	1,397,266	1,383,684	1,388,991	1,412,546	1,431,121	1,452,889	1,475,077	1,500,716	1,528,110	1,553,975	1,581,783
Inventories	450,000	365,884	368,651	371,315	375,025	380,732	386,893	393,177	399,586	406,124	411,649	417,333
Other	-	42,337	41,160	41,214	41,769	42,538	43,388	44,256	45,141	46,044	46,834	47,645
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,437,000	16,408,167	15,600,506	13,589,343	12,911,283	12,525,833	11,697,469	11,125,753	11,243,111	10,593,160	9,736,323	9,069,047
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	8,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000
Inventories	1,438,000	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307	1,438,307
Infrastructure, Property, Plant & Equipment	184,711,000	187,984,311	189,712,650	192,208,279	193,341,695	194,056,875	195,159,848	195,953,206	196,040,365	196,907,890	197,939,074	198,781,024
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	186,157,000	189,607,618	191,335,957	193,831,586	194,965,002	195,680,182	196,783,155	197,576,513	197,663,672	198,531,197	199,562,381	200,404,331
TOTAL ASSETS	201,594,000	206,015,785	206,936,462	207,420,928	207,876,284	208,206,015	208,480,624	208,702,266	208,906,782	209,124,357	209,298,704	209,473,378
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	842,000	2,408,172	2,399,748	2,414,435	2,452,392	2,499,597	2,549,539	2,600,553	2,658,274	2,717,374	2,774,513	2,833,171
Borrowings	18,000	30,284	73,935	76,153	78,438	80,791	73,389	75,590	77,858	80,194	82,599	55,770
Provisions	2,237,000	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860	2,142,860
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,097,000	4,581,316	4,616,544	4,633,449	4,673,690	4,723,248	4,765,788	4,819,003	4,878,993	4,940,428	4,999,973	5,031,802
Non-Current Liabilities												
Payables	3,000	2,635	2,441	2,408	2,425	2,440	2,459	2,478	2,497	2,517	2,538	2,558
Borrowings	-	264,716	680,781	604,628	526,191	445,400	372,011	296,421	218,563	138,369	55,770	-
Provisions	82,000	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140	176,140
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	85,000	443,491	859,362	783,176	704,755	623,979	550,609	475,038	397,200	317,026	234,447	178,698
TOTAL LIABILITIES	3,182,000	5,024,807	5,475,905	5,416,625	5,378,445	5,347,228	5,316,397	5,294,042	5,276,193	5,257,454	5,234,420	5,210,500
Net Assets	198,412,000	200,990,978	201,460,557	202,004,304	202,497,839	202,858,787	203,164,227	203,408,224	203,630,590	203,866,903	204,064,284	204,262,878
EQUITY												
Retained Earnings	102,793,000	105,371,978	105,841,557	106,385,304	106,878,839	107,239,787	107,545,227	107,789,224	108,011,590	108,247,903	108,445,284	108,643,878
Revaluation Reserves	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000	95,619,000
Council Equity Interest	198,412,000	200,990,978	201,460,557	202,004,304	202,497,839	202,858,787	203,164,227	203,408,224	203,630,590	203,866,903	204,064,284	204,262,878
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	198,412,000	200,990,978	201,460,557	202,004,304	202,497,839	202,858,787	203,164,227	203,408,224	203,630,590	203,866,903	204,064,284	204,262,878

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - WATER FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	188,393	687,576	1,280,177	1,689,674	2,356,721	3,157,166	3,916,883	4,536,766
Investments	8,165,000	6,087,937	6,051,573	5,883,770	5,883,770	5,883,770	5,883,770	5,883,770	5,883,770	5,883,770	5,883,770	5,883,770
Receivables	405,000	381,668	374,365	380,688	387,122	395,673	394,588	403,233	412,070	421,106	429,906	410,043
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,570,000	6,469,605	6,425,938	6,264,459	6,459,286	6,967,019	7,558,535	7,976,677	8,652,561	9,462,042	10,230,560	10,830,579
Non-Current Assets												
Investments	-	2,029,312	2,017,191	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257	1,961,257
Receivables	-	264,280	233,088	200,961	167,869	133,783	108,502	82,462	55,642	28,017	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	11,527,000	12,154,753	13,158,876	14,344,499	15,135,122	15,643,245	16,088,868	16,739,491	17,165,114	17,490,737	17,891,360	18,466,983
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	11,527,000	14,448,345	15,409,155	16,506,717	17,264,248	17,738,285	18,158,627	18,783,210	19,182,013	19,480,011	19,852,617	20,428,240
TOTAL ASSETS	20,097,000	20,917,950	21,835,093	22,771,176	23,723,533	24,705,304	25,717,162	26,759,887	27,834,574	28,942,053	30,083,177	31,258,819
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	34,000	33,384	31,121	31,653	32,197	32,841	33,498	34,168	34,851	35,549	36,259	36,985
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	36,000	35,384	33,121	33,653	34,197	34,841	35,498	36,168	36,851	37,549	38,259	38,985
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	36,000	35,384	33,121	33,653	34,197	34,841	35,498	36,168	36,851	37,549	38,259	38,985
Net Assets	20,061,000	20,882,566	21,801,972	22,737,523	23,689,336	24,670,463	25,681,664	26,723,719	27,797,722	28,904,505	30,044,917	31,219,834
EQUITY												
Retained Earnings	17,032,000	17,853,566	18,772,972	19,708,523	20,660,336	21,641,463	22,652,664	23,694,719	24,768,722	25,875,505	27,015,917	28,190,834
Revaluation Reserves	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000	3,029,000
Council Equity Interest	20,061,000	20,882,566	21,801,972	22,737,523	23,689,336	24,670,463	25,681,664	26,723,719	27,797,722	28,904,505	30,044,917	31,219,834
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,061,000	20,882,566	21,801,972	22,737,523	23,689,336	24,670,463	25,681,664	26,723,719	27,797,722	28,904,505	30,044,917	31,219,834

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - SEWER FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Investments	861,000	427,118	220,374	59,931	-	-	-	-	-	-	-	-
Receivables	116,000	124,802	126,737	128,706	130,705	133,348	136,045	138,797	141,604	144,468	147,391	150,372
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	977,000	551,919	347,110	188,637	130,705	133,348	136,045	138,797	141,604	144,468	147,391	150,372
Non-Current Assets												
Investments	-	142,373	73,458	19,977	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,239,000	12,755,654	13,337,073	13,865,992	14,447,411	15,003,830	15,635,249	16,166,668	16,598,087	17,179,506	17,610,925	18,042,344
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	12,239,000	12,898,027	13,410,531	13,885,969	14,447,411	15,003,830	15,635,249	16,166,668	16,598,087	17,179,506	17,610,925	18,042,344
TOTAL ASSETS	13,216,000	13,449,946	13,757,641	14,074,605	14,578,116	15,137,178	15,771,294	16,305,465	16,739,691	17,323,974	17,758,316	18,192,716
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	178,943	402,205	689,017	864,144	927,344	1,128,371	1,166,973	1,192,893
Payables	-	9,448	7,970	8,165	8,366	8,533	8,704	8,878	9,055	9,236	9,421	9,609
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,000	13,448	11,970	12,165	191,309	414,737	701,720	877,021	940,399	1,141,607	1,180,394	1,206,502
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	4,000	13,448	11,970	12,165	191,309	414,737	701,720	877,021	940,399	1,141,607	1,180,394	1,206,502
Net Assets	13,212,000	13,436,498	13,745,671	14,062,440	14,386,807	14,722,441	15,069,574	15,428,443	15,799,292	16,182,367	16,577,922	16,986,214
EQUITY												
Retained Earnings	10,958,000	11,182,498	11,491,671	11,808,440	12,132,807	12,468,441	12,815,574	13,174,443	13,545,292	13,928,367	14,323,922	14,732,214
Revaluation Reserves	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000	2,254,000
Council Equity Interest	13,212,000	13,436,498	13,745,671	14,062,440	14,386,807	14,722,441	15,069,574	15,428,443	15,799,292	16,182,367	16,577,922	16,986,214
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	13,212,000	13,436,498	13,745,671	14,062,440	14,386,807	14,722,441	15,069,574	15,428,443	15,799,292	16,182,367	16,577,922	16,986,214

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,865,000	7,039,468	7,181,353	7,283,434	7,399,017	7,544,546	7,695,436	7,849,345	8,035,284	8,226,817	8,422,952	8,623,799
User Charges & Fees	3,045,000	2,907,293	3,020,271	3,041,886	3,095,914	3,177,216	3,262,531	3,350,155	3,443,065	3,539,105	3,637,845	3,739,362
Interest & Investment Revenue Received	743,000	633,076	660,468	669,596	680,636	711,016	732,363	754,352	776,538	799,846	823,853	848,581
Grants & Contributions	7,426,000	9,054,999	7,010,089	7,039,492	7,036,829	6,948,442	6,946,741	6,941,836	6,944,194	6,981,032	6,942,497	6,941,741
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,362,000	1,575,374	563,926	569,011	577,704	587,161	586,631	587,103	592,565	592,868	594,363	594,647
Payments:												
Employee Benefits & On-Costs	(7,004,000)	(3,397,046)	(6,506,011)	(6,641,187)	(6,836,794)	(7,007,713)	(7,182,906)	(7,362,478)	(7,546,541)	(7,735,205)	(7,928,585)	(8,126,798)
Materials & Contracts	(4,331,000)	(6,437,782)	(4,071,298)	(4,040,205)	(4,039,029)	(4,093,700)	(4,158,016)	(4,224,533)	(4,291,961)	(4,360,313)	(4,407,692)	(4,454,386)
Borrowing Costs	(1,000)	(1,920)	-	(14,700)	(13,417)	(12,097)	(10,737)	(9,335)	(7,892)	(6,406)	(4,875)	(3,298)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,407,000)	(1,927,962)	(1,605,313)	(1,561,841)	(1,588,296)	(1,614,962)	(1,647,261)	(1,680,206)	(1,713,810)	(1,748,087)	(1,783,048)	(1,818,709)
Net Cash provided (or used in) Operating Activities	6,698,000	9,445,501	6,253,485	6,345,484	6,322,564	6,239,909	6,224,782	6,206,239	6,231,440	6,289,657	6,297,310	6,344,939
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	339,260	324,144	2,156,838	785,788	410,499	857,144	601,056	-	600,360	889,017	701,579
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	4,122,000	274,575	455,740	345,300	408,940	327,000	350,500	557,050	335,200	491,100	437,470	481,700
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(527,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,995,000)	(9,131,093)	(8,319,039)	(9,104,889)	(7,463,816)	(6,656,140)	(7,079,933)	(7,081,868)	(5,828,819)	(6,815,085)	(6,850,114)	(6,880,110)
Purchase of Real Estate Assets	(3,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(8,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(3,411,000)	(8,517,258)	(7,539,155)	(6,602,751)	(6,269,088)	(5,918,641)	(5,872,289)	(5,923,762)	(5,493,619)	(5,723,625)	(5,523,627)	(5,696,831)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,470,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(3,398,000)	(7,563)	(1)	(42,743)	(44,026)	(45,346)	(46,705)	(48,108)	(49,550)	(51,038)	(52,569)	(54,145)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(3,398,000)	(7,563)	1,469,999	(42,743)	(44,026)	(45,346)	(46,705)	(48,108)	(49,550)	(51,038)	(52,569)	(54,145)
Net Increase/(Decrease) in Cash & Cash Equivalents	(111,000)	920,681	184,329	(300,010)	9,449	275,922	305,789	234,370	688,271	514,995	721,115	593,962
plus: Cash, Cash Equivalents & Investments - beginning of year	286,000	175,000	1,095,681	1,280,010	980,000	989,449	1,265,371	1,571,160	1,805,530	2,493,801	3,008,796	3,729,910
Cash & Cash Equivalents - end of the year	175,000	1,095,681	1,280,010	980,000	989,449	1,265,371	1,571,160	1,805,530	2,493,801	3,008,796	3,729,910	4,323,873
Cash & Cash Equivalents - end of the year	175,000	1,095,681	1,280,010	980,000	989,449	1,265,371	1,571,160	1,805,530	2,493,801	3,008,796	3,729,910	4,323,873
Investments - end of the year	22,533,000	22,193,740	21,869,595	19,712,757	18,926,969	18,516,471	17,659,327	17,058,270	17,058,270	16,457,910	15,568,893	14,867,314
Cash, Cash Equivalents & Investments - end of the year	22,708,000	23,289,421	23,149,605	20,692,757	19,916,419	19,781,842	19,230,487	18,863,800	19,552,071	19,466,705	19,298,803	19,191,186
Representing:												
- External Restrictions	12,526,580	12,343,579	11,964,353	11,766,119	12,000,826	12,549,962	13,177,323	13,761,947	14,729,752	15,662,389	16,476,558	17,479,004
- Internal Restrictions	10,113,829	9,582,775	8,936,892	6,769,729	5,846,611	5,238,811	4,136,993	3,262,069	3,055,808	2,111,601	1,202,631	166,271
- Unrestricted	67,591	1,363,067	2,248,360	2,156,910	2,068,982	1,993,069	1,916,170	1,839,784	1,766,511	1,692,716	1,619,614	1,545,911
	22,708,000	23,289,421	23,149,605	20,692,757	19,916,419	19,781,842	19,230,487	18,863,800	19,552,071	19,466,705	19,298,803	19,191,186

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - GENERAL FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,309,321	5,489,620	5,581,289	5,670,126	5,782,650	5,898,303	6,016,269	6,165,546	6,319,684	6,477,676	6,639,618
User Charges & Fees	-	1,675,271	1,746,090	1,746,405	1,781,001	1,830,437	1,882,082	1,935,195	1,992,730	2,052,512	2,114,087	2,177,510
Interest & Investment Revenue Received	-	377,876	390,468	398,596	418,636	430,856	443,799	457,130	470,400	484,523	499,071	514,055
Grants & Contributions	-	9,007,530	6,930,576	6,959,454	6,956,258	6,867,871	6,866,170	6,861,265	6,863,623	6,900,461	6,861,926	6,861,170
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,566,374	556,189	560,895	569,466	578,919	578,389	578,861	584,323	584,626	586,121	586,405
Payments:												
Employee Benefits & On-Costs	-	(2,942,546)	(5,962,511)	(6,084,099)	(6,265,778)	(6,422,423)	(6,582,984)	(6,747,558)	(6,916,247)	(7,089,153)	(7,266,383)	(7,448,041)
Materials & Contracts	-	(5,530,312)	(3,335,057)	(3,301,994)	(3,294,240)	(3,334,696)	(3,384,480)	(3,436,188)	(3,488,530)	(3,541,511)	(3,573,227)	(3,603,963)
Borrowing Costs	-	(2,401)	(8,850)	(22,641)	(20,423)	(18,139)	(15,786)	(13,362)	(11,160)	(8,893)	(6,557)	(4,151)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,600,789)	(1,327,113)	(1,281,066)	(1,304,897)	(1,325,895)	(1,352,413)	(1,379,461)	(1,407,050)	(1,435,191)	(1,463,895)	(1,493,173)
Net Cash provided (or used in) Operating Activities	-	7,860,324	4,479,412	4,556,837	4,510,149	4,389,579	4,333,080	4,272,150	4,253,633	4,267,059	4,228,821	4,229,431
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	1,719,177	705,880	410,499	857,144	601,056	-	600,360	889,017	701,579
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	274,575	455,740	345,300	408,940	327,000	350,500	557,050	335,200	491,100	437,470	481,700
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,491,218)	(6,190,539)	(6,847,389)	(5,548,816)	(5,048,640)	(5,459,933)	(5,356,868)	(4,428,819)	(5,365,085)	(5,475,114)	(5,330,110)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(7,216,643)	(5,734,799)	(4,782,912)	(4,433,996)	(4,311,141)	(4,252,289)	(4,198,762)	(4,093,619)	(4,273,625)	(4,148,627)	(4,146,831)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	295,000	490,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(18,000)	(30,284)	(73,935)	(76,153)	(78,438)	(80,791)	(73,389)	(75,590)	(77,858)	(80,194)	(82,599)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	277,000	459,716	(73,935)	(76,153)	(78,438)	(80,791)	(73,389)	(75,590)	(77,858)	(80,194)	(82,599)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	920,681	(795,671)	(300,010)	(0)	0	0	0	84,424	(84,424)	(0)	(0)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	175,000	1,095,681	300,010	(0)	(0)	0	0	0	84,424	0	0
Cash & Cash Equivalents - end of the year	-	1,095,681	300,010	(0)	(0)	0	0	0	84,424	0	0	0
Cash & Cash Equivalents - end of the year	175,000	1,095,681	300,010	(0)	(0)	0	0	0	84,424	0	0	0
Investments - end of the year	13,507,000	13,507,000	13,507,000	11,787,823	11,081,942	10,671,443	9,814,299	9,213,243	9,213,243	8,612,883	7,723,865	7,022,286
Cash, Cash Equivalents & Investments - end of the year	13,682,000	14,602,681	13,807,010	11,787,823	11,081,942	10,671,443	9,814,299	9,213,243	9,297,667	8,612,883	7,723,865	7,022,286
Representing:												
- External Restrictions	3,500,580	3,656,839	3,601,758	3,841,184	4,146,349	4,419,563	4,741,136	5,091,390	5,455,348	5,788,566	5,881,620	6,290,104
- Internal Restrictions	10,113,829	9,582,775	8,936,892	6,769,729	5,846,611	5,238,811	4,136,993	3,262,069	3,055,808	2,111,601	1,202,631	166,271
- Unrestricted	67,591	1,363,067	1,268,360	1,176,910	1,088,982	1,013,069	936,170	859,784	786,511	712,716	639,614	565,911
	13,682,000	14,602,681	13,807,010	11,787,823	11,081,942	10,671,443	9,814,299	9,213,243	9,297,667	8,612,883	7,723,865	7,022,286

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - WATER FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	731,119	674,594	668,995	679,670	692,236	706,081	720,203	734,607	749,299	764,285	779,571
User Charges & Fees	-	1,067,417	1,106,584	1,125,553	1,142,436	1,170,049	1,199,300	1,229,283	1,260,015	1,291,515	1,323,803	1,356,898
Interest & Investment Revenue Received	-	211,481	236,350	235,941	235,506	241,397	247,465	253,715	260,447	267,381	274,523	281,879
Grants & Contributions	-	25,812	43,430	43,730	44,035	44,035	44,035	44,035	44,035	44,035	44,035	44,035
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	6,000	4,736	5,071	5,147	5,151	5,151	5,151	5,151	5,151	5,151	5,151
Payments:												
Employee Benefits & On-Costs	-	(239,250)	(283,500)	(290,588)	(297,853)	(305,299)	(312,931)	(320,754)	(328,773)	(336,992)	(345,417)	(354,052)
Materials & Contracts	-	(461,266)	(392,263)	(393,281)	(397,174)	(404,667)	(412,389)	(420,256)	(428,270)	(436,435)	(444,752)	(453,228)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(224,500)	(190,200)	(190,350)	(190,501)	(194,311)	(198,197)	(202,161)	(206,204)	(210,329)	(214,535)	(218,826)
Net Cash provided (or used in) Operating Activities	-	1,116,812	1,199,731	1,205,071	1,221,266	1,248,591	1,278,515	1,309,216	1,341,007	1,373,626	1,407,092	1,441,428
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	47,751	48,486	223,737	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	10,437	30,283	31,192	32,127	33,092	34,086	25,281	26,040	26,820	27,625	28,454
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(880,000)	(1,278,500)	(1,460,000)	(1,065,000)	(782,500)	(720,000)	(925,000)	(700,000)	(600,000)	(675,000)	(850,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(295,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,116,812)	(1,199,731)	(1,205,071)	(1,032,873)	(749,408)	(685,914)	(899,719)	(673,960)	(573,180)	(647,375)	(821,546)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	-	0	-	188,393	499,183	592,601	409,497	667,047	800,446	759,717	619,882
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	-	0	0	188,393	687,576	1,280,177	1,689,674	2,356,721	3,157,166	3,916,883
Cash & Cash Equivalents - end of the year	-	-	0	0	188,393	687,576	1,280,177	1,689,674	2,356,721	3,157,166	3,916,883	4,536,766
Cash & Cash Equivalents - end of the year	-	-	0	0	188,393	687,576	1,280,177	1,689,674	2,356,721	3,157,166	3,916,883	4,536,766
Investments - end of the year	8,165,000	8,117,249	8,068,764	7,845,027	7,845,027	7,845,027	7,845,027	7,845,027	7,845,027	7,845,027	7,845,027	7,845,027
Cash, Cash Equivalents & Investments - end of the year	8,165,000	8,117,249	8,068,764	7,845,027	8,033,420	8,532,603	9,125,204	9,534,701	10,201,748	11,002,194	11,761,910	12,381,793
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	(90,750)	(635,183)	(796,620)	(545,860)	17,675	674,781	1,148,937	1,880,799	2,746,222	3,571,081	4,256,273
- Unrestricted	8,165,000	8,207,999	8,703,947	8,641,647	8,579,280	8,514,928	8,450,423	8,385,764	8,320,949	8,255,972	8,190,829	8,125,520
	8,165,000	8,117,249	8,068,764	7,845,027	8,033,420	8,532,603	9,125,204	9,534,701	10,201,748	11,002,194	11,761,910	12,381,793

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - SEWER FUND
Scenario: <Draft 2017 to 2027 Budget

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	999,028	1,017,139	1,033,150	1,049,222	1,069,659	1,091,053	1,112,874	1,135,131	1,157,834	1,180,990	1,204,610
User Charges & Fees	-	164,606	167,597	169,928	172,477	176,731	181,149	185,678	190,320	195,078	199,955	204,954
Interest & Investment Revenue Received	-	44,200	42,500	43,000	43,500	44,805	46,149	47,534	48,960	50,428	51,941	53,500
Grants & Contributions	-	21,657	36,083	36,308	36,536	36,536	36,536	36,536	36,536	36,536	36,536	36,536
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	3,000	3,000	3,045	3,091	3,091	3,091	3,091	3,091	3,091	3,091	3,091
Payments:												
Employee Benefits & On-Costs	-	(215,250)	(260,000)	(266,500)	(273,163)	(279,992)	(286,992)	(294,167)	(301,521)	(309,059)	(316,785)	(324,705)
Materials & Contracts	-	(446,203)	(343,978)	(344,930)	(347,615)	(354,336)	(361,147)	(368,089)	(375,161)	(382,368)	(389,713)	(397,196)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(102,673)	(88,000)	(90,425)	(92,898)	(94,756)	(96,651)	(98,584)	(100,556)	(102,567)	(104,618)	(106,711)
Net Cash provided (or used in) Operating Activities	-	468,365	574,341	583,576	591,149	601,739	613,188	624,873	636,800	648,973	661,398	674,080
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	291,510	275,659	213,924	79,907	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(759,875)	(850,000)	(797,500)	(850,000)	(825,000)	(900,000)	(800,000)	(700,000)	(850,000)	(700,000)	(700,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(468,365)	(574,341)	(583,576)	(770,093)	(825,000)	(900,000)	(800,000)	(700,000)	(850,000)	(700,000)	(700,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(0)	-	0	(178,943)	(223,261)	(286,812)	(175,127)	(63,200)	(201,027)	(38,602)	(25,920)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	(0)	(0)	0	(178,943)	(402,205)	(689,017)	(864,144)	(927,344)	(1,128,371)	(1,166,973)
Cash & Cash Equivalents - end of the year	-	(0)	(0)	0	(178,943)	(402,205)	(689,017)	(864,144)	(927,344)	(1,128,371)	(1,166,973)	(1,192,893)
Cash & Cash Equivalents - end of the year	-	(0)	(0)	0	(178,943)	(402,205)	(689,017)	(864,144)	(927,344)	(1,128,371)	(1,166,973)	(1,192,893)
Investments - end of the year	861,000	569,490	293,831	79,907	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	861,000	569,490	293,831	79,907	(178,943)	(402,205)	(689,017)	(864,144)	(927,344)	(1,128,371)	(1,166,973)	(1,192,893)
Representing:												
- External Restrictions	-	(292,156)	(564,402)	(776,552)	(1,033,604)	(1,254,389)	(1,538,675)	(1,711,224)	(1,771,794)	(1,970,138)	(2,006,002)	(2,029,129)
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	861,000	861,646	858,233	856,459	854,661	852,184	849,658	847,080	844,450	841,767	839,029	836,236
	861,000	569,490	293,831	79,907	(178,943)	(402,205)	(689,017)	(864,144)	(927,344)	(1,128,371)	(1,166,973)	(1,192,893)

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BUDGET SUMMARY - GENERAL FUND
Scenario: Draft 2017 to 2027 Budget

	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Add back ELE Expense (non-cash)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Add back Other Expenses (non-cash)	-	-	-	-	-	-	-	-	-	-	-
Less Other Income (non-cash)	(85,825)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)	(91,500)
Cash Budget Surplus/(Deficit)	56,945	-	-	-	0	0	0	0	(0)	0	0