



Draft Long Term Financial Plan 2024 - 2034

Narrandera Shire Council

April 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:

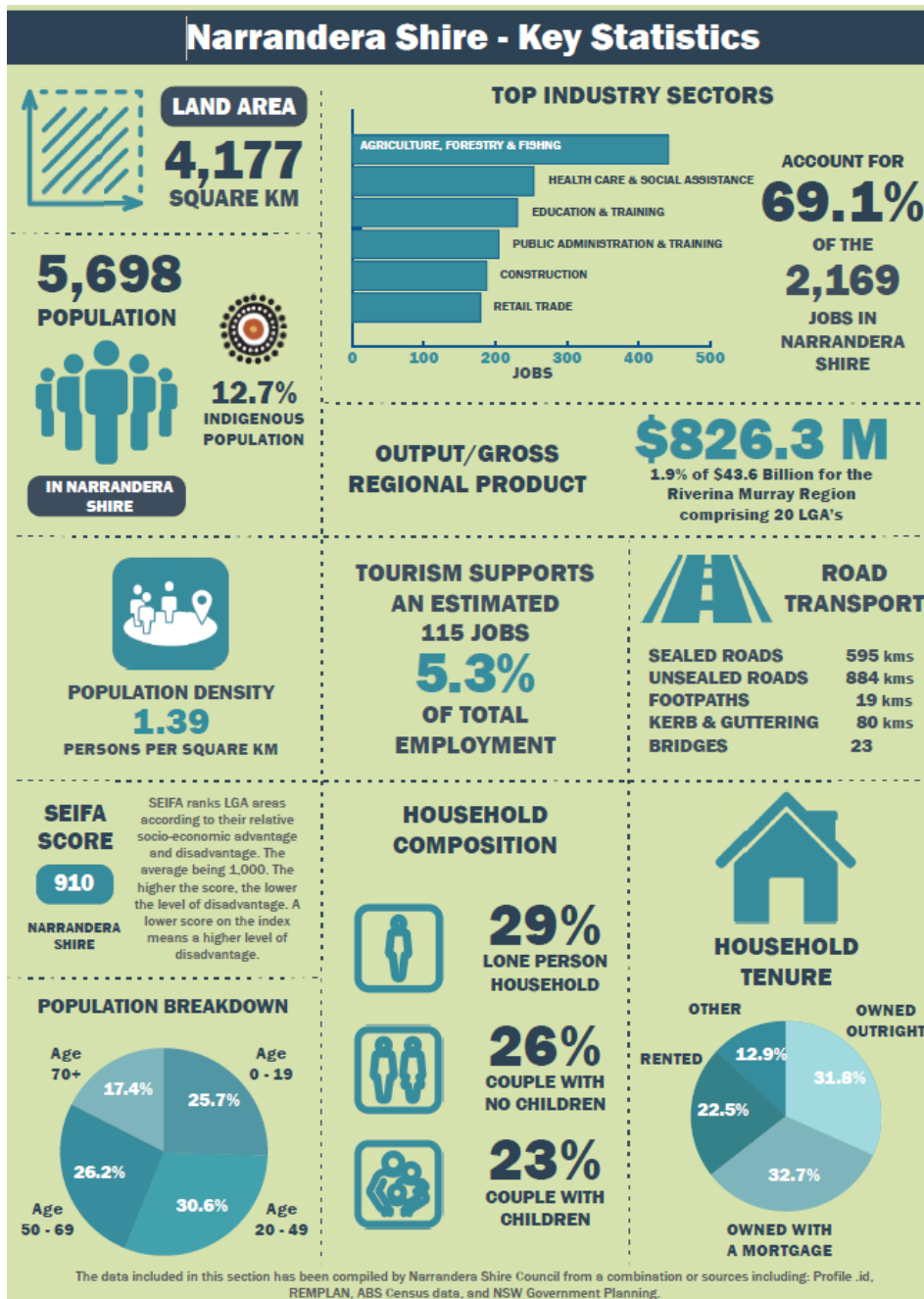
- How financially resilient are we?
- Are community assets fit for purpose?
- Can we afford what the community is asking for?
- What are the opportunities for new revenue and economic growth?

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%¹ 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 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 application to IPART of a 48% increase in General Fund rates introduced over two years together with expected grant levels and expenditures. It shows a sustainable cash position and responsible investment in the renewal of assets and is recommended.

Figure 2 General Fund Operating Income and Expenditure – Base Case

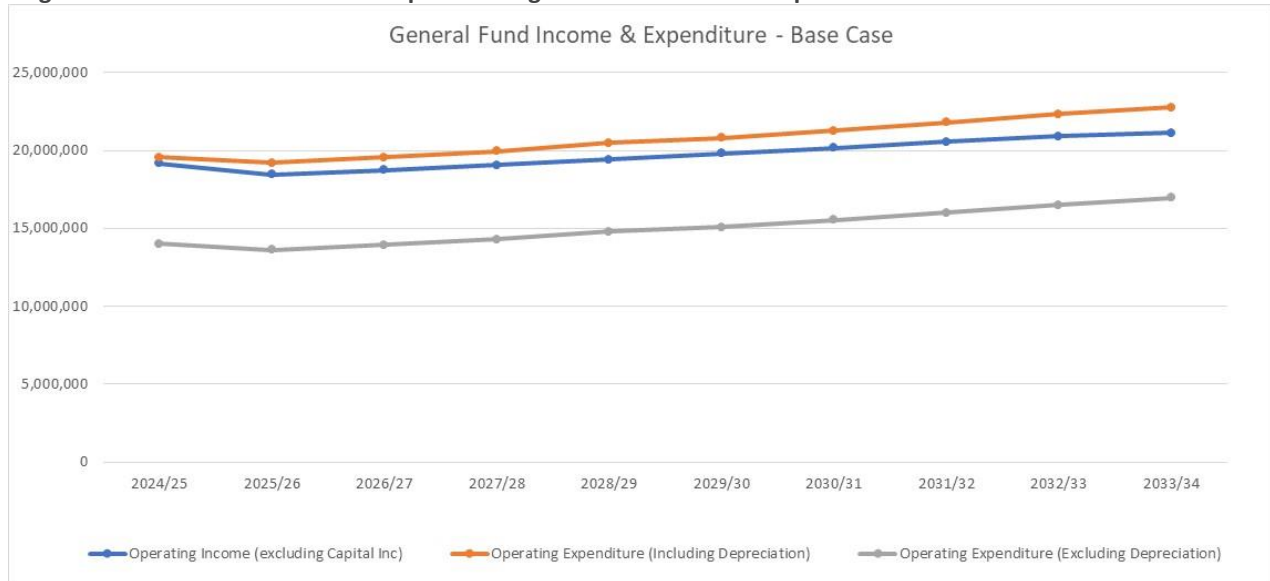
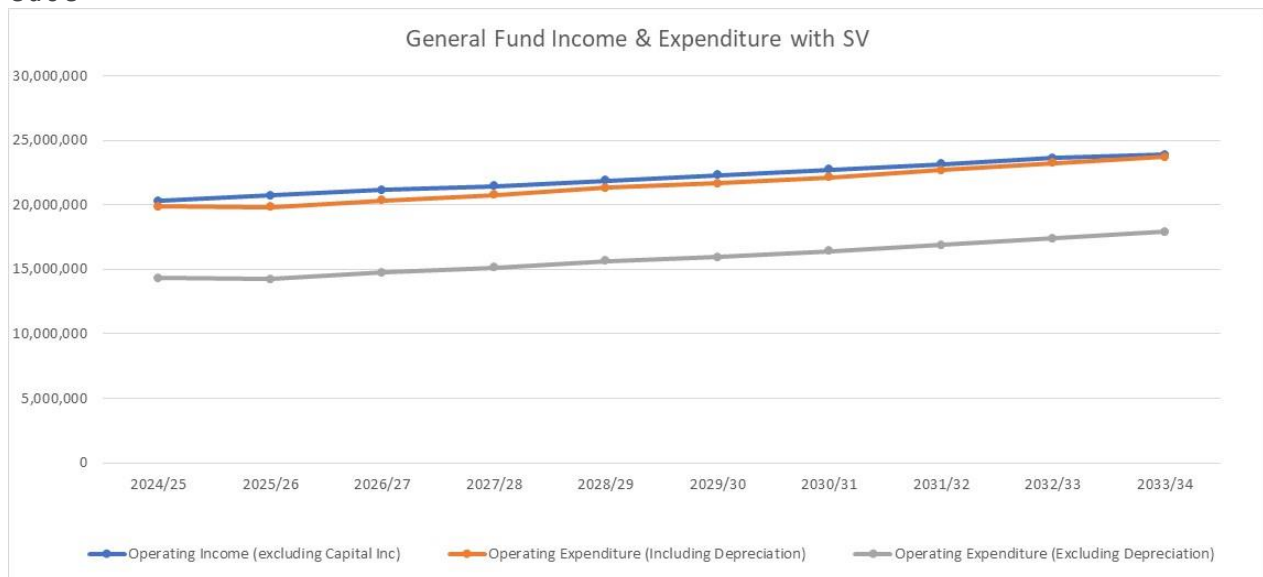


Figure 3 General Fund Operating Income and Expenditure – Special Variation Case



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.

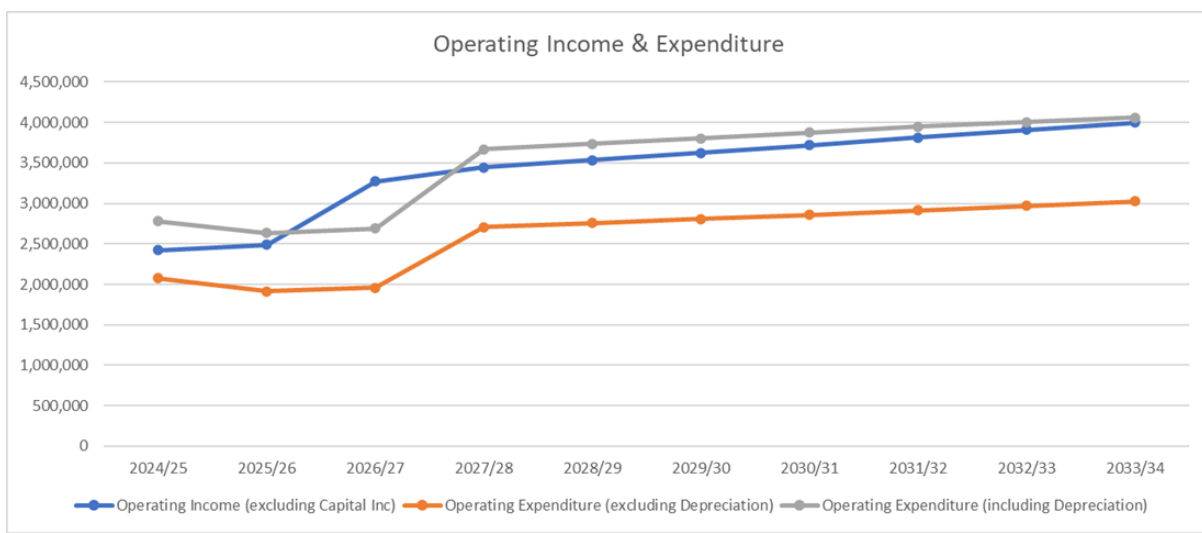
1.5 Other Businesses

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.

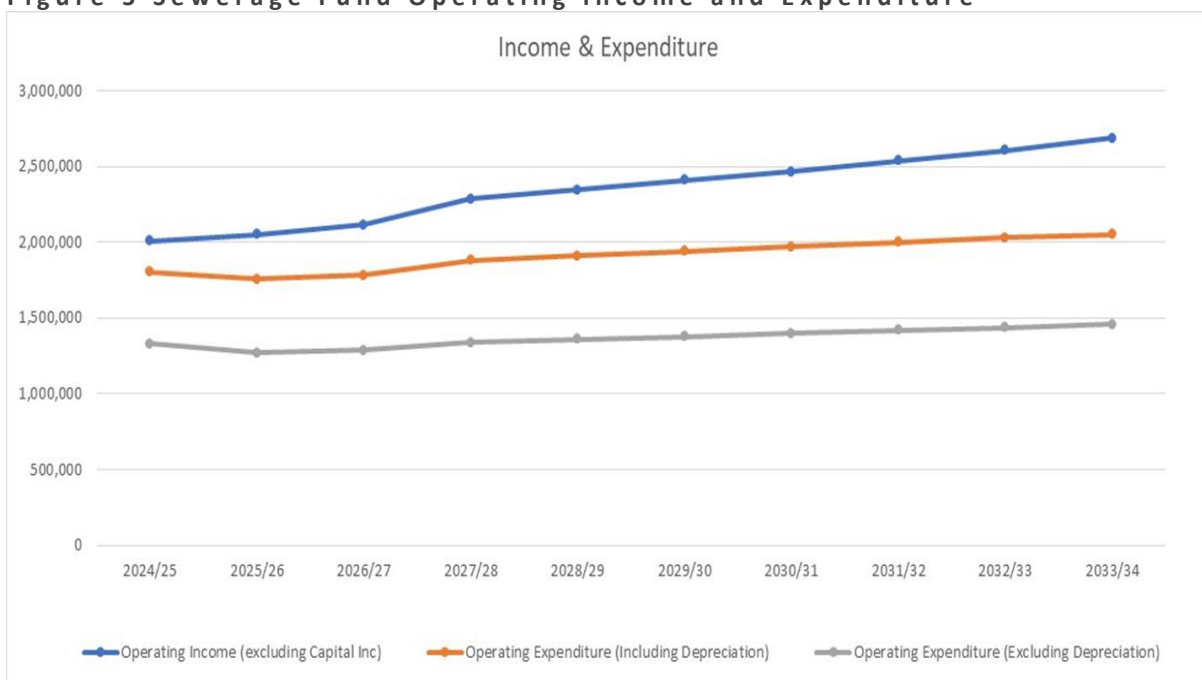
Narrandera Water supply is facing significant capital and operational expenditure increases and user charges will have to increase accordingly. The sensitivity of residents consumption rates to the increased charges will have to be monitored and managed over time as expenditure including depreciation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

Figure 4 Water Fund Operating Income and Expenditure



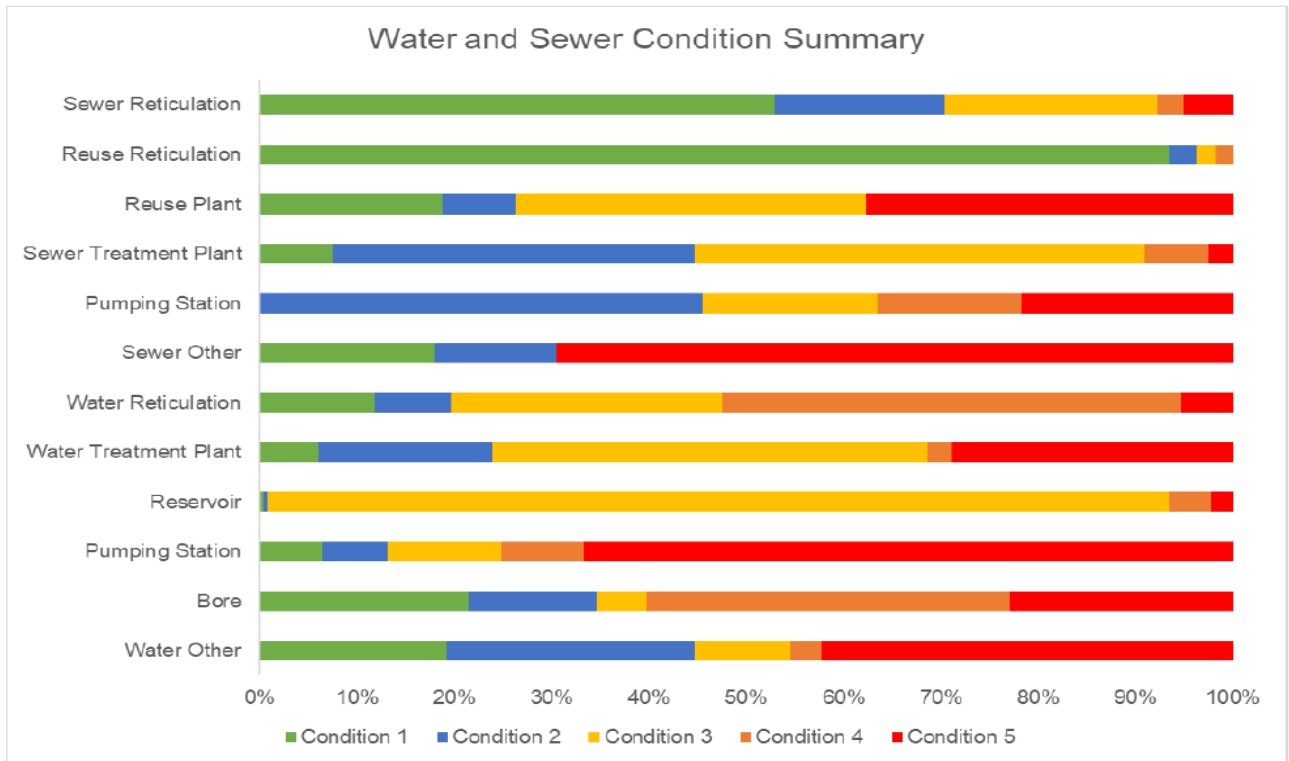
The sewerage fund will be affected by the commencement of the Barellan Scheme and expansions into Red Hill industrial estate and west Narrandera. The fund financial position is sound and will steadily improve as the loans for capital works are paid down.

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 following performance indicators Table 2 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 has been 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. The additional revenue from the SV has been assigned to specific area as per the following table.

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
Total	1,157,337	1,100,986	2,258,323

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 at 30 June 2023 but only \$345, 000 was unrestricted.

As of 30 June 2023, Council had borrowings of \$1.94 million and cash reserves of \$36.3 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 2 are within industry benchmarks, however Council is below the benchmark for own source revenue and asset backlog ratios. These are critical 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 filtration system. 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 and should be complete by 30 June 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 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.

- **Becoming Competitive in the Labour Market** – The SV provides for an 8% 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. This amount 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 and 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 lodged 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%

Council has in place a minimum rating structure. To maintain equity the submission to IPART is to apply the proposed SV evenly across the rating structure. The current and proposed minimums are detailed in the following table.

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
Residential	2023/24	2024/25	2025/26	Annual Increase 2024/25	Annual Increase 2025/26
Scenario One – rate peg only	\$743	\$769	\$788	\$26	\$22.50
Scenario Two – SV	\$743	\$932	\$1,100	\$189	\$178.50
Business					
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
Farmland					
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. 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 %
Replacement Garbage Bin - new	126.00	133.00	5.56%
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 %
Consumption charge per kilolitre for water (November account)	1.26	1.31	3.97%
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 xxx and further borrowings to finance the stormwater upgrade and water and sewerage capital improvements amounting to \$0.00 have been included in scenario 2 and 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
Total	\$350,122	\$228,153	-\$5,230

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.

*The LTFP includes expenditure by Council over coming years to address this issue
Insert capital numbers*

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 1.5% 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%** M a r c h 2 0 2 4

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.

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 \$2.1 million pa
- have insufficient money to maintain current service levels
- have inadequate funding for infrastructure renewal
- forecast negative unrestricted cash from 2026 onwards, averaging -\$2.6 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:

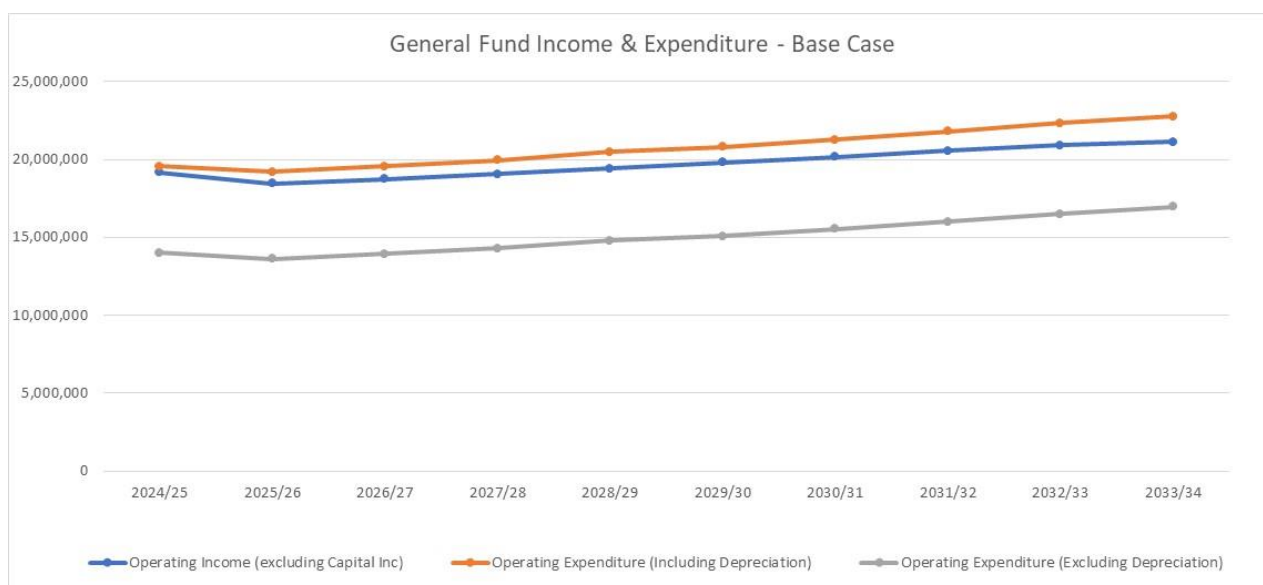
- a 4.5% rate peg for 2024/25 and the IPART NSW recommended rate of 2.5% for the remaining forecast years
- rates growth forecast adjusted to better align to IPART population factor
- the known resource requirements of the Workforce Management Plan are included in LTFP
- the \$16.5 million stormwater 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 a proposed 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 a 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:

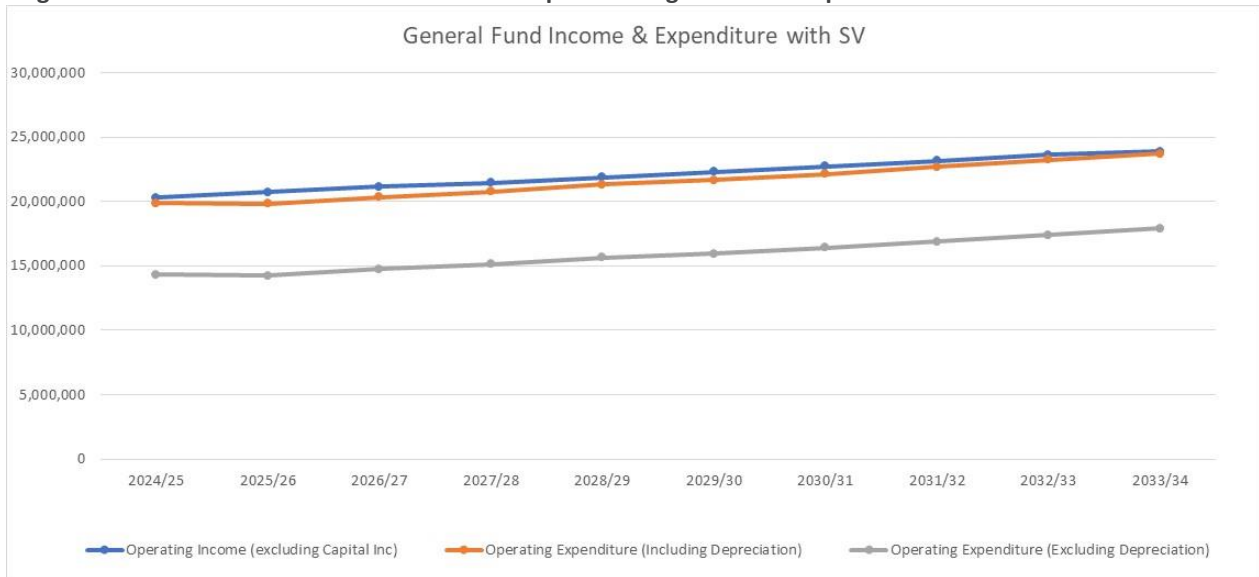
- Maintain and improve council assets.
- Achieve sufficient cash reserves.
- Achieve a fully funded operating position.
- Secure continued service delivery.

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.

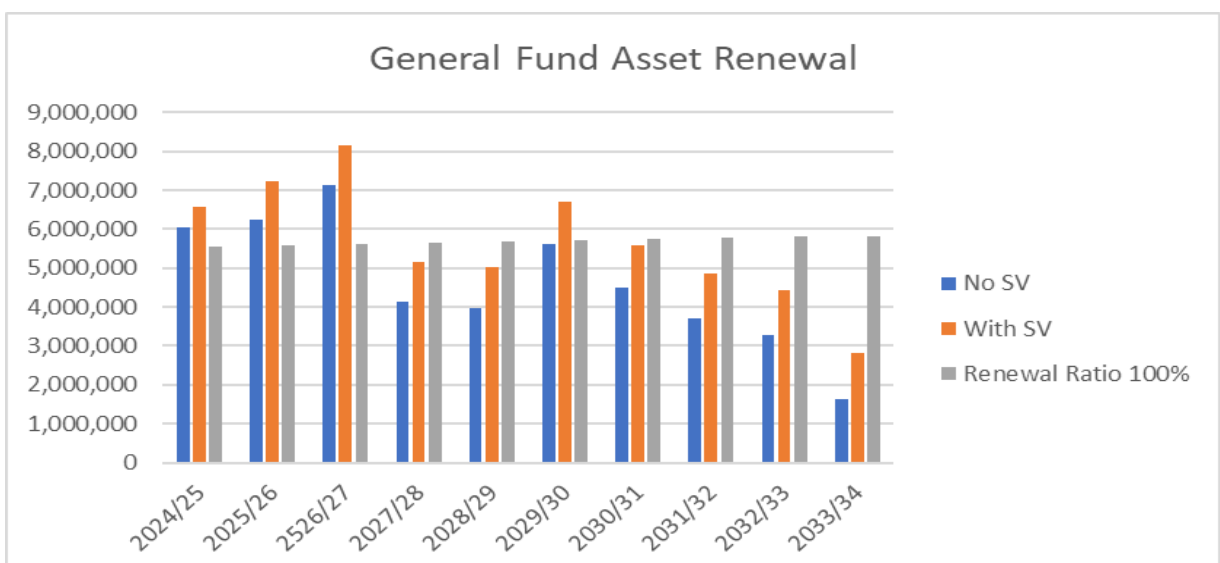
Figure 8 General fund forecast operating result Special Variation Case



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 Barellan 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 3.0% annual increase in consumption charges for 24/25, 60.85% in 25/26, a 7.55% increase in charges in 2026/27 followed by 6.2% 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

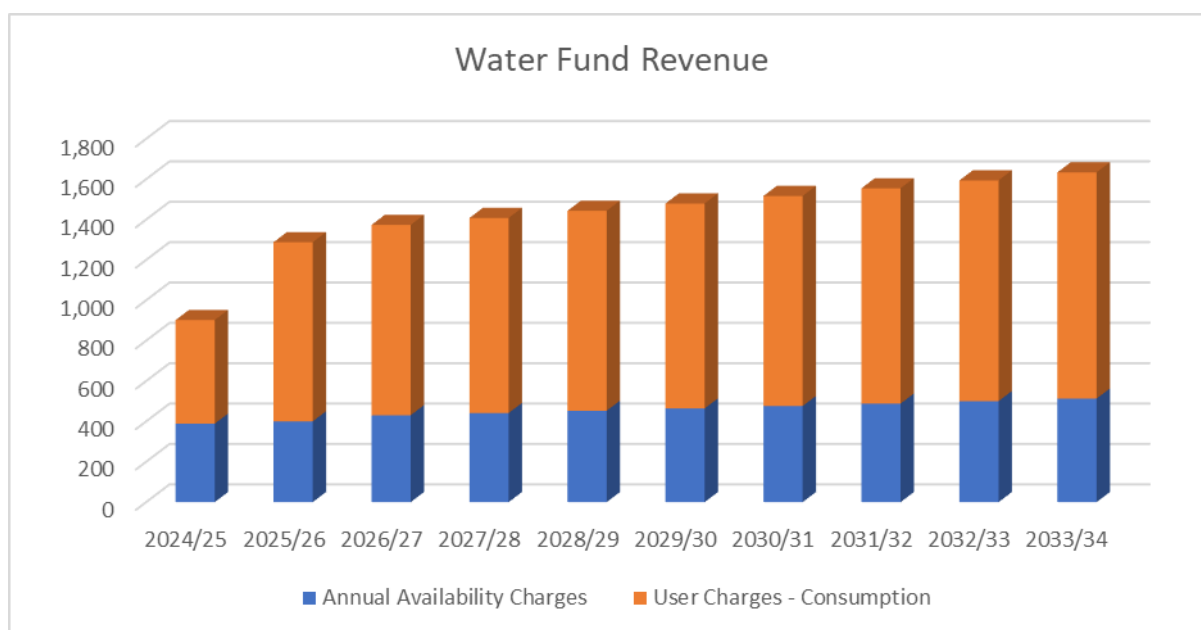


Figure 11 Water Fund Cash and Investments

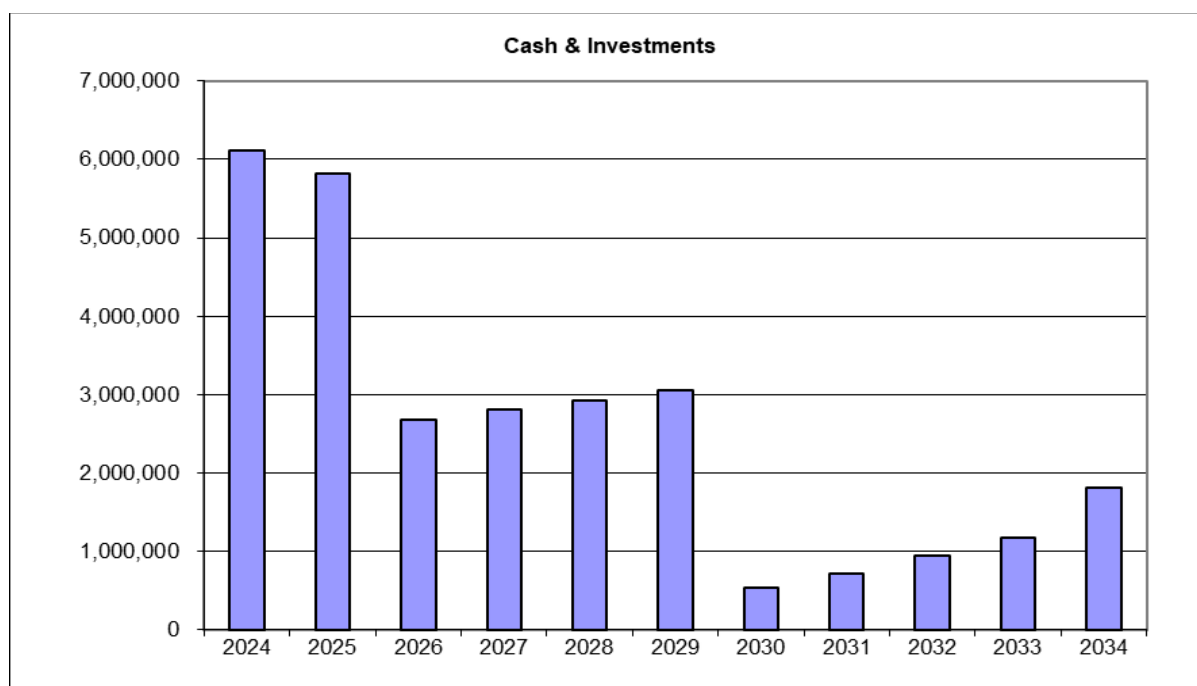


Figure 10 shows the impact on cash levels of the new treatment plant in 2026 and the reservoir in 2030.

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

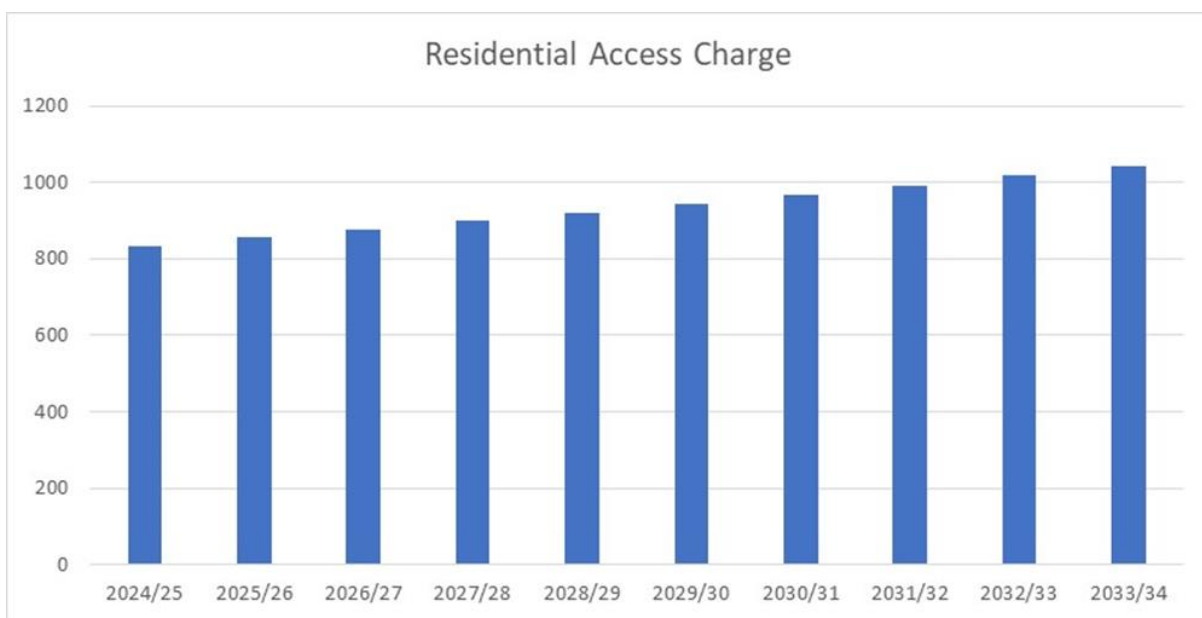


Figure 13 Sewerage Fund Cash and Investments

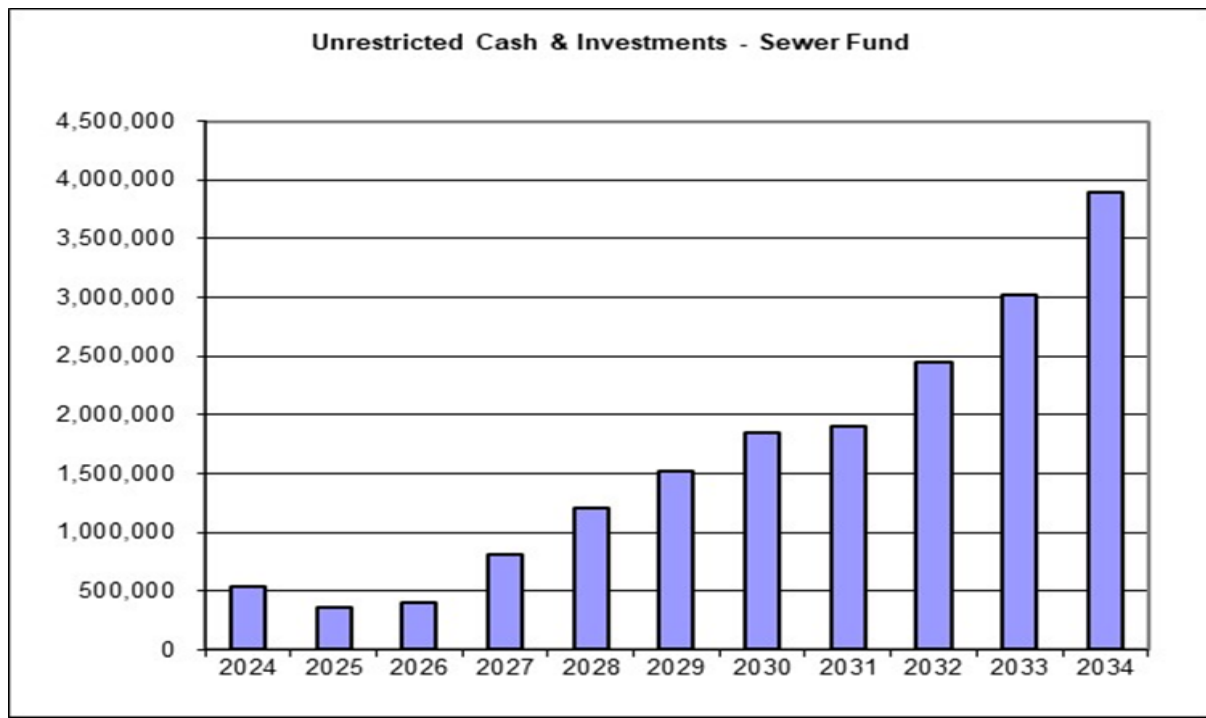


Figure 14 Sewerage Fund External Loan balances

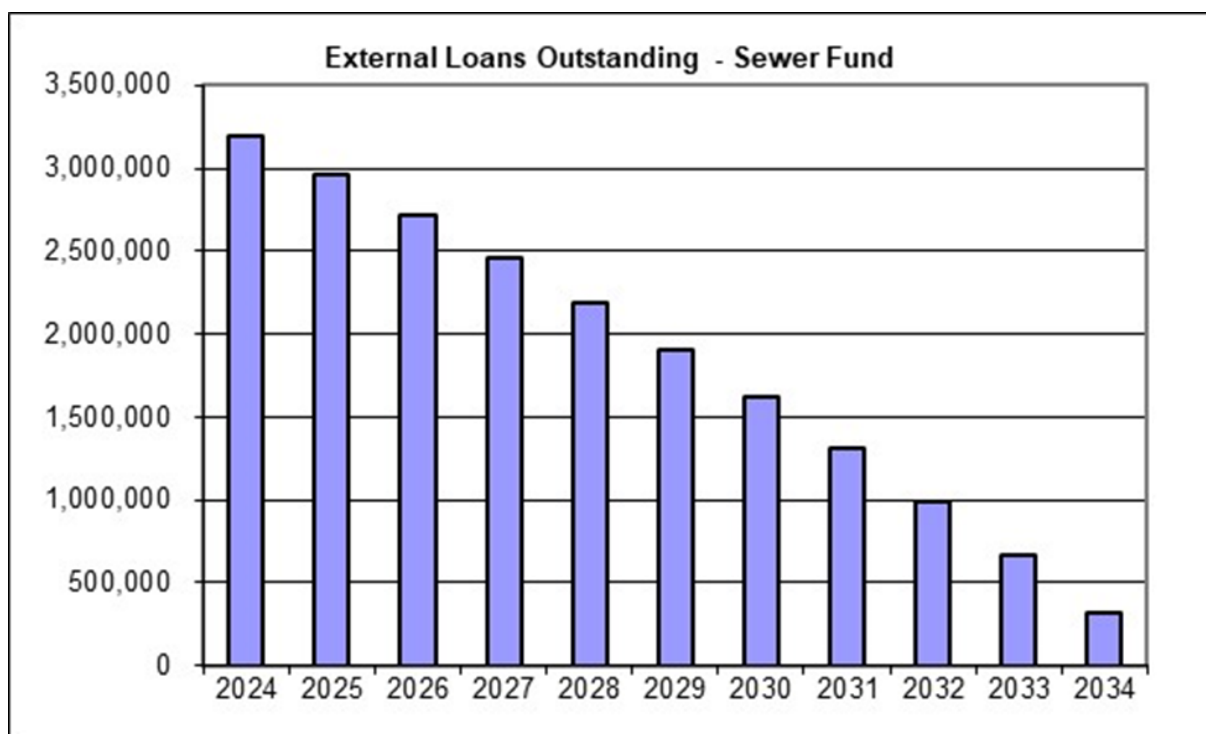
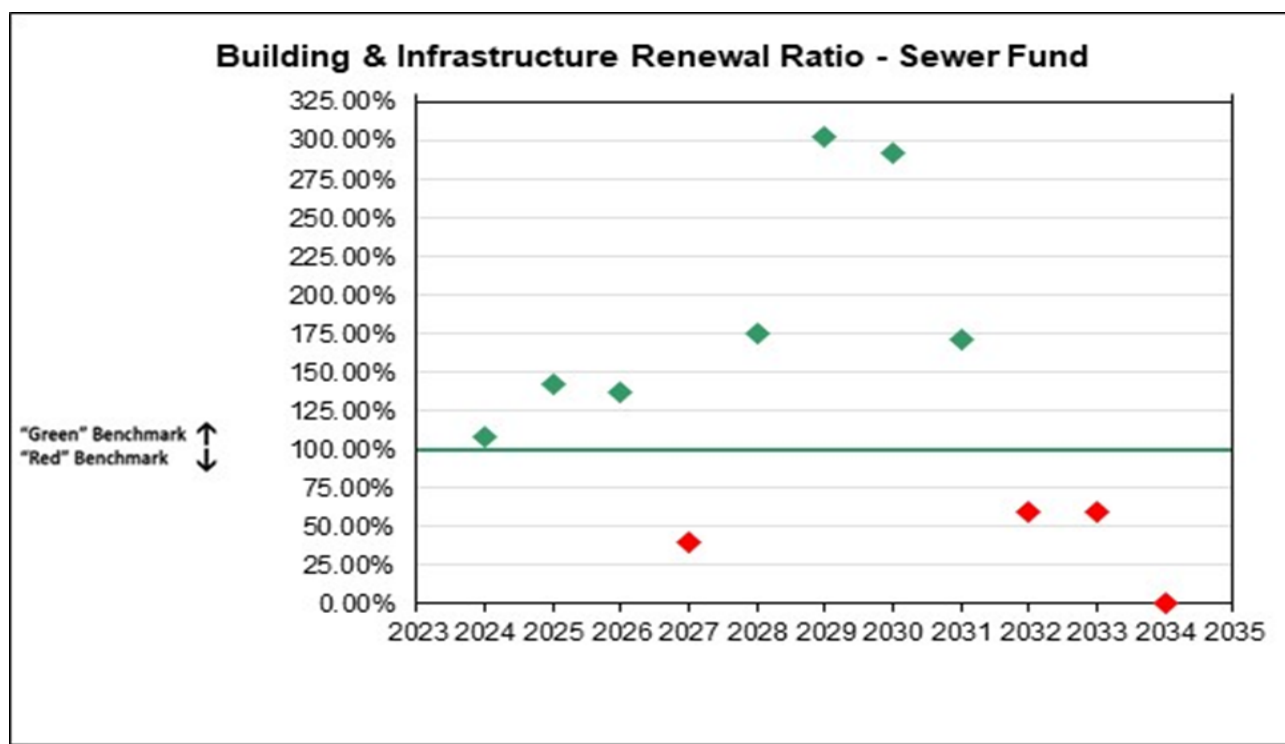


Figure 15 Sewerage Fund Buildings and Infrastructure Renewal Ratio



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 position – 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
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	8,899,108
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
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	29,960,000	30,878,562	24,088,646	21,005,886	19,074,939	19,310,112	19,659,123	20,038,336	20,570,945	20,762,148	21,149,149	21,242,502
Expenses from Continuing Operations												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	20,291,000	19,614,362	19,546,407	19,190,015	19,555,706	19,955,752	20,483,539	20,807,447	21,275,772	21,799,589	22,318,901	22,779,867
Operating Result from Continuing Operations	9,669,000	11,264,200	4,542,239	1,815,872	(480,767)	(645,639)	(824,417)	(769,112)	(704,827)	(1,037,441)	(1,169,752)	(1,537,365)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,669,000	11,264,200	4,542,239	1,815,872	(480,767)	(645,639)	(824,417)	(769,112)	(704,827)	(1,037,441)	(1,169,752)	(1,537,365)
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,863,000	1,260,786	(389,761)	(744,128)	(828,267)	(878,139)	(1,051,917)	(1,014,112)	(1,112,327)	(1,257,441)	(1,389,752)	(1,672,365)

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: 2024/25 - 2033/34 4.5% Rates no Special Variation

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,585,000	650,000	520,010	350,000	420,000	1,336,570	2,302,754	1,896,865	2,633,784	3,724,349	4,881,102	6,310,093
Investments	23,787,000	19,705,696	18,449,610	16,878,001	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573
Receivables	1,703,000	1,561,416	1,259,454	1,179,673	1,121,001	1,136,597	1,155,947	1,171,745	1,223,249	1,212,258	1,234,752	1,322,654
Inventories	447,000	292,391	253,517	232,726	237,388	238,939	248,016	245,172	249,376	255,822	261,308	264,555
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,425,000	23,086,503	21,359,591	19,517,399	17,282,963	18,216,679	19,211,290	18,818,355	19,610,982	20,697,002	21,881,735	23,401,675
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	90,427	91,238	91,598	92,062	92,538	93,025	93,525	94,038	94,563	95,101	22,649
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	232,430,785	237,957,039	241,162,546	242,660,886	241,112,730	239,375,546	239,041,617	237,659,536	235,647,138	233,363,190	230,403,091
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	214,232,000	232,707,877	238,229,620	241,434,611	242,944,948	241,397,268	239,660,572	239,327,142	237,945,574	235,933,701	233,650,291	230,617,740
TOTAL ASSETS	244,657,000	255,794,380	259,589,211	260,952,010	260,227,911	259,613,947	258,871,862	258,145,498	257,556,556	256,630,703	255,532,026	254,019,615
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,738,000	2,037,720	1,942,229	1,877,588	1,917,965	1,950,411	2,010,650	2,029,079	2,073,645	2,127,169	2,181,271	2,225,584
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	2,260,786	1,638,466	1,282,028	1,025,217	1,026,428	1,041,484	1,059,625	1,095,932	1,089,496	1,108,469	1,087,109
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	92,000	94,097	96,494	91,397	66,481	57,464	58,323	29,487	-	-	-	-
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,939,000	6,911,562	6,258,746	5,895,169	5,716,416	5,803,654	5,942,407	6,012,738	6,126,721	6,236,408	6,307,482	6,332,436
Non-Current Liabilities												
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	211,755	145,274	87,810	29,487	-	-	-	-	-
Employee benefit provisions	88,000	78,443	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,087,000	987,619	893,027	803,531	738,952	683,390	626,969	599,384	601,286	603,188	603,188	603,188
TOTAL LIABILITIES	8,026,000	7,899,181	7,151,773	6,698,700	6,455,368	6,487,044	6,569,376	6,612,122	6,728,008	6,839,596	6,910,671	6,935,624
Net Assets	236,631,000	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356	247,083,991
EQUITY												
Retained Earnings	144,851,000	156,115,200	160,657,438	162,473,310	161,992,543	161,346,903	160,522,487	159,753,375	159,048,549	158,011,107	156,841,356	155,303,991
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	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356	247,083,991
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	236,631,000	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356	247,083,991

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
EQUITY 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	200,895,000	236,631,000	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Revised opening Balance (as at 1/7)	200,895,000	236,631,000	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356
Net Operating Result for the Year	9,669,000	11,264,200	4,542,239	1,815,872	(480,767)	(645,639)	(824,417)	(769,112)	(704,827)	(1,037,441)	(1,169,752)	(1,537,365)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Revised Net Operating Result for the Year	9,669,000	11,264,200	4,542,239	1,815,872	(480,767)	(645,639)	(824,417)	(769,112)	(704,827)	(1,037,441)	(1,169,752)	(1,537,365)
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	26,067,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	35,736,000	11,264,200	4,542,239	1,815,872	(480,767)	(645,639)	(824,417)	(769,112)	(704,827)	(1,037,441)	(1,169,752)	(1,537,365)
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	236,631,000	247,895,200	252,437,438	254,253,310	253,772,543	253,126,903	252,302,487	251,533,375	250,828,549	249,791,107	248,621,356	247,083,991

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 2024/25 - 2033/34 4.5% Rates no Special Variation

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,271,540	6,786,662	6,924,973	7,096,874	7,274,011	7,455,578	7,641,682	7,832,440	8,027,966	8,228,381	8,432,327
User Charges & Fees	-	2,236,928	1,505,533	1,568,703	1,609,985	1,649,615	1,690,235	1,731,871	1,774,548	1,818,291	1,863,129	1,909,677
Investment & Interest Revenue Received	-	1,365,714	1,000,923	610,490	553,429	547,675	548,696	553,910	550,272	549,834	549,217	548,378
Grants & Contributions	-	17,978,291	12,803,501	10,125,351	8,120,254	8,341,989	8,475,713	8,625,664	8,908,897	8,874,932	9,005,363	8,818,210
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,576,616	1,585,023	1,406,955	1,404,917	1,391,256	1,393,585	1,396,695	1,398,904	1,405,165	1,407,200	1,409,438
Payments:												
Employee Benefits & On-Costs	-	(7,946,741)	(6,683,528)	(8,712,199)	(8,949,752)	(9,263,434)	(9,576,260)	(9,907,215)	(10,249,689)	(10,604,085)	(11,032,261)	(11,421,310)
Materials & Contracts	-	(5,145,575)	(4,847,433)	(4,408,102)	(4,429,629)	(4,466,639)	(4,617,067)	(4,594,554)	(4,655,006)	(4,769,826)	(4,874,927)	(4,941,339)
Borrowing Costs	-	(23,039)	(20,562)	(17,502)	(14,714)	(12,901)	(11,839)	(10,981)	(10,165)	(10,000)	(10,000)	(10,000)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(440,893)	(437,401)	(447,366)	(458,075)	(469,052)	(480,303)	(491,836)	(503,657)	(515,773)	(528,193)	(541,385)
Net Cash provided (or used in) Operating Activities	-	16,872,842	9,692,719	7,051,302	4,933,288	4,992,519	4,878,337	4,945,236	5,046,542	4,776,504	4,607,910	4,203,997
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,081,304	1,256,086	1,571,610	2,250,427	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(24,157,121)	(11,295,248)	(9,061,328)	(7,535,618)	(4,290,118)	(4,126,588)	(5,783,753)	(4,643,386)	(3,876,589)	(3,451,157)	(2,775,006)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(19,717,017)	(9,728,612)	(7,124,818)	(4,771,891)	(4,009,468)	(3,854,688)	(5,292,803)	(4,280,136)	(3,685,939)	(3,451,157)	(2,775,006)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(91,257)	(94,097)	(96,494)	(91,397)	(66,481)	(57,464)	(58,323)	(29,487)	-	-	-
Repayment of lease liabilities (principal repayments)	-	431	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(90,826)	(94,097)	(96,494)	(91,397)	(66,481)	(57,464)	(58,323)	(29,487)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,935,000)	(129,990)	(170,010)	70,000	916,570	966,184	(405,890)	736,919	1,090,565	1,156,753	1,428,991
plus: Cash & Cash Equivalents - beginning of year	-	3,585,000	650,000	520,010	350,000	420,000	1,336,570	2,302,754	1,896,865	2,633,784	3,724,349	4,881,102
Cash & Cash Equivalents - end of the year	3,585,000	650,000	520,010	350,000	420,000	1,336,570	2,302,754	1,896,865	2,633,784	3,724,349	4,881,102	6,310,093
Cash & Cash Equivalents - end of the year	3,585,000	650,000	520,010	350,000	420,000	1,336,570	2,302,754	1,896,865	2,633,784	3,724,349	4,881,102	6,310,093
Investments - end of the year	23,787,000	19,705,696	18,449,610	16,878,001	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573	14,627,573
Cash, Cash Equivalents & Investments - end of the year	27,372,000	20,355,696	18,969,620	17,228,001	15,047,573	15,964,143	16,930,327	16,524,438	17,261,357	18,351,922	19,508,675	20,937,666
Representing:												
- External Restrictions	10,935,000	9,621,629	8,509,912	7,431,593	6,399,848	6,807,468	7,214,945	7,621,807	8,026,387	8,432,109	8,838,486	9,059,459
- Internal Restrictions	16,092,000	9,609,028	9,324,702	9,490,853	9,647,365	10,447,044	11,138,016	10,602,414	11,469,663	12,654,454	13,984,565	14,343,037
- Unrestricted	345,000	1,125,039	1,135,006	305,555	(999,640)	(1,290,359)	(1,422,634)	(1,699,783)	(2,234,693)	(2,734,641)	(3,314,376)	(2,464,830)
	27,372,000	20,355,696	18,969,620	17,228,001	15,047,573	15,964,143	16,930,327	16,524,438	17,261,357	18,351,922	19,508,675	20,937,666

10.2 General Fund Position – Special Variation

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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,237,000	6,492,443	7,938,889	9,204,909	9,434,761	9,670,332	9,911,808	10,159,319	10,413,016	10,673,057	10,939,599	11,211,286
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	8,909,108
Grants & Contributions provided for Capital Purposes	4,806,000	10,003,414	7,182,000	13,060,000	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
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	29,960,000	30,878,562	27,482,919	33,782,298	21,408,264	21,701,768	22,110,570	22,551,070	23,146,497	23,402,089	23,855,088	24,016,090
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,692,000	8,143,623	9,081,636	9,364,399	9,631,806	9,969,574	10,304,854	10,659,051	11,025,579	11,404,871	11,797,372	12,210,280
Borrowing Costs	25,000	23,038	20,562	70,002	223,106	218,600	214,682	210,791	206,757	203,176	199,550	195,702
Materials & Contracts	6,768,000	5,473,317	4,779,898	4,377,999	4,438,421	4,467,383	4,637,214	4,583,916	4,662,535	4,783,120	4,885,720	4,946,363
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	20,291,000	19,614,362	19,880,675	19,849,464	20,361,762	20,780,149	21,326,849	21,670,257	22,158,684	22,703,224	23,243,895	23,726,811
Operating Result from Continuing Operations	9,669,000	11,264,200	7,602,243	13,932,835	1,046,502	921,619	783,722	880,813	987,812	698,864	611,193	289,279
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,669,000	11,264,200	7,602,243	13,932,835	1,046,502	921,619	783,722	880,813	987,812	698,864	611,193	289,279
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,863,000	1,260,786	420,243	872,835	689,002	689,119	556,222	635,813	580,312	478,864	391,193	154,279

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	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,585,000	650,000	520,010	350,000	420,000	1,872,562	3,413,723	3,621,406	5,011,237	6,794,805	8,685,412	10,889,935
Investments	23,787,000	19,705,696	18,194,940	18,080,038	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457
Receivables	1,703,000	1,561,416	1,411,510	1,669,017	1,295,460	1,318,348	1,344,115	1,366,578	1,424,997	1,421,177	1,451,102	1,546,701
Inventories	447,000	292,391	255,348	233,878	237,106	238,653	247,725	244,878	249,078	255,520	261,001	264,241
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,425,000	23,086,503	21,258,808	21,209,930	18,184,023	19,661,019	21,237,020	21,464,320	22,916,770	24,702,969	26,628,973	28,932,334
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	90,427	94,310	97,708	98,325	98,957	99,606	100,270	100,951	101,649	102,365	30,094
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	232,430,785	241,457,039	259,543,070	262,021,934	261,454,302	260,697,642	261,344,237	260,942,680	259,910,806	258,607,382	256,627,807
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	214,232,000	232,707,877	241,732,691	259,821,245	262,312,260	261,745,260	260,989,248	261,636,507	261,235,631	260,204,465	258,901,747	256,849,901
TOTAL ASSETS	244,657,000	255,794,380	262,991,499	281,031,175	280,496,283	281,406,279	282,226,268	283,100,827	284,152,401	284,907,414	285,530,720	285,782,235
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,738,000	2,037,720	2,007,631	1,998,240	2,036,534	2,072,241	2,135,833	2,157,710	2,205,820	2,262,989	2,320,837	2,368,990
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	2,260,786	1,915,347	2,574,139	1,025,217	1,026,428	1,041,484	1,059,625	1,095,932	1,089,496	1,106,469	1,087,109
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	92,000	94,097	96,494	135,265	113,041	106,881	110,772	85,155	59,084	62,709	66,557	70,642
Employee benefit provisions	2,443,000	2,518,959	2,581,557	2,644,155	2,708,753	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,939,000	6,911,562	6,601,029	7,361,800	5,881,544	5,974,901	6,120,039	6,197,037	6,317,980	6,434,936	6,513,606	6,546,484
Non-Current Liabilities												
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	3,657,322	3,544,282	3,437,400	3,326,628	3,241,473	3,182,390	3,119,680	3,053,123	2,982,481
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,087,000	987,619	893,027	4,249,098	4,137,960	4,032,980	3,924,110	3,840,857	3,783,678	3,722,868	3,656,311	3,585,669
TOTAL LIABILITIES	8,026,000	7,899,181	7,494,056	11,600,898	10,019,504	10,007,881	10,044,149	10,037,894	10,101,656	10,157,805	10,169,917	10,132,153
Net Assets	236,631,000	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803	275,650,082
EQUITY												
Retained Earnings	144,851,000	156,115,200	163,717,443	177,650,277	178,696,779	179,618,398	180,402,119	181,282,933	182,270,745	182,969,609	183,580,803	183,870,082
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	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803	275,650,082
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	236,631,000	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803	275,650,082

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	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	200,895,000	236,631,000	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803
Net Operating Result for the Year	9,669,000	11,264,200	7,602,243	13,932,835	1,046,502	921,619	783,722	880,813	987,812	698,864	611,193	289,279
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	9,669,000	11,264,200	7,602,243	13,932,835	1,046,502	921,619	783,722	880,813	987,812	698,864	611,193	289,279
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	26,067,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	35,736,000	11,264,200	7,602,243	13,932,835	1,046,502	921,619	783,722	880,813	987,812	698,864	611,193	289,279
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	236,631,000	247,895,200	255,497,443	269,430,277	270,476,779	271,398,398	272,182,119	273,062,933	274,050,745	274,749,609	275,360,803	275,650,082

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					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,271,540	7,900,814	9,171,584	9,428,701	9,664,131	9,905,452	10,152,803	10,406,338	10,666,212	10,932,583	11,204,135
User Charges & Fees	-	2,236,928	1,505,533	1,568,703	1,609,985	1,649,615	1,690,235	1,731,871	1,774,548	1,818,291	1,863,129	1,909,677
Investment & Interest Revenue Received	-	1,365,714	988,086	591,776	556,679	544,037	546,023	551,083	547,291	546,697	545,920	544,918
Grants & Contributions	-	17,978,291	15,280,882	21,459,081	7,059,143	8,341,989	8,475,713	8,625,664	8,908,897	8,874,932	9,005,363	8,818,210
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,576,616	1,566,980	1,340,798	1,489,118	1,391,256	1,393,585	1,396,695	1,398,904	1,405,165	1,407,200	1,409,438
Payments:												
Employee Benefits & On-Costs	-	(7,946,741)	(8,969,307)	(9,284,065)	(9,551,874)	(9,886,492)	(10,221,125)	(10,574,650)	(10,940,485)	(11,319,058)	(11,772,258)	(12,187,208)
Materials & Contracts	-	(5,145,575)	(4,876,976)	(4,431,411)	(4,428,041)	(4,461,288)	(4,611,644)	(4,589,057)	(4,649,433)	(4,764,175)	(4,869,197)	(4,935,474)
Borrowing Costs	-	(23,038)	(20,562)	(70,002)	(223,106)	(218,600)	(214,682)	(210,791)	(206,757)	(203,176)	(199,550)	(195,702)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(440,893)	(437,401)	(447,366)	(458,075)	(469,052)	(480,303)	(491,836)	(503,657)	(515,773)	(528,193)	(541,385)
Net Cash provided (or used In) Operating Activities	-	16,872,842	12,938,049	19,899,097	5,482,529	6,555,595	6,483,254	6,591,782	6,735,646	6,509,114	6,384,998	6,026,610
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	4,081,304	1,510,756	114,904	2,725,578	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(24,157,121)	(14,795,248)	(23,941,852)	(8,516,142)	(5,270,642)	(5,107,112)	(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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used In) Investing Activities	-	(19,717,017)	(12,973,942)	(23,462,048)	(5,277,264)	(4,989,992)	(4,835,212)	(6,273,327)	(5,260,660)	(4,666,463)	(4,431,681)	(3,755,530)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	3,500,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(91,257)	(94,097)	(107,059)	(135,265)	(113,041)	(106,881)	(110,772)	(85,155)	(59,084)	(62,709)	(66,557)
Repayment of lease liabilities (principal repayments)	-	431	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used In) Financing Activities	-	(90,826)	(94,097)	3,392,941	(135,265)	(113,041)	(106,881)	(110,772)	(85,155)	(59,084)	(62,709)	(66,557)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,935,000)	(129,990)	(170,010)	70,000	1,452,562	1,541,160	207,683	1,389,831	1,783,568	1,890,608	2,204,522
plus: Cash & Cash Equivalents - beginning of year	-	3,585,000	650,000	520,010	350,000	420,000	1,872,562	3,413,723	3,621,406	5,011,237	6,794,805	8,685,412
Cash & Cash Equivalents - end of the year	3,585,000	650,000	520,010	350,000	420,000	1,872,562	3,413,723	3,621,406	5,011,237	6,794,805	8,685,412	10,889,935
Cash & Cash Equivalents - end of the year	3,585,000	650,000	520,010	350,000	420,000	1,872,562	3,413,723	3,621,406	5,011,237	6,794,805	8,685,412	10,889,935
Investments - end of the year	23,787,000	19,705,696	18,194,940	18,080,036	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457	15,354,457
Cash, Cash Equivalents & Investments - end of the year	27,372,000	20,355,696	18,714,950	18,430,036	15,774,457	17,227,020	18,768,180	18,975,863	20,365,694	22,149,262	24,039,870	26,244,392
Representing:												
- External Restrictions	10,935,000	9,621,629	8,509,912	7,431,593	6,399,848	6,807,468	7,214,945	7,621,807	8,026,387	8,432,109	8,838,486	9,059,459
- Internal Restrictions	16,092,000	9,609,028	8,632,696	8,798,847	8,955,359	9,755,038	10,446,010	9,910,408	10,777,657	11,962,448	13,292,559	13,651,031
- Unrestricted	345,000	1,125,039	1,572,342	2,199,596	419,250	664,514	1,107,225	1,443,648	1,561,650	1,754,705	1,908,825	3,533,902
	27,372,000	20,355,696	18,714,950	18,430,036	15,774,457	17,227,020	18,768,180	18,975,863	20,365,694	22,149,262	24,039,870	26,244,392

10.3 Water Fund position

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 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	848,000	885,193	940,381	797,381	858,551	880,470	902,938	925,967	949,572	973,767	998,566	1,023,531
User Charges & Fees	1,361,000	1,290,526	1,242,158	2,147,933	2,281,631	2,338,672	2,397,139	2,457,007	2,518,494	2,581,456	2,645,993	2,712,143
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	236,298	185,819	78,901	92,985	97,800	102,800	107,800	112,800	112,800	112,800
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,429,000	2,888,300	2,428,837	12,516,132	12,604,083	3,322,127	3,407,877	3,495,834	3,585,866	3,678,023	3,767,359	3,858,473
Expenses from Continuing Operations												
Employee Benefits & On-Costs	528,000	352,168	439,345	381,554	390,986	400,654	410,563	420,720	431,130	441,799	452,844	464,165
Borrowing Costs	-	-	-	-	-	151,660	139,058	125,815	111,896	97,269	81,896	65,740
Materials & Contracts	1,479,000	1,370,531	1,636,954	1,533,246	1,568,215	2,154,817	2,207,523	2,261,536	2,316,887	2,373,611	2,432,901	2,493,724
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,929,000	2,413,703	2,780,604	2,632,672	2,690,913	3,665,458	3,734,119	3,804,064	3,875,308	3,947,863	4,002,825	4,058,813
Operating Result from Continuing Operations	(500,000)	474,596	(351,768)	9,883,460	9,913,170	(343,331)	(326,242)	(308,230)	(289,442)	(269,840)	(235,466)	(200,340)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(500,000)	474,596	(351,768)	9,883,460	9,913,170	(343,331)	(326,242)	(308,230)	(289,442)	(269,840)	(235,466)	(200,340)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(567,000)	244,261	(361,768)	498,460	528,170	(353,331)	(336,242)	(318,230)	(299,442)	(279,840)	(245,466)	(210,340)

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	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	89,000	-	-	-	160,104	148,742	148,176	-	46,429	117,485	207,183	696,626
Investments	6,155,000	6,113,637	5,822,131	3,214,673	3,214,673	3,214,673	3,214,673	712,679	712,679	712,679	712,679	712,679
Receivables	519,000	322,365	321,364	394,034	388,098	384,610	393,322	375,589	385,690	395,704	406,423	421,295
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,787,000	6,442,003	6,149,495	3,615,608	3,768,873	3,753,925	3,762,171	1,094,268	1,150,699	1,231,958	1,332,285	1,836,601
Non-Current Assets												
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	24,783,015	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	24,078,000	24,892,066	24,838,883	37,240,484	50,132,125	49,558,798	48,966,824	51,055,830	50,425,435	49,775,251	49,125,067	48,089,883
TOTAL ASSETS	30,865,000	31,334,069	30,988,378	40,856,092	53,900,997	53,312,723	52,728,995	52,150,098	51,576,134	51,007,209	50,457,352	49,926,484
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	124,000	118,472	124,549	108,803	115,539	117,952	120,426	122,962	125,561	128,225	130,956	133,705
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	247,358	259,959	273,203	287,121	301,749	317,122	333,278	350,256
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	124,000	118,472	124,549	108,803	362,896	377,911	393,629	410,083	427,310	445,347	464,234	483,962
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	2,877,642	2,617,683	2,344,480	2,057,359	1,755,610	1,438,488	1,105,210	754,954
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	2,877,642	2,617,683	2,344,480	2,057,359	1,755,610	1,438,488	1,105,210	754,954
TOTAL LIABILITIES	124,000	118,472	124,549	108,803	3,240,538	2,995,594	2,738,109	2,467,442	2,182,920	1,883,835	1,569,444	1,238,916
Net Assets	30,741,000	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908	48,687,568
EQUITY												
Retained Earnings	17,733,000	18,207,596	17,855,829	27,739,289	37,652,459	37,309,129	36,982,886	36,674,656	36,385,214	36,115,374	35,879,908	35,679,568
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	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908	48,687,568
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	30,741,000	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908	48,687,568

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	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	29,467,000	30,741,000	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908
Net Operating Result for the Year	(500,000)	474,596	(351,768)	9,883,460	9,913,170	(343,331)	(326,242)	(308,230)	(289,442)	(269,840)	(235,466)	(200,340)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	(500,000)	474,596	(351,768)	9,883,460	9,913,170	(343,331)	(326,242)	(308,230)	(289,442)	(269,840)	(235,466)	(200,340)
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	1,774,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	1,274,000	474,596	(351,768)	9,883,460	9,913,170	(343,331)	(326,242)	(308,230)	(289,442)	(269,840)	(235,466)	(200,340)
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	30,741,000	31,215,596	30,863,829	40,747,289	50,660,459	50,317,129	49,990,886	49,682,656	49,393,214	49,123,374	48,887,908	48,687,568

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				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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,076,849	942,043	793,074	860,393	881,130	903,614	926,660	950,282	974,495	999,313	1,024,282
User Charges & Fees	-	1,277,663	1,247,962	2,039,240	2,265,587	2,331,827	2,390,123	2,449,876	2,511,123	2,573,901	2,638,248	2,704,205
Investment & Interest Revenue Received	-	494,071	237,275	211,151	77,799	93,236	97,801	129,567	107,058	112,087	111,899	107,863
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(352,168)	(439,345)	(381,554)	(390,986)	(400,654)	(410,563)	(420,720)	(431,130)	(441,799)	(452,844)	(464,165)
Materials & Contracts	-	(1,370,531)	(1,636,954)	(1,533,246)	(1,568,215)	(2,154,817)	(2,207,523)	(2,261,536)	(2,316,887)	(2,373,611)	(2,432,901)	(2,493,724)
Borrowing Costs	-	-	-	-	-	(151,660)	(139,058)	(125,815)	(111,896)	(97,269)	(81,896)	(65,740)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,356,220	360,982	10,513,666	10,629,578	609,062	644,393	708,033	718,551	757,805	791,819	822,721
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	41,363	291,506	2,607,457	-	-	-	2,501,994	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,523,020)	(690,000)	(13,160,000)	(13,638,000)	(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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,445,220)	(360,982)	(10,513,666)	(13,594,474)	(373,066)	(385,000)	(583,006)	(385,000)	(385,000)	(385,000)	-
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	3,125,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	(247,358)	(259,959)	(273,203)	(287,121)	(301,749)	(317,122)	(333,278)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	3,125,000	(247,358)	(259,959)	(273,203)	(287,121)	(301,749)	(317,122)	(333,278)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(89,000)	0	0	160,104	(11,362)	(566)	(148,176)	46,429	71,056	89,697	489,444
plus: Cash & Cash Equivalents - beginning of year	-	89,000	-	0	0	160,104	148,742	148,176	-	46,429	117,485	207,183
Cash & Cash Equivalents - end of the year	89,000	-	0	0	160,104	148,742	148,176	-	46,429	117,485	207,183	696,626
Cash & Cash Equivalents - end of the year	89,000	-	0	0	160,104	148,742	148,176	-	46,429	117,485	207,183	696,626
Investments - end of the year	6,155,000	6,113,637	5,822,131	3,214,673	3,214,673	3,214,673	3,214,673	712,679	712,679	712,679	712,679	712,679
Cash, Cash Equivalents & Investments - end of the year	6,244,000	6,113,637	5,822,131	3,214,673	3,374,777	3,363,415	3,362,849	712,679	759,109	830,164	919,862	1,409,305
Representing:												
- External Restrictions	1,123,000	250,027	260,027	270,027	280,027	290,027	300,027	310,027	320,027	330,027	340,027	350,027
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	5,121,000	5,863,610	5,562,104	2,944,646	3,094,750	3,073,388	3,062,822	402,652	439,082	500,137	579,835	1,059,278
	6,244,000	6,113,637	5,822,131	3,214,673	3,374,777	3,363,415	3,362,849	712,679	759,109	830,164	919,862	1,409,305

10.4 Sewer Fund position

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - SEWER FUND												
Scenario: Including Barellan Sewer (Year1 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
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	183,556	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	4,546,269	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	32,000	26,838	41,052	51,269	57,120	64,465	59,854	69,480	78,512	95,978
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,087,000	6,400,986	2,372,541	2,061,038	2,126,256	2,669,061	3,106,131	3,171,101	2,475,555	2,545,723	2,616,810	2,697,534
Expenses from Continuing Operations												
Employee Benefits & On-Costs	339,000	347,790	363,802	374,361	383,720	393,313	403,146	413,225	423,555	434,144	444,998	456,123
Borrowing Costs	39,000	36,867	130,445	120,190	109,434	98,151	86,313	73,892	60,856	47,173	32,808	17,727
Materials & Contracts	780,000	732,451	834,159	775,575	794,965	848,839	870,000	891,811	914,106	936,959	960,383	984,393
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,493,000	1,524,629	1,805,875	1,756,911	1,784,403	1,879,778	1,909,548	1,939,722	1,970,293	2,001,252	2,032,589	2,052,643
Operating Result from Continuing Operations	594,000	4,876,357	566,665	304,127	341,853	789,283	1,196,583	1,231,378	505,262	544,471	584,221	644,891
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	594,000	4,876,357	566,665	304,127	341,853	789,283	1,196,583	1,231,378	505,262	544,471	584,221	644,891
Net Operating Result before Grants and Contributions provided for Capital Purposes	250,000	330,088	158,665	296,127	333,853	406,283	438,583	473,378	497,262	536,471	576,221	636,891

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - SEWER FUND
Scenario: Including Barellan Sewer (Year1 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	42,000	50,000	50,000	97,833	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investments	2,621,000	582,780	375,894	375,894	497,210	900,939	1,210,818	1,553,389	1,820,458	2,169,235	2,754,381	3,632,069
Receivables	178,000	154,337	170,573	170,061	178,573	186,172	193,630	201,530	206,756	216,990	227,660	241,368
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,162,000	1,110,097	919,467	966,788	1,398,783	1,810,111	2,127,448	2,477,919	2,550,212	3,109,225	3,705,041	4,596,437
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	11,146	11,013	9,452	9,686	9,928	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	26,309,820	26,832,350	26,845,565	26,499,281	26,809,805	27,209,776	27,798,981	27,927,205	27,594,229	27,249,829	26,655,428
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	17,686,000	26,320,966	26,843,363	26,855,018	26,508,967	26,619,731	27,219,947	27,809,404	27,937,886	27,605,175	27,261,046	26,666,926
TOTAL ASSETS	20,848,000	27,431,063	27,762,830	27,821,805	27,907,750	28,429,842	29,347,395	30,287,323	30,488,098	30,714,400	30,966,087	31,263,363
LIABILITIES												
Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	93,000	234,897	245,152	255,908	267,191	279,029	291,451	304,487	318,170	332,534	347,615	123,336
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,391,000	2,965,809	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,391,000	2,965,809	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
TOTAL LIABILITIES	1,484,000	3,190,706	2,955,808	2,710,656	2,454,748	2,187,557	1,908,528	1,617,077	1,312,591	994,421	661,887	314,272
Net Assets	19,364,000	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200	30,949,091
EQUITY												
Retained Earnings	13,054,000	17,930,357	18,497,022	18,801,149	19,143,002	19,932,285	21,128,867	22,360,246	22,865,508	23,409,979	23,994,200	24,639,091
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	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200	30,949,091
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	19,364,000	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200	30,949,091

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
EQUITY STATEMENT - SEWER FUND												
Scenario: Including Barellan Sewer (Year1 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	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	17,558,000	19,364,000	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200
Net Operating Result for the Year	594,000	4,876,357	566,665	304,127	341,853	789,283	1,196,583	1,231,378	505,262	544,471	584,221	644,891
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	594,000	4,876,357	566,665	304,127	341,853	789,283	1,196,583	1,231,378	505,262	544,471	584,221	644,891
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	1,212,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	1,806,000	4,876,357	566,665	304,127	341,853	789,283	1,196,583	1,231,378	505,262	544,471	584,221	644,891
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	19,364,000	24,240,357	24,807,022	25,111,149	25,453,002	26,242,285	27,438,867	28,670,246	29,175,508	29,719,979	30,304,200	30,949,091

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - SEWER FUND
Scenario: Including Barellan Sewer (Year1 4.5% then 2.5%)

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
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	183,689	190,605	193,486	198,273	203,180	208,209	213,364	218,649	224,055	229,654
Investment & Interest Revenue Received	-	133,628	33,802	26,541	36,709	47,241	54,023	61,035	59,210	63,942	72,656	87,171
Grants & Contributions	-	4,546,269	408,000	8,000	8,000	383,000	758,000	758,000	8,000	8,000	8,000	8,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(347,790)	(363,802)	(374,361)	(383,720)	(393,313)	(403,146)	(413,225)	(423,555)	(434,144)	(444,998)	(456,123)
Materials & Contracts	-	(732,451)	(834,159)	(775,575)	(794,965)	(848,839)	(870,060)	(891,811)	(914,106)	(936,959)	(960,383)	(984,393)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	5,294,595	1,028,031	792,966	829,391	1,320,920	1,738,908	1,784,021	1,071,554	1,116,948	1,167,680	1,225,303
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,038,240	206,866	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	(121,316)	(403,729)	(309,879)	(342,571)	(67,067)	(548,779)	(585,147)	(877,688)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(9,031,541)	(1,000,000)	(500,000)	(180,000)	(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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(5,993,301)	(793,134)	(500,000)	(271,316)	(1,053,729)	(1,459,879)	(1,492,571)	(767,067)	(798,779)	(835,147)	(877,688)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,800,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	1,706,706	(234,897)	(245,152)	(255,908)	(267,191)	(279,029)	(291,451)	(304,487)	(318,170)	(332,534)	(347,615)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	8,000	(0)	47,833	302,167	-	-	0	-	0	-	0
plus: Cash & Cash Equivalents - beginning of year	-	42,000	50,000	50,000	97,833	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Cash & Cash Equivalents - end of the year	42,000	50,000	50,000	97,833	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Cash & Cash Equivalents - end of the year	42,000	50,000	50,000	97,833	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Investments - end of the year	2,621,000	582,760	375,894	375,894	497,210	900,939	1,210,818	1,553,389	1,620,456	2,169,235	2,754,381	3,632,069
Cash, Cash Equivalents & Investments - end of the year	2,663,000	632,760	425,894	473,727	897,210	1,300,939	1,610,818	1,953,389	2,020,456	2,569,235	3,154,381	4,032,069
Representing:												
- External Restrictions	2,275,000	100,000	108,000	116,000	124,000	132,000	140,000	148,000	156,000	164,000	172,000	180,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	388,000	532,760	317,894	357,727	773,210	1,168,939	1,470,818	1,805,389	1,864,456	2,405,235	2,982,381	3,852,069
	2,663,000	632,760	425,894	473,727	897,210	1,300,939	1,610,818	1,953,389	2,020,456	2,569,235	3,154,381	4,032,069

10.5 Consolidated position Scenario one - Base case

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

Narrandera Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: 2024/25 - 2033/34 Base Case 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,586,000	8,936,732	9,483,982	9,563,035	9,843,461	10,195,427	10,450,884	10,712,726	10,981,114	11,256,213	11,538,189	11,824,840
User Charges & Fees	3,854,000	3,473,025	2,906,493	3,910,110	4,087,193	4,188,703	4,292,750	4,399,399	4,508,714	4,620,762	4,735,611	4,854,001
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	5,217,000	14,780,018	5,350,000	11,953,000	9,740,500	625,500	995,500	1,013,000	425,500	238,000	238,000	153,000
Interest & Investment Revenue	658,000	1,804,955	1,264,750	817,516	666,972	697,209	709,060	721,905	722,794	737,920	746,952	764,418
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	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	-	-	-	-	-	-	-	-	-	-	-	-
Total income from Continuing Operations	34,227,000	40,166,026	28,887,725	35,581,136	33,804,338	25,301,116	26,173,130	26,705,270	26,632,365	26,985,894	27,533,318	27,798,509
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,559,000	8,843,581	9,584,783	9,534,920	9,803,558	10,139,483	10,472,664	10,824,489	11,188,360	11,564,693	11,954,028	12,363,441
Borrowing Costs	64,000	57,884	148,709	135,771	123,207	262,527	237,211	210,687	182,917	154,441	124,704	93,467
Materials & Contracts	9,007,000	7,576,298	7,216,742	6,665,264	6,806,891	7,476,399	7,720,229	7,742,770	7,899,112	8,099,352	8,284,746	8,430,364
Depreciation & Amortisation	6,297,000	6,622,098	6,737,042	6,787,954	6,831,941	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	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	22,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	24,464,000	23,550,874	24,130,589	23,577,676	24,030,082	25,500,803	26,127,206	26,551,234	27,121,372	27,748,703	28,354,315	28,891,323
Operating Result from Continuing Operations:	9,763,000	16,615,152	4,757,136	12,003,459	9,774,256	(199,687)	45,924	154,036	(489,007)	(762,810)	(820,997)	(1,092,814)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,763,000	16,615,152	4,757,136	12,003,459	9,774,256	(199,687)	45,924	154,036	(489,007)	(762,810)	(820,997)	(1,092,814)
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,546,000	1,835,134	(592,864)	50,459	33,756	(825,187)	(349,576)	(858,964)	(914,507)	(1,000,810)	(1,058,997)	(1,245,814)

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: 2024/25 - 2033/34 Base Case 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,716,000	700,000	570,010	447,833	980,104	1,885,312	2,850,930	2,296,865	3,080,213	4,241,834	5,488,285	7,406,719
Investments	32,563,000	26,402,093	24,647,635	20,468,568	18,339,457	18,743,186	19,053,065	16,893,641	16,960,708	17,509,487	18,094,633	18,972,322
Receivables	2,360,000	2,000,606	1,712,514	1,709,046	1,677,781	1,707,564	1,743,186	1,749,150	1,815,881	1,825,328	1,869,121	1,985,603
Inventories	447,000	292,391	253,517	232,726	237,388	238,939	248,016	245,172	249,376	255,822	261,308	264,555
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	40,336,000	30,601,090	28,389,676	24,064,173	22,440,729	23,781,001	25,101,196	22,390,828	23,312,179	25,038,471	26,919,347	29,835,198
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,571	108,914	102,808	101,748	102,463	103,197	103,948	104,719	105,508	106,318	34,146
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	283,523,620	289,558,098	305,218,947	319,274,292	317,263,334	315,534,146	317,878,428	315,994,176	312,998,618	309,720,086	305,130,403
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	255,869,000	283,833,855	289,866,354	305,520,222	319,586,039	317,575,797	315,847,343	318,192,376	316,308,895	313,314,127	310,036,404	305,374,549
TOTAL ASSETS	296,205,000	314,434,945	318,256,030	329,584,395	342,026,769	341,356,798	340,948,539	340,583,204	339,621,074	338,352,598	336,955,751	335,209,747
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,862,000	2,156,192	2,066,778	1,986,391	2,033,504	2,068,363	2,131,076	2,152,041	2,199,206	2,255,395	2,312,227	2,359,289
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	2,260,786	1,638,466	1,282,028	1,025,217	1,026,428	1,041,484	1,059,625	1,095,932	1,089,496	1,106,469	1,087,109
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	147,000	291,482	302,769	311,684	571,140	596,739	623,263	621,381	620,205	649,941	681,178	473,878
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,118,000	7,227,419	6,589,571	6,224,258	6,336,614	6,460,880	6,627,772	6,727,594	6,872,487	7,014,575	7,119,617	6,940,019
Non-Current Liabilities												
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	2,656,613	5,210,473	4,614,021	3,991,044	3,369,949	2,750,031	2,100,375	1,419,482	945,890
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,351,000	3,856,374	3,558,171	3,248,389	5,804,151	5,209,601	4,588,526	3,969,333	3,351,317	2,703,563	2,022,670	1,549,078
TOTAL LIABILITIES	9,469,000	11,083,793	10,147,742	9,472,647	12,140,765	11,670,481	11,216,298	10,696,927	10,223,804	9,718,138	9,142,287	8,489,098
Net Assets	286,736,000	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463	326,720,650
EQUITY												
Retained Earnings	175,638,000	192,253,152	197,010,289	209,013,748	218,788,004	218,588,317	218,634,240	218,788,277	218,299,270	217,536,460	216,715,463	215,622,650
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	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463	326,720,650
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	286,736,000	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463	326,720,650

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
EQUITY STATEMENT - CONSOLIDATED
Scenario: 2024/25 - 2033/34 Base Case No Special Variation

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
							\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	247,920,000	286,736,000	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Restated opening Balance (as at 1/7)	247,920,000	286,736,000	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463
Net Operating Result for the Year	9,763,000	16,615,152	4,757,136	12,003,459	9,774,256	(199,687)	45,924	154,036	(489,007)	(762,810)	(820,997)	(1,092,814)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	9,763,000	16,615,152	4,757,136	12,003,459	9,774,256	(199,687)	45,924	154,036	(489,007)	(762,810)	(820,997)	(1,092,814)
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	29,053,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	38,816,000	16,615,152	4,757,136	12,003,459	9,774,256	(199,687)	45,924	154,036	(489,007)	(762,810)	(820,997)	(1,092,814)
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	286,736,000	303,351,152	308,108,289	320,111,748	329,886,004	329,686,317	329,732,240	329,886,277	329,397,270	328,634,460	327,813,463	326,720,650

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: 2024/25 - 2033/34 Base Case No Special Variation

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,651,000	8,905,371	9,459,650	9,556,014	9,836,582	10,187,851	10,442,417	10,704,047	10,972,219	11,247,095	11,528,843	11,815,321
User Charges & Fees	3,752,000	3,689,215	2,937,184	3,798,547	4,069,058	4,179,715	4,283,537	4,389,956	4,499,035	4,610,841	4,725,442	4,843,546
Investment & Interest Revenue Received	409,000	1,991,592	1,269,702	846,261	666,996	687,966	700,519	744,512	716,540	725,863	733,772	743,412
Grants & Contributions	19,427,000	22,754,895	13,221,501	19,518,351	17,513,254	8,734,989	9,243,713	9,393,664	8,926,897	8,892,932	9,023,363	8,836,210
Bonds & Deposits Received	30,000	-	-	-	-	-	-	-	-	-	-	-
Other	3,599,000	2,576,616	1,585,023	1,406,965	1,404,917	1,391,256	1,393,585	1,396,695	1,398,904	1,405,165	1,407,200	1,409,438
Payments:												
Employee Benefits & On-Costs	(8,679,000)	(8,646,698)	(9,486,674)	(9,468,114)	(9,724,458)	(10,057,402)	(10,389,969)	(10,741,160)	(11,104,374)	(11,480,028)	(11,930,102)	(12,341,598)
Materials & Contracts	(9,198,000)	(7,248,557)	(7,318,545)	(6,716,923)	(6,792,809)	(7,470,295)	(7,694,650)	(7,747,900)	(7,885,999)	(8,080,396)	(8,268,211)	(8,419,456)
Borrowing Costs	(47,000)	(57,884)	(148,709)	(135,771)	(123,207)	(262,527)	(237,211)	(210,687)	(182,917)	(154,441)	(124,704)	(93,467)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,162,000)	(440,893)	(437,401)	(447,366)	(458,075)	(469,052)	(480,303)	(491,836)	(503,657)	(515,773)	(528,193)	(541,385)
Net Cash provided (or used in) Operating Activities	15,782,000	23,523,657	11,081,732	18,357,954	16,392,257	6,922,501	7,261,638	7,437,291	6,836,647	6,651,257	6,567,410	6,252,021
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	27,846,000	6,160,907	1,754,458	4,179,067	2,250,427	-	-	2,501,994	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,325,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	101,000	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	-	-	-	-	4,904	2,044	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(27,846,000)	-	-	-	(121,316)	(403,729)	(309,879)	(342,571)	(67,067)	(548,779)	(585,147)	(877,688)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,175,000)	(34,711,682)	(12,985,248)	(22,721,328)	(21,320,618)	(5,325,116)	(5,661,588)	(10,018,753)	(5,728,386)	(4,511,589)	(4,086,157)	(2,775,006)
Purchase of Real Estate Assets	(774,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(73,000)	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(4,717,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,313,000)	(28,191,975)	(10,920,240)	(18,177,361)	(18,673,303)	(5,446,153)	(5,699,567)	(7,368,379)	(5,432,203)	(4,869,718)	(4,671,304)	(3,652,694)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,800,000	-	-	3,125,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(144,000)	(148,114)	(291,482)	(302,769)	(311,684)	(571,140)	(596,453)	(622,977)	(621,095)	(619,919)	(649,655)	(680,892)
Repayment of lease liabilities (principal repayments)	(5,000)	431	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(149,000)	1,652,317	(291,482)	(302,769)	2,813,316	(571,140)	(596,453)	(622,977)	(621,095)	(619,919)	(649,655)	(680,892)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,320,000	(3,016,000)	(129,990)	(122,177)	532,270	905,208	965,618	(554,065)	783,349	1,161,621	1,246,451	1,918,434
plus: Cash & Cash Equivalents - beginning of year	1,396,000	3,716,000	700,000	570,010	447,833	980,104	1,885,312	2,850,930	2,296,865	3,080,213	4,241,834	5,488,285
Cash & Cash Equivalents - end of the year	3,716,000	700,000	570,010	447,833	980,104	1,885,312	2,850,930	2,296,865	3,080,213	4,241,834	5,488,285	7,406,719
Cash & Cash Equivalents - end of the year	3,716,000	700,000	570,010	447,833	980,104	1,885,312	2,850,930	2,296,865	3,080,213	4,241,834	5,488,285	7,406,719
Investments - end of the year	32,563,000	26,402,093	24,647,635	20,468,568	18,339,457	18,743,186	19,053,065	16,893,641	16,960,708	17,509,487	18,094,633	18,972,322
Cash, Cash Equivalents & Investments - end of the year	36,279,000	27,102,093	25,217,645	20,916,401	19,319,560	20,628,497	21,903,995	19,190,506	20,040,921	21,751,321	23,582,918	26,379,040
Representing:												
- External Restrictions	19,842,000	16,368,026	14,757,937	11,119,994	10,671,835	11,471,822	12,188,612	10,287,875	10,805,951	11,831,508	12,912,729	14,500,834
- Internal Restrictions	16,092,000	9,609,028	9,324,702	9,490,853	9,647,365	10,447,044	11,138,016	10,602,414	11,469,663	12,654,454	13,984,565	14,343,037
- Unrestricted	345,000	1,125,039	1,135,006	305,555	(999,640)	(1,290,369)	(1,422,634)	(1,699,783)	(2,234,693)	(2,734,641)	(3,314,376)	(2,464,830)
	36,279,000	27,102,093	25,217,645	20,916,401	19,319,560	20,628,497	21,903,995	19,190,506	20,040,921	21,751,321	23,582,918	26,379,040

Consolidated position 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.

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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,586,000	8,936,732	10,628,254	11,839,447	12,176,787	12,587,082	12,902,332	13,225,460	13,556,666	13,896,154	14,244,128	14,596,428
User Charges & Fees	3,854,000	3,473,025	2,906,493	3,910,110	4,087,193	4,188,703	4,292,750	4,399,399	4,508,714	4,620,762	4,735,611	4,854,001
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	5,217,000	14,780,018	7,600,000	22,453,000	9,740,500	625,500	995,500	1,013,000	425,500	238,000	238,000	153,000
Interest & Investment Revenue	658,000	1,804,955	1,264,750	817,516	666,972	697,209	709,060	721,905	722,794	737,920	746,952	764,418
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	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	34,227,000	40,166,026	32,281,998	48,357,548	36,137,663	27,692,771	28,624,578	29,218,005	29,207,917	29,625,834	30,239,258	30,572,097
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,559,000	8,843,581	9,884,783	10,120,313	10,406,513	10,763,541	11,118,564	11,492,995	11,880,264	12,280,814	12,695,214	13,130,568
Borrowing Costs	64,000	57,884	148,709	188,271	331,599	468,226	440,053	410,497	379,509	347,617	314,254	279,169
Materials & Contracts	9,007,000	7,576,298	7,251,010	6,686,820	6,801,601	7,471,038	7,714,796	7,737,262	7,893,529	8,093,690	8,279,004	8,424,479
Depreciation & Amortisation	6,297,000	6,622,098	6,737,042	6,787,954	6,831,941	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	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	22,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	1,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	24,464,000	23,550,874	24,464,857	24,237,126	24,836,138	26,325,200	26,970,516	27,414,043	28,004,285	28,652,339	29,279,309	29,838,267
Operating Result from Continuing Operations	9,763,000	16,615,152	7,817,141	24,120,422	11,301,525	1,367,571	1,654,062	1,803,961	1,203,632	973,496	959,948	733,830
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	9,763,000	16,615,152	7,817,141	24,120,422	11,301,525	1,367,571	1,654,062	1,803,961	1,203,632	973,496	959,948	733,830
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,546,000	1,835,134	217,141	1,667,422	1,561,025	742,071	658,562	790,961	778,132	735,496	721,948	580,830

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 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,716,000	700,000	570,010	447,833	980,104	2,421,304	3,961,898	4,021,406	5,457,666	7,312,290	9,292,595	11,986,561
Investments	32,563,000	26,402,093	24,392,964	21,670,603	19,066,341	19,470,070	19,779,949	17,620,525	17,687,593	18,236,371	18,821,518	19,699,206
Receivables	2,360,000	2,000,606	1,864,570	2,198,390	1,852,239	1,889,314	1,931,353	1,943,983	2,017,629	2,034,247	2,085,471	2,209,660
Inventories	447,000	292,391	255,348	233,878	237,106	238,653	247,725	244,878	249,078	255,520	261,001	264,241
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	40,336,000	30,601,090	28,288,892	25,756,703	23,341,790	25,225,340	27,126,926	25,036,793	26,617,966	29,044,428	31,666,585	35,365,657
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,571	111,985	108,918	108,011	108,883	109,777	110,693	111,632	112,595	113,581	41,591
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	283,523,620	293,058,098	323,599,471	338,635,340	337,604,906	336,856,242	340,181,048	339,277,320	337,262,286	334,964,278	331,355,119
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	12,000	6,664	1,342	467	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	255,869,000	283,833,855	293,369,425	323,906,857	338,953,351	337,923,789	337,176,019	340,501,741	339,598,952	337,584,881	335,287,859	331,606,710
TOTAL ASSETS	296,205,000	314,434,945	321,658,318	349,663,560	362,295,140	363,149,129	364,302,945	365,538,533	366,216,919	366,629,309	366,954,444	366,972,367
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,862,000	2,156,192	2,132,180	2,107,043	2,152,072	2,190,193	2,256,260	2,280,672	2,331,381	2,391,214	2,451,793	2,502,695
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	2,661,000	2,260,786	1,915,347	2,574,139	1,025,217	1,026,428	1,041,484	1,059,625	1,095,932	1,089,496	1,106,469	1,087,109
Lease liabilities	5,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	147,000	291,482	302,769	355,552	617,700	646,156	675,712	677,049	679,288	712,651	747,736	544,520
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,118,000	7,227,419	6,931,854	7,680,889	6,501,742	6,632,127	6,805,405	6,911,893	7,063,746	7,213,103	7,325,740	7,154,067
Non-Current Liabilities												
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	6,102,180	8,609,481	7,963,611	7,288,185	6,611,422	5,932,421	5,220,055	4,472,605	3,928,371
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,351,000	3,856,374	3,558,171	6,693,956	9,203,159	8,559,191	7,885,667	7,210,806	6,533,707	5,823,243	5,075,793	4,531,559
TOTAL LIABILITIES	9,469,000	11,083,793	10,490,025	14,374,845	15,704,901	15,191,318	14,691,072	14,122,699	13,597,453	13,036,346	12,401,534	11,685,627
Net Assets	286,736,000	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,465	353,592,962	354,552,910	355,286,741
EQUITY												
Retained Earnings	175,638,000	192,253,152	200,070,293	224,190,715	235,492,240	236,859,811	238,513,873	240,317,834	241,521,467	242,494,962	243,454,910	244,188,741
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	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,467	353,592,962	354,552,910	355,286,741
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	286,736,000	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,467	353,592,962	354,552,910	355,286,741

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 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance (as at 1/7)	247,920,000	286,736,000	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,467	353,592,962	354,552,910
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
Revised opening Balance (as at 1/7)	247,920,000	286,736,000	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,467	353,592,962	354,552,910
Net Operating Result for the Year	9,763,000	16,615,152	7,817,141	24,120,422	11,301,525	1,367,571	1,654,062	1,803,961	1,203,632	973,496	959,948	733,830
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
Revised Net Operating Result for the Year	9,763,000	16,615,152	7,817,141	24,120,422	11,301,525	1,367,571	1,654,062	1,803,961	1,203,632	973,496	959,948	733,830
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)	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	29,053,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	38,816,000	16,615,152	7,817,141	24,120,422	11,301,525	1,367,571	1,654,062	1,803,961	1,203,632	973,496	959,948	733,830
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	286,736,000	303,351,152	311,168,293	335,288,715	346,590,240	347,957,811	349,611,873	351,415,834	352,619,467	353,592,962	354,552,910	355,286,741

Narrandera Shire Council
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
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					
	\$	\$	\$	\$	\$	\$	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,651,000	8,905,371	10,573,801	11,802,524	12,168,409	12,577,971	12,892,291	13,215,168	13,546,117	13,885,341	14,233,045	14,587,128
User Charges & Fees	3,752,000	3,689,215	2,937,184	3,798,547	4,069,058	4,179,715	4,283,537	4,389,956	4,499,035	4,610,841	4,725,442	4,843,546
Investment & Interest Revenue Received	409,000	1,991,592	1,256,866	827,547	670,246	684,329	697,847	741,685	713,559	722,726	730,475	739,952
Grants & Contributions	19,427,000	22,754,895	15,698,882	30,852,081	16,452,143	8,734,989	9,243,713	9,393,664	8,926,897	8,892,932	9,023,363	8,836,210
Bonds & Deposits Received	30,000	-	-	-	-	-	-	-	-	-	-	-
Other	3,599,000	2,576,616	1,566,980	1,340,798	1,489,118	1,391,256	1,393,585	1,396,695	1,398,904	1,405,165	1,407,200	1,409,438
Payments:												
Employee Benefits & On-Costs	(8,679,000)	(8,646,698)	(9,772,454)	(10,039,979)	(10,326,581)	(10,680,459)	(11,034,834)	(11,408,595)	(11,795,170)	(12,195,001)	(12,670,100)	(13,107,495)
Materials & Contracts	(9,198,000)	(7,248,557)	(7,348,088)	(6,740,232)	(6,791,221)	(7,464,944)	(7,689,227)	(7,742,403)	(7,880,426)	(8,074,745)	(8,262,481)	(8,413,591)
Borrowing Costs	(47,000)	(57,884)	(148,709)	(188,271)	(331,599)	(468,226)	(440,053)	(410,497)	(379,509)	(347,617)	(314,254)	(279,169)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,162,000)	(440,893)	(437,401)	(447,366)	(458,075)	(469,052)	(480,303)	(491,836)	(503,657)	(515,773)	(528,193)	(541,385)
Net Cash provided (or used in) Operating Activities	15,782,000	23,523,657	14,327,062	31,205,748	16,941,498	8,485,577	8,866,555	9,083,837	8,525,750	8,383,867	8,344,498	8,074,634
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	27,846,000	6,160,907	2,009,128	2,722,362	2,725,578	-	-	2,501,994	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,325,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	101,000	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	-	-	-	-	4,904	2,044	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(27,846,000)	-	-	-	(121,316)	(403,729)	(309,879)	(342,571)	(67,067)	(548,779)	(585,147)	(877,688)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,175,000)	(34,711,682)	(16,485,248)	(37,601,852)	(22,301,142)	(6,305,642)	(6,642,112)	(10,999,277)	(6,708,910)	(5,492,113)	(5,066,681)	(3,755,530)
Purchase of Real Estate Assets	(774,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests In Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(73,000)	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(4,717,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,313,000)	(28,191,975)	(14,165,570)	(34,514,590)	(19,178,676)	(6,426,677)	(6,680,091)	(8,348,903)	(6,412,727)	(5,850,242)	(5,651,828)	(4,633,218)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,800,000	-	3,500,000	3,125,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(144,000)	(148,114)	(291,482)	(313,334)	(355,552)	(617,700)	(645,870)	(675,426)	(676,763)	(679,002)	(712,365)	(747,450)
Repayment of lease liabilities (principal repayments)	(5,000)	431	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(149,000)	1,652,317	(291,482)	3,186,666	2,769,448	(617,700)	(645,870)	(675,426)	(676,763)	(679,002)	(712,365)	(747,450)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,320,000	(3,016,000)	(129,990)	(122,177)	532,270	1,441,200	1,540,594	59,507	1,436,260	1,854,623	1,980,305	2,693,966
plus: Cash & Cash Equivalents - beginning of year	1,396,000	3,716,000	700,000	570,010	447,833	980,104	2,421,304	3,961,898	4,021,406	5,457,666	7,312,290	9,292,595
Cash & Cash Equivalents - end of the year	3,716,000	700,000	570,010	447,833	980,104	2,421,304	3,961,898	4,021,406	5,457,666	7,312,290	9,292,595	11,986,561
Cash & Cash Equivalents - end of the year	3,716,000	700,000	570,010	447,833	980,104	2,421,304	3,961,898	4,021,406	5,457,666	7,312,290	9,292,595	11,986,561
Investments - end of the year	32,553,000	25,402,093	24,392,954	21,670,503	19,065,341	19,470,070	19,779,849	17,620,525	17,687,593	18,236,371	18,621,518	19,699,206
Cash, Cash Equivalents & Investments - end of the year	36,279,000	27,102,093	24,962,974	22,118,436	20,046,445	21,891,374	23,741,847	21,641,931	23,145,259	25,548,661	28,114,113	31,685,767
Representing:												
- External Restrictions	19,842,000	16,368,026	14,757,937	11,119,994	10,671,835	11,471,822	12,188,612	10,287,875	10,805,951	11,831,508	12,912,729	14,500,834
- Internal Restrictions	16,092,000	9,609,028	8,632,696	8,798,847	8,955,359	9,755,038	10,446,010	9,910,408	10,777,657	11,962,448	13,292,559	13,651,031
- Unrestricted	345,000	1,125,039	1,572,321	2,199,596	419,250	664,514	1,107,225	1,443,648	1,561,650	1,754,705	1,908,825	3,533,902
	36,279,000	27,102,093	24,962,974	22,118,436	20,046,445	21,891,374	23,741,847	21,641,931	23,145,259	25,548,661	28,114,113	31,685,767

10.6 All funds – Capital Projects 2024-25

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Information Services								
1	Replace Desktops/Laptops	\$ 200,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
2	Councillor iPad Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	SQL Server Software Licenses	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Councillor iPad Project	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Electronic Business Papers	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	EDMS Refresh Project	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Replacement Workgroup Printers	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Software Licencing	\$ 180,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
9	Replace Virtualising Hardware & Software	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Replace Plotter/ Scanner	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Replace Backup Hardware	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
12	Replace Firewall	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Secure Wireless Network	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Upgrade Phone System	\$ 120,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -
15	Replace Network Switches	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Website revamp	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Business Continuity Site	\$ 40,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
18	Electronic signature software	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
18	Server Backup System Replacement	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	IT Review	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
20	Integrated Software System	\$ 380,000	\$ 380,000	\$ -	\$ 122,994	\$ 257,006	\$ -	\$ -
21	GIS Imagery	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	Depot & HACC Replace network cabling	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
23	HACC & Library - Alarm & Access Control	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
24	Depot & VIC - Alarm & Access Control	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Chamber Projector Upgrade	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Replace Chambers Access Control System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Replace Chambers Network Cabling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Information Services	\$ 1,763,000	\$ 570,000	\$ 190,000	\$ 122,994	\$ 257,006	\$ -	\$ -
Pound								
28		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Pound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCTV								
29	CCTV Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Marie Bashir Park Grandstand Cameras (2)	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	CCTV for Marie Bashir Park Public Toilet Block	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	CCTV system - Main Street	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - CCTV	\$ 79,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Noxious Weeds								
33	OSR - Asset Backlog (funded by Special Variation)	\$ 1,760,000	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -
	Total - Noxious Weeds	\$ 1,760,000	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Narandera Landfill								
34	New cell	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35	Purchase new traxcavator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Greenwaste handling facility	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -
	Total - Narandera Landfill	\$ 195,000	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Stormwater								
37	Stormwater Improvement Works	\$ 300,000	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
38	Narrandera Urban Stormwater Upgrade	\$ 17,000,000	\$ 3,000,000	\$ -	\$ -	\$ 750,000	\$ 2,250,000	\$ -
39	Voluntary House Purchase Scheme	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Stormwater	\$ 17,740,000	\$ 3,030,000	\$ -	\$ -	\$ 780,000	\$ 2,250,000	\$ -
Lighting								
39		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Cemetery								
40	Narrandera Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Cemetery								
41	Barellan Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grong Grong Cemetery								
42		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Grong Grong Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library								
43	Book & Resources replacement	\$ 319,827	\$ 32,787	\$ 32,787	\$ -	\$ -	\$ -	\$ -
	Total - Library	\$ 319,827	\$ 32,787	\$ 32,787	\$ -	\$ -	\$ -	\$ -
Lake Talbot Swimming Pool Complex								
45	Replace Sump well Pump	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
45A	Replace Shade structure Material	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Additional Seating/Replace Settings	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47	Replace Kitchen at Cottage	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -
48	Renewal of Kiosk decking and hand rails	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
49	Renewal of Top Changerooms	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50	Renewal of BBQ Elements	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51	Replace Remaining Fencing (125m)	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -

No	Project	Capital Funding FY 24/25						
		Project Total	Budget	Revenue	SV	Reserve	Grant/Cont	Loan
52	Replace - Pumps	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53	Decommission and Remove service bridge and Tank	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54	Replace Filter Medium	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55	Shotcrete Treatment crib wall	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -
	Total - Lake Talbot Swimming Pool Complex	\$ 1,176,000	\$ 110,000	\$ -	\$ 25,000	\$ -	\$ 85,000	\$ -
	Barellan Swimming Pools							
56	Replace Well Pump	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57	Replace Pool blankets	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
58	Kiosk/Toilet rehabilitate & refurbish incl. glass	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59	Replacement of Pool Cleaner	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60	Safety Signage & Pool Marking	\$ 17,000	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ -	\$ -
61	Construction of additional BBQ Shelter	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62	Replace Café Furniture	\$ 9,000	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -
63	Install irrigation System	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
64	Renewal of Shaded Seating	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
65	Replace Dosing unit / Filter Medium	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
66	Replacement of Ride on Mower	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
67	Replace Marine Carpet	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Swimming Pools	\$ 763,500	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
		\$ 1,939,500	\$ 120,000	\$ 10,000	\$ 25,000	\$ -	\$ 85,000	\$ -
	Narrandera Sportsground							
68	Hot mixing/ sealing spectator walkways	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
69	External fence replacement	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70	Building upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Irrigation system for trees	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Sportsground	\$ 145,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
	Outdoor courts							
72	Narrandera Tennis Club Upgrade - Stage 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Outdoor courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Barellan Sports Ground							
73	Lighting Upgrades Eastern	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74	Storm water drainage works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75	AFL Goal post installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Sports Ground	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Henry Mathieson Oval							
76	Irrigation Dog Park CRIF2023/24	\$ 40,000	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -
	Total - Henry Mathieson Oval	\$ 40,000	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -
	Narrandera Park Oval							
77	Resurface (couch)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Total - Narrandera Park Oval		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 185,000	\$ 90,000	\$ -	\$ 40,000	\$ -	\$ 50,000	\$ -
Marie Bashir Park								
78	Paths & Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
79	Garden bed new	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
80	Up Lighting	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
81	Furniture	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
82	Tree Audit - T/ferred to Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Marie Bashir Park		\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Parks								
83	Adventure playground upgrades - Infants area	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
84	Remote Signage	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
85	Narrandera Playgrounds Upgrades	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Parks		\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Parks								
86	Playground Upgrades	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
87	BBQ replacement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
88	Park Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89	Irrigation System for Main Street trees	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
90	Barellan Main Street Planter Boxes	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 10,000	\$ 30,000	\$ -
91	Replace Barellan Main street BBQ shelter	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Barellan Parks		\$ 70,000	\$ 45,000	\$ 5,000	\$ -	\$ 10,000	\$ 30,000	\$ -
Grong Grong General Parks								
92	Grong Grong Park - Furniture	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Grong Grong General Parks		\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Memorial Park & Other Areas								
93	Lighting/uplighting memorials & trees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
94	Larmer St - Irrigation, driveways, curb etc.	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ 25,000	\$ 155,000	\$ -
95	Ndra Memorial Park Fountain Maintenance	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Memorial Park & Other Areas		\$ 230,000	\$ 180,000	\$ -	\$ -	\$ 25,000	\$ 155,000	\$ -
Brewery Flats								
96		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Brewery Flats		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 455,000	\$ 225,000	\$ 5,000	\$ -	\$ 35,000	\$ 185,000	\$ -
Lake Talbot Recreation area								
97	Irrigation systems (where Possible)	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
98	LT Deepening Works	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
99	Lake Talbot accesibility project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lake Talbot Recreation area	\$ 2,215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Boating							
100	Pontoon x 3	\$ 30,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ 20,000	\$ -
	Total - Boating	\$ 30,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ 20,000	\$ -
		\$ 2,245,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ 20,000	\$ -
	Narrandera Stadium							
101	Stadium Lighting Replacement	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
102	Stadium & Sportsground Master plan	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
	Total - Narrandera Stadium	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ 30,000	\$ 5,000	\$ -
	Urban Roads							
103	Urban Roads Construction	\$ 1,535,998	\$ 140,106	\$ 140,106	\$ -	\$ -	\$ -	\$ -
104	Urban Roads Construction - Laneways	\$ 478,426	\$ 43,640	\$ 43,640	\$ -	\$ -	\$ -	\$ -
105	Urban Reseals	\$ 1,857,390	\$ 169,422	\$ 169,422	\$ -	\$ -	\$ -	\$ -
106	Urban Pavement Rehabilitation	\$ 1,548,589	\$ 141,255	\$ 141,255	\$ -	\$ -	\$ -	\$ -
107	Urban K&G Replacement	\$ 184,241	\$ 16,806	\$ 16,806	\$ -	\$ -	\$ -	\$ -
108	Urban Footpath Replacement	\$ 122,827	\$ 11,204	\$ 11,204	\$ -	\$ -	\$ -	\$ -
	Total - Urban Roads	\$ 5,727,471	\$ 522,431	\$ 522,431	\$ -	\$ -	\$ -	\$ -
	Rural Local Roads							
109	Rural Sealed Roads Construction -	\$ 2,640,521	\$ 241,150	\$ 241,150	\$ -	\$ -	\$ -	\$ -
110	Asset Backlog (funded by Special Variation)	\$ 3,424,716	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
111	Rural Roads Reseals	\$ 2,244,932	\$ 205,022	\$ 205,022	\$ -	\$ -	\$ -	\$ -
	Total - Rural Local Roads	\$ 8,310,169	\$ 446,171	\$ 446,171	\$ -	\$ -	\$ -	\$ -
	Rural Unsealed Roads							
111 A	Roads Resheeting (Unsealed rural roads resheeting)	\$ 3,700,174	\$ 337,924	\$ 337,924	\$ -	\$ -	\$ -	\$ -
	Total - Rural Unsealed Roads	\$ 3,700,174	\$ 337,924	\$ 337,924	\$ -	\$ -	\$ -	\$ -
	Regional Roads							
112	Regional Roads Capital Works (Block grant)	\$ 2,678,400	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
113	Repair Grant (with 50% Block Grant contribution)	\$ 1,039,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Regional Roads	\$ 3,717,600	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
	Roads to Recovery							
114	Roads to Recovery RTR	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	Total - Roads to Recovery	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	Bridges							
115		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Bridges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Ancillary Roadworks								
116	Get NSW Active- Cycling	\$ 1,527,000	\$ 627,000	\$ 70,000	\$ -	\$ -	\$ 557,000	\$ -
117	Get NSW Active - Walking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Ancillary Roadworks	\$ 1,527,000	\$ 627,000	\$ 70,000	\$ -	\$ -	\$ 557,000	\$ -
Regional Emergency Road Repair Fund								
117A	Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
	Total - Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
		\$ 37,156,034	\$ 4,687,289	\$ 2,730,289	\$ -	\$ 1,400,000	\$ 557,000	\$ -
Economic Development / Real Estate								
118	Red Hill Industrial Expansion - Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119	Red Hill Industrial Expansion - Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
120	Red Hill Industrial Expansion	\$ 3,970,000	\$ 3,970,000	\$ -	\$ -	\$ 220,000	\$ 3,750,000	\$ -
	Total - Economic Development / Real Estate	\$ 3,970,000	\$ 3,970,000	\$ -	\$ -	\$ 220,000	\$ 3,750,000	\$ -
Industrial Promotion								
121	Gateway/Entrance signs	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Industrial Promotion	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Visitor Services								
123		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Visitor Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 4,010,000	\$ 3,970,000	\$ -	\$ -	\$ 220,000	\$ 3,750,000	\$ -
Lake Talbot Tourist Park								
124	Renewal - Reseal Driveways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lake Talbot Tourist Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant								
125	Light Vehicles	\$ 2,296,669	\$ 213,375	\$ -	\$ -	\$ 213,375	\$ -	\$ -
126	Trucks & Trailers	\$ 3,132,200	\$ 93,000	\$ -	\$ -	\$ 93,000	\$ -	\$ -
127	Heavy Plant Purchases	\$ 3,413,883	\$ 766,470	\$ -	\$ -	\$ 766,470	\$ -	\$ -
128	Other Plant Capital	\$ 140,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
	Total - Plant	\$ 8,982,752	\$ 1,092,845	\$ -	\$ -	\$ 1,092,845	\$ -	\$ -
Other Council buildings								
129	Building renewal & upgrades in portfolio	\$ 1,485,893	\$ 152,327	\$ 152,327	\$ -	\$ -	\$ -	\$ -
129 A	Asset Backlog (funded by Special Variation)	\$ 4,000,000	\$ 400,000	\$ 25,000	\$ 375,000	\$ -	\$ -	\$ -
130	Parkside Museum - Outdoor Space Upgrade	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -
131	GG Sportsground - Toilet / Shower Fitout	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
	Total - Other Council buildings	\$ 5,560,893	\$ 627,327	\$ 202,327	\$ 375,000	\$ -	\$ 50,000	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Emergency Operations Centre								
132	Irrigation System Rear of Building	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Emergency Operations Centre		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Quarry Communications Tower								
133	Static Line Replacement & Structural Inspection	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Quarry Communications Tower		\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 5,610,893	\$ 627,327	\$ 202,327	\$ 375,000	\$ -	\$ 50,000	\$ -
Aerodrome								
134	Runway, taxi, apron remarking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
135	Airport Terminal painting , Blinds and improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
136	Replace Wind Socks	\$ 50,000	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -
137	Reseal of existing carpark	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
138	Landscaping of carpark area	\$ 12,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
139	Renewal of current CCTV operations	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
140	Airside beautification and signage	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141	Remedial works associated with runway reseal	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141A	Amenity building for SES	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
142	Runway 14/32, Taxiway and Apron reseal	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Aerodrome		\$ 607,500	\$ 100,000	\$ 25,000	\$ -	\$ 25,000	\$ 50,000	\$ -
Water								
143	Water Main Replacements	\$ 2,700,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -
143A	Main Pump Overhaul and Maintenance	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -
144	Hydrant and Valve replacements	\$ 585,000	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
145	Services Replacements	\$ 180,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
146	WTP filter/Upgrade - incl. energy efficiency	\$ 25,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
147	Bore 3 replacement	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
148	Water Meter Replacements	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
149	Dalgetty Low Level Reservoir Replacement	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150	Rising Main Renewal	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
151	SCADA online analysers	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -
152	Back power inputs for pump stations	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -
153	Automatic hydrant flushing	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -
Total - Water		\$ 32,495,000	\$ 690,000	\$ -	\$ -	\$ 690,000	\$ -	\$ -
Sewer								
151	Sewer Main Relines	\$ 1,450,000	\$ 350,000	\$ 182,500	\$ -	\$ 167,500	\$ -	\$ -
152	Manhole Replacements	\$ 900,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
153	SPS1 Replacement	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
154	Barellan Sewer (start 2023-24)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
155	Primary Filter (start 2024-25)	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -
156	Narrandera West (start 2027-28)	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
157	SCADA online analysers (start 2024-25)	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 24/25					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
158	Backup power inputs for pump stations (start 2024-25)	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
	Total - Sewer	\$ 5,800,000	\$ 1,000,000	\$ 432,500	\$ -	\$ 167,500	\$ 400,000	\$ -
	GRAND TOTAL	\$ 121,383,506	\$ 16,510,248	\$ 3,637,903	\$ 622,994	\$ 4,847,351	\$ 7,402,000	\$ -
	General Fund	\$ 83,088,506	\$ 14,820,248	\$ 3,205,403	\$ 622,994	\$ 3,989,851	\$ 7,002,000	\$ -
	Water	\$ 32,495,000	\$ 690,000	\$ -	\$ -	\$ 690,000	\$ -	\$ -
	Sewer	\$ 5,800,000	\$ 1,000,000	\$ 432,500	\$ -	\$ 167,500	\$ 400,000	\$ -
	Total	\$ 121,383,506	\$ 16,510,248	\$ 3,637,903	\$ 622,994	\$ 4,847,351	\$ 7,402,000	\$ -

All funds – Capital Projects 2025-26

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Information Services								
1	Replace Desktops/Laptops	\$ 200,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
2	Councillor iPad Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	SQL Server Software Licenses	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Councillor iPad Project	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Electronic Business Papers	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	EDMS Refresh Project	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Replacement Workgroup Printers	\$ 8,000	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -
8	Software Licencing	\$ 180,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
9	Replace Virtualising Hardware & Software	\$ 160,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -
10	Replace Plotter/ Scanner	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Replace Backup Hardware	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Replace Firewall	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Secure Wireless Network	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Upgrade Phone System	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Replace Network Switches	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Website revamp	\$ 80,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
17	Business Continuity Site	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Electronic signature software	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Server Backup System Replacement	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	IT Review	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Integrated Software System	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	GIS Imagery	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	Depot & HACC Replace network cabling	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	HACC & Library - Alarm & Access Control	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Depot & VIC - Alarm & Access Control	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
25	Chamber Projector Upgrade	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Replace Chambers Access Control System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Replace Chambers Network Cabling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Information Services		\$ 1,763,000	\$ 162,000	\$ 162,000	\$ -	\$ -	\$ -	\$ -
Pound								
28		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Pound		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCTV								
29	CCTV Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Marie Bashir Park Grandstand Cameras (2)	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	CCTV for Marie Bashir Park Public Toilet Block	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	CCTV system - Main Street	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - CCTV		\$ 79,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Noxious Weeds								
33	OSR - Asset Backlog (funded by Special Variation)	\$ 1,760,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Total - Noxious Weeds		\$ 1,760,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Narandera Landfill								
34	New cell	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000	\$ -
35	Purchase new traxcavator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Greenwaste handling facility	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narandera Landfill	\$ 195,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000	\$ -
Stormwater								
37	Stormwater Improvement Works	\$ 300,000	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
38	Narrandera Urban Stormwater Upgrade	\$ 17,000,000	\$ 14,000,000	\$ -	\$ -	\$ -	\$ 10,500,000	\$ 3,500,000
39	Voluntary House Purchase Scheme	\$ 440,000	\$ 220,000	\$ -	\$ -	\$ 35,000	\$ 185,000	\$ -
	Total - Stormwater	\$ 17,740,000	\$ 14,250,000	\$ -	\$ -	\$ 65,000	\$ 10,685,000	\$ 3,500,000
Lighting								
39		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Cemetery								
40	Narrandera Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Cemetery								
41	Barellan Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grong Grong Cemetery								
42		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Grong Grong Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library								
43	Book & Resources replacement	\$ 319,827	\$ 33,443	\$ 33,443	\$ -	\$ -	\$ -	\$ -
	Total - Library	\$ 319,827	\$ 33,443	\$ 33,443	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Lake Talbot Swimming Pool Complex								
45	Replace Sump well Pump	\$ 17,000	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -
45A	Replace Shade structure Material	\$ 45,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
46	Additional Seating/Replace Settings	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47	Replace Kitchen at Cottage	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	Renewal of Kiosk decking and hand rails	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -
49	Renewal of Top Changerooms	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50	Renewal of BBQ Elements	\$ 24,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -
51	Replace Remaining Fencing (125m)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52	Replace - Pumps	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53	Decommission and Remove service bridge and Tank	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54	Replace Filter Medium	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
55	Shotcrete Treatment crib wall	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Lake Talbot Swimming Pool Complex		\$ 1,176,000	\$ 136,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -
Barellan Swimming Pools								
56	Replace Well Pump	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57	Replace Pool blankets	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
58	Kiosk/Toilet rehabilitate & refurbish incl. glass	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59	Replacement of Pool Cleaner	\$ 32,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
60	Safety Signage & Pool Marking	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61	Construction of additional BBQ Shelter	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000	\$ -
62	Replace Café Furniture	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
63	Install irrigation System	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -
64	Renewal of Shaded Seating	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
65	Replace Dosing unit / Filter Medium	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
66	Replacement of Ride on Mower	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
67	Replace Marine Carpet	\$ 25,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Total - Barellan Swimming Pools		\$ 763,500	\$ 155,000	\$ 110,000	\$ -	\$ -	\$ 45,000	\$ -
		\$ 1,939,500	\$ 291,000	\$ 246,000	\$ -	\$ -	\$ 45,000	\$ -
Narrandera Sportsground								
68	Hot mixing/ sealing spectator walkways	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
69	External fence replacement	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -
70	Building upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Irrigation system for trees	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Sportsground		\$ 145,000	\$ 95,000	\$ 15,000	\$ -	\$ -	\$ 80,000	\$ -
Outdoor courts								
72	Narrandera Tennis Club Upgrade - Stage 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Outdoor courts		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Sports Ground								

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
73	Lighting Upgrades Eastern	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74	Storm water drainage works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75	AFL Goal post installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Sports Ground	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Henry Mathieson Oval</i>							
76	Irrigation Dog Park CRIF2023/24	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Henry Mathieson Oval	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Narrandera Park Oval</i>							
77	Resurface (couch)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Park Oval	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 185,000	\$ 95,000	\$ 15,000	\$ -	\$ -	\$ 80,000	\$ -
	<i>Marie Bashir Park</i>							
78	Paths & Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
79	Garden bed new	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
80	Up Lighting	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -
81	Furniture	\$ 25,000	\$ 25,000	\$ 5,000	\$ -	\$ -	\$ 20,000	\$ -
82	Tree Audit - T/ferred to Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Marie Bashir Park	\$ 45,000	\$ 45,000	\$ 5,000	\$ -	\$ -	\$ 40,000	\$ -
	<i>Narrandera Parks</i>							
83	Adventure playground upgrades - Infants area	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -
84	Remote Signage	\$ 60,000	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -
85	Narrandera Playgrounds Upgrades	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -
	Total - Narrandera Parks	\$ 105,000	\$ 52,500	\$ 7,500	\$ -	\$ -	\$ 45,000	\$ -
	<i>Barellan Parks</i>							
86	Playground Upgrades	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
87	BBQ replacement	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
88	Park Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89	Irrigation System for Main Street trees	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -
90	Barellan Main Street Planter Boxes	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
91	Replace Barellan Main street BBQ shelter	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Parks	\$ 70,000	\$ 25,000	\$ 5,000	\$ -	\$ -	\$ 20,000	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Grong Grong General Parks								
92	Grong Grong Park - Furniture	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Total - Grong Grong General Parks		\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Narrandera Memorial Park & Other Areas								
93	Lighting/uplighting memorials & trees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
94	Larmer St - Irrigation, driveways, curb etc.	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
95	Ndra Memorial Park Fountain Maintenance	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Memorial Park & Other Areas		\$ 230,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Brewery Flats								
96		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Brewery Flats		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 455,000	\$ 177,500	\$ 72,500	\$ -	\$ -	\$ 105,000	\$ -
Lake Talbot Recreation area								
97	Irrigation systems (where Possible)	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
98	LT Deepening Works	\$ 2,200,000	\$ 2,200,000	\$ 200,000	\$ -	\$ -	\$ 2,000,000	\$ -
99	Lake Talbot accesibility project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Lake Talbot Recreation area		\$ 2,215,000	\$ 2,215,000	\$ 215,000	\$ -	\$ -	\$ 2,000,000	\$ -
Boating								
100	Pontoon x 3	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Boating		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,245,000	\$ 2,215,000	\$ 215,000	\$ -	\$ -	\$ 2,000,000	\$ -
Narrandera Stadium								
101	Stadium Lighting Replacement	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
102	Stadium & Sportsground Master plan	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Stadium		\$ 40,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Urban Roads								
103	Urban Roads Construction	\$ 1,535,998	\$ 142,908	\$ 142,908	\$ -	\$ -	\$ -	\$ -
104	Urban Roads Construction - Laneways	\$ 478,426	\$ 44,512	\$ 44,512	\$ -	\$ -	\$ -	\$ -
105	Urban Reseals	\$ 1,857,390	\$ 172,810	\$ 172,810	\$ -	\$ -	\$ -	\$ -
106	Urban Pavement Rehabilitation	\$ 1,548,589	\$ 144,080	\$ 144,080	\$ -	\$ -	\$ -	\$ -
107	Urban K&G Replacement	\$ 184,241	\$ 17,142	\$ 17,142	\$ -	\$ -	\$ -	\$ -
108	Urban Footpath Replacement	\$ 122,827	\$ 11,428	\$ 11,428	\$ -	\$ -	\$ -	\$ -
Total - Urban Roads		\$ 5,727,471	\$ 532,880	\$ 532,880	\$ -	\$ -	\$ -	\$ -
Rural Local Roads								
109	Rural Sealed Roads Construction -	\$ 2,640,521	\$ 245,973	\$ 245,973	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
110	Asset Backlog (funded by Special Variation)	\$ 3,424,716	\$ 380,524	\$ -	\$ 380,524	\$ -	\$ -	\$ -
111	Rural Roads Reseals	\$ 2,244,932	\$ 209,122	\$ 209,122	\$ -	\$ -	\$ -	\$ -
	Total - Rural Local Roads	\$ 8,310,169	\$ 835,619	\$ 455,095	\$ 380,524	\$ -	\$ -	\$ -
	<i>Rural Unsealed Roads</i>							
111 A	Roads Resheeting (Unsealed rural roads resheeting)	\$ 3,700,174	\$ 344,682	\$ 344,682	\$ -	\$ -	\$ -	\$ -
	Total - Rural Unsealed Roads	\$ 3,700,174	\$ 344,682	\$ 344,682	\$ -	\$ -	\$ -	\$ -
	<i>Regional Roads</i>							
112	Regional Roads Capital Works (Block grant)	\$ 2,678,400	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
113	Repair Grant (with 50% Block Grant contribution)	\$ 1,039,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Regional Roads	\$ 3,717,600	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
	<i>Roads to Recovery</i>							
114	Roads to Recovery RTR	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	Total - Roads to Recovery	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	<i>Bridges</i>							
115		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Bridges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Ancillary Roadworks</i>							
116	Get NSW Active- Cycling	\$ 1,527,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
117	Get NSW Active - Walking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Ancillary Roadworks	\$ 1,527,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
	<i>Regional Emergency Road Repair Fund</i>							
117A	Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
	Total - Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
		\$ 37,156,034	\$ 4,566,943	\$ 2,736,419	\$ -	\$ 1,400,000	\$ 50,000	\$ -
	<i>Economic Development / Real Estate</i>							
118	Red Hill Industrial Expansion - Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119	Red Hill Industrial Expansion - Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
120	Red Hill Industrial Expansion	\$ 3,970,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Economic Development / Real Estate	\$ 3,970,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Industrial Promotion</i>							
121	Gateway/Entrance signs	\$ 40,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
	Total - Industrial Promotion	\$ 40,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Visitor Services								
123		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Visitor Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 4,010,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Lake Talbot Tourist Park								
124	Renewal - Reseal Driveways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lake Talbot Tourist Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant								
125	Light Vehicles	\$ 2,296,669	\$ 120,593	\$ -	\$ -	\$ 120,593	\$ -	\$ -
126	Trucks & Trailers	\$ 3,132,200	\$ 850,000	\$ -	\$ -	\$ 850,000	\$ -	\$ -
127	Heavy Plant Purchases	\$ 3,413,883	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -
128	Other Plant Capital	\$ 140,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
	Total - Plant	\$ 8,982,752	\$ 1,390,593	\$ -	\$ -	\$ 1,390,593	\$ -	\$ -
Other Council buildings								
129	Building renewal & upgrades in portfolio	\$ 1,485,893	\$ 155,374	\$ 155,374	\$ -	\$ -	\$ -	\$ -
129 A	Asset Backlog (funded by Special Variation)	\$ 4,000,000	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ -	\$ -
130	Parkside Museum - Outdoor Space Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
131	GG Stortsground - Toilet / Shower Fitout	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Other Council buildings	\$ 5,560,893	\$ 555,374	\$ 155,374	\$ 400,000	\$ -	\$ -	\$ -
Emergency Operations Centre								
132	Irrigation System Rear of Building	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
	Total - Emergency Operations Centre	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Quarry Communications Tower								
133	Static Line Replacement & Structural Inspection	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Quarry Communications Tower	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 5,610,893	\$ 570,374	\$ 170,374	\$ 400,000	\$ -	\$ -	\$ -
Aerodrome								
134	Runway, taxi, apron remarking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
135	Airport Terminal painting , Blinds and improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
136	Replace Wind Socks	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
137	Reseal of existing carpark	\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -
138	Landscaping of carpark area	\$ 12,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
139	Renewal of current CCTV operations	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
140	Airside beautification and signage	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141	Remedial works associated with runway reseal	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141A	Amenity building for SES	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
142	Runway 14/32, Taxiway and Apron reseal	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Aerodrome	\$ 607,500	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -

No	Project	Project Total	Capital Funding FY 25/26					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Water								
143	Water Main Replacements	\$ 2,700,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -
143A	Main Pump Overhaul and Maintenance	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
144	Hydrant and Valve replacements	\$ 585,000	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
145	Services Replacements	\$ 180,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
146	WTP filter/Upgrade - incl. energy efficiency	\$ 25,000,000	\$ 12,500,000	\$ -	\$ -	\$ 3,125,000	\$ 9,375,000	\$ -
147	Bore 3 replacement	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
148	Water Meter Replacements	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ 275,000	\$ -	\$ -
149	Dalgetty Low Level Reservoir Replacement	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150	Rising Main Renewal	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
151	SCADA online analysers	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
152	Back power inputs for pump stations	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
153	Automatic hydrant flushing	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Water		\$ 32,495,000	\$ 13,160,000	\$ -	\$ -	\$ 3,785,000	\$ 9,375,000	\$ -
Sewer								
151	Sewer Main Relines	\$ 1,450,000	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
152	Manhole Replacements	\$ 900,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
153	SPS1 Replacement	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
154	Barellan Sewer (start 2023-24)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
155	Primary Filter (start 2024-25)	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
156	Narrandera West (start 2027-28)	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
157	SCADA online analysers (start 2024-25)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
158	Backup power inputs for pump stations (start 2024-25)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Sewer		\$ 5,800,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL		\$ 121,383,506	\$ 37,601,853	\$ 4,175,736	\$ 880,524	\$ 6,640,593	\$ 22,405,000	\$ 3,500,000
	General Fund	\$ 83,088,506	\$ 23,941,853	\$ 3,675,736	\$ 880,524	\$ 2,855,593	\$ 13,030,000	\$ 3,500,000
	Water	\$ 32,495,000	\$ 13,160,000	\$ -	\$ -	\$ 3,785,000	\$ 9,375,000	\$ -
	Sewer	\$ 5,800,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
	Total	\$ 121,383,506	\$ 37,601,853	\$ 4,175,736	\$ 880,524	\$ 6,640,593	\$ 22,405,000	\$ 3,500,000

All funds – Capital Projects 2026-27

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Information Services								
1	Replace Desktops/Laptops	\$ 200,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -
2	Councillor iPad Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	SQL Server Software Licenses	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Councillor iPad Project	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Electronic Business Papers	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
6	EDMS Refresh Project	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Replacement Workgroup Printers	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Software Licencing	\$ 180,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
9	Replace Virtualising Hardware & Software	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Replace Plotter/ Scanner	\$ 20,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
11	Replace Backup Hardware	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Replace Firewall	\$ 70,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -
13	Secure Wireless Network	\$ 30,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
14	Upgrade Phone System	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Replace Network Switches	\$ 60,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -
16	Website revamp	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Business Continuity Site	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Electronic signature software	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Server Backup System Replacement	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	IT Review	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Integrated Software System	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	GIS Imagery	\$ 20,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
22	Depot & HACC Replace network cabling	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	HACC & Library - Alarm & Access Control	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Depot & VIC - Alarm & Access Control	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Chamber Projector Upgrade	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Replace Chambers Access Control System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Replace Chambers Network Cabling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Information Services		\$ 1,763,000	\$ 155,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -
Pound								
28		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Pound		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCTV								
29	CCTV Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Marie Bashir Park Grandstand Cameras (2)	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	CCTV for Marie Bashir Park Public Toilet Block	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	CCTV system - Main Street	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Total - CCTV		\$ 79,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Noxious Weeds								
33	OSR - Asset Backlog (funded by Special Variation)	\$ 1,760,000	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Total - Noxious Weeds		\$ 1,760,000	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Narandera Landfill								
34	New cell	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35	Purchase new traxcavator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Greenwaste handling facility	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narandera Landfill	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater								
37	Stormwater Improvement Works	\$ 300,000	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -
38	Narrandera Urban Stormwater Upgrade	\$ 17,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39	Voluntary House Purchase Scheme	\$ 440,000	\$ 220,000	\$ -	\$ -	\$ 35,000	\$ 185,000	\$ -
	Total - Stormwater	\$ 17,740,000	\$ 250,000	\$ -	\$ -	\$ 65,000	\$ 185,000	\$ -
Lighting								
39		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Cemetery								
40	Narrandera Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Cemetery								
41	Barellan Cemetery- Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grong Grong Cemetery								
42		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Grong Grong Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library								
43	Book & Resources replacement	\$ 319,827	\$ 34,112	\$ 34,112	\$ -	\$ -	\$ -	\$ -
	Total - Library	\$ 319,827	\$ 34,112	\$ 34,112	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Lake Talbot Swimming Pool Complex								
45	Replace Sump well Pump	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
45A	Replace Shade structure Material	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Additional Seating/Replace Settings	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -
47	Replace Kitchen at Cottage	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	Renewal of Kiosk decking and hand rails	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
49	Renewal of Top Changerooms	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ -
50	Renewal of BBQ Elements	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51	Replace Remaining Fencing (125m)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52	Replace - Pumps	\$ 110,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
53	Decommission and Remove service bridge and Tank	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54	Replace Filter Medium	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55	Shotcrete Treatment crib wall	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Lake Talbot Swimming Pool Complex		\$ 1,176,000	\$ 565,000	\$ 50,000	\$ -	\$ -	\$ 515,000	\$ -
Barellan Swimming Pools								
56	Replace Well Pump	\$ 6,500	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -
57	Replace Pool blankets	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
58	Kiosk/Toilet rehabilitate & refurbish incl. glass	\$ 480,000	\$ 450,000	\$ 50,000	\$ -	\$ -	\$ 400,000	\$ -
59	Replacement of Pool Cleaner	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60	Safety Signage & Pool Marking	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61	Construction of additional BBQ Shelter	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62	Replace Café Furniture	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
63	Install irrigation System	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
64	Renewal of Shaded Seating	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
65	Replace Dosing unit / Filter Medium	\$ 52,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
66	Replacement of Ride on Mower	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
67	Replace Marine Carpet	\$ 25,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Total - Barellan Swimming Pools		\$ 763,500	\$ 478,000	\$ 78,000	\$ -	\$ -	\$ 400,000	\$ -
		\$ 1,939,500	\$ 1,043,000	\$ 128,000	\$ -	\$ -	\$ 915,000	\$ -
Narrandera Sportsground								
68	Hot mixing/ sealing spectator walkways	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
69	External fence replacement	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70	Building upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Irrigation system for trees	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Narrandera Sportsground		\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outdoor courts								
72	Narrandera Tennis Club Upgrade - Stage 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Outdoor courts		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Barellan Sports Ground								

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
73	Lighting Upgrades Eastern	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74	Storm water drainage works	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75	AFL Goal post installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Sports Ground	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Henry Mathieson Oval</i>							
76	Irrigation Dog Park CRIF2023/24	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Henry Mathieson Oval	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Narrandera Park Oval</i>							
77	Resurface (couch)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Park Oval	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Marie Bashir Park</i>							
78	Paths & Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
79	Garden bed new	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
80	Up Lighting	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
81	Furniture	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
82	Tree Audit - T/ferred to Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Marie Bashir Park	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Narrandera Parks</i>							
83	Adventure playground upgrades - Infants area	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
84	Remote Signage	\$ 60,000	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -
85	Narrandera Playgrounds Upgrades	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Parks	\$ 105,000	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -
	<i>Barellan Parks</i>							
86	Playground Upgrades	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
87	BBQ replacement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
88	Park Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89	Irrigation System for Main Street trees	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
90	Barellan Main Street Planter Boxes	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
91	Replace Barellan Main street BBQ shelter	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Barellan Parks	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Grong Grong General Parks								
92	Grong Grong Park - Furniture	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Grong Grong General Parks	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Memorial Park & Other Areas								
93	Lighting/uplighting memorials & trees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
94	Larmer St - Irrigation, driveways, curb etc.	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
95	Ndra Memorial Park Fountain Maintenance	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Memorial Park & Other Areas	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Brewery Flats								
96		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Brewery Flats	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 455,000	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -
Lake Talbot Recreation area								
97	Irrigation systems (where Possible)	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
98	LT Deepening Works	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
99	Lake Talbot accesibility project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Lake Talbot Recreation area	\$ 2,215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Boating								
100	Pontoon x 3	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Boating	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,245,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Narrandera Stadium								
101	Stadium Lighting Replacement	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
102	Stadium & Sportsground Master plan	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Narrandera Stadium	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Urban Roads								
103	Urban Roads Construction	\$ 1,535,998	\$ 145,766	\$ 145,766	\$ -	\$ -	\$ -	\$ -
104	Urban Roads Construction - Laneways	\$ 478,426	\$ 45,403	\$ 45,403	\$ -	\$ -	\$ -	\$ -
105	Urban Reseals	\$ 1,857,390	\$ 176,266	\$ 176,266	\$ -	\$ -	\$ -	\$ -
106	Urban Pavement Rehabilitation	\$ 1,548,589	\$ 146,961	\$ 146,961	\$ -	\$ -	\$ -	\$ -
107	Urban K&G Replacement	\$ 184,241	\$ 17,484	\$ 17,484	\$ -	\$ -	\$ -	\$ -
108	Urban Footpath Replacement	\$ 122,827	\$ 11,656	\$ 11,656	\$ -	\$ -	\$ -	\$ -
	Total - Urban Roads	\$ 5,727,471	\$ 543,538	\$ 543,538	\$ -	\$ -	\$ -	\$ -
Rural Local Roads								
109	Rural Sealed Roads Construction -	\$ 2,640,521	\$ 250,892	\$ 250,892	\$ -	\$ -	\$ -	\$ -

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
110	Asset Backlog (funded by Special Variation)	\$ 3,424,716	\$ 380,524	\$ -	\$ 380,524	\$ -	\$ -	\$ -
111	Rural Roads Reseals	\$ 2,244,932	\$ 213,305	\$ 213,305	\$ -	\$ -	\$ -	\$ -
	Total - Rural Local Roads	\$ 8,310,169	\$ 844,721	\$ 464,197	\$ 380,524	\$ -	\$ -	\$ -
	<i>Rural Unsealed Roads</i>							
111 A	Roads Resheeting (Unsealed rural roads resheeting)	\$ 3,700,174	\$ 351,576	\$ 351,576	\$ -	\$ -	\$ -	\$ -
	Total - Rural Unsealed Roads	\$ 3,700,174	\$ 351,576	\$ 351,576	\$ -	\$ -	\$ -	\$ -
	<i>Regional Roads</i>							
112	Regional Roads Capital Works (Block grant)	\$ 2,678,400	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
113	Repair Grant (with 50% Block Grant contribution)	\$ 1,039,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Regional Roads	\$ 3,717,600	\$ 356,400	\$ 356,400	\$ -	\$ -	\$ -	\$ -
	<i>Roads to Recovery</i>							
114	Roads to Recovery RTR	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	Total - Roads to Recovery	\$ 9,973,620	\$ 997,362	\$ 997,362	\$ -	\$ -	\$ -	\$ -
	<i>Bridges</i>							
115		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Bridges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Ancillary Roadworks</i>							
116	Get NSW Active- Cycling	\$ 1,527,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
117	Get NSW Active - Walking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Ancillary Roadworks	\$ 1,527,000	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
	<i>Regional Emergency Road Repair Fund</i>							
117A	Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
	Total - Regional Emergency Road Repair Fund	\$ 4,200,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -
		\$ 37,156,034	\$ 4,593,596	\$ 2,763,072	\$ 380,524	\$ 1,400,000	\$ 50,000	\$ -
	<i>Economic Development / Real Estate</i>							
118	Red Hill Industrial Expansion - Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
119	Red Hill Industrial Expansion - Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
120	Red Hill Industrial Expansion	\$ 3,970,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Economic Development / Real Estate	\$ 3,970,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Industrial Promotion</i>							
121	Gateway/Entrance signs	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total - Industrial Promotion	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

No	Project	Capital Funding FY 26/27						
		Project Total	Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Visitor Services								
123		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Visitor Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 4,010,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lake Talbot Tourist Park								
124	Renewal - Reseal Driveways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Lake Talbot Tourist Park		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant								
125	Light Vehicles	\$ 2,296,669	\$ 428,209	\$ -	\$ -	\$ 428,209	\$ -	\$ -
126	Trucks & Trailers	\$ 3,132,200	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -
127	Heavy Plant Purchases	\$ 3,413,883	\$ 618,743	\$ -	\$ -	\$ 618,743	\$ -	\$ -
128	Other Plant Capital	\$ 140,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Total - Plant		\$ 8,982,752	\$ 1,566,952	\$ -	\$ -	\$ 1,566,952	\$ -	\$ -
Other Council buildings								
129	Building renewal & upgrades in portfolio	\$ 1,485,893	\$ 158,481	\$ 158,481	\$ -	\$ -	\$ -	\$ -
129 A	Asset Backlog (funded by Special Variation)	\$ 4,000,000	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ -	\$ -
130	Parkside Museum - Outdoor Space Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
131	GG Stortsground - Toilet / Shower Fitout	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Other Council buildings		\$ 5,560,893	\$ 558,481	\$ 158,481	\$ 400,000	\$ -	\$ -	\$ -
Emergency Operations Centre								
132	Irrigation System Rear of Building	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Emergency Operations Centre		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Quarry Communications Tower								
133	Static Line Replacement & Structural Inspection	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Total - Quarry Communications Tower		\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -
		\$ 5,610,893	\$ 593,481	\$ 193,481	\$ 400,000	\$ -	\$ -	\$ -
Aerodrome								
134	Runway, taxi, apron remarking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
135	Airport Terminal painting , Blinds and improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
136	Replace Wind Socks	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
137	Reseal of existing carpark	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
138	Landscaping of carpark area	\$ 12,500	\$ 12,500	\$ -	\$ -	\$ -	\$ 12,500	\$ -
139	Renewal of current CCTV operations	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
140	Airside beautification and signage	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141	Remedial works associated with runway reseal	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
141A	Amenity building for SES	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
142	Runway 14/32, Taxiway and Apron reseal	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Aerodrome		\$ 607,500	\$ 12,500	\$ -	\$ -	\$ -	\$ 12,500	\$ -

No	Project	Project Total	Capital Funding FY 26/27					
			Budget	Revenue	SV	Reserve	Grant/Cont	Loan
Water								
143	Water Main Replacements	\$ 2,700,000	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -
143A	Main Pump Overhaul and Maintenance	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
144	Hydrant and Valve replacements	\$ 585,000	\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
145	Services Replacements	\$ 180,000	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
146	WTP filter/Upgrade - incl. energy efficiency	\$ 25,000,000	\$ 12,500,000	\$ -	\$ -	\$ -	\$ 9,375,000	\$ 3,125,000
147	Bore 3 replacement	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -
148	Water Meter Replacements	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
149	Dalgetty Low Level Reservoir Replacement	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150	Rising Main Renewal	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -
151	SCADA online analysers	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
152	Back power inputs for pump stations	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
153	Automatic hydrant flushing	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Water		\$ 32,495,000	\$ 13,635,000	\$ -	\$ -	\$ 1,135,000	\$ 9,375,000	\$ 3,125,000
Sewer								
151	Sewer Main Relines	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
152	Manhole Replacements	\$ 900,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
153	SPS1 Replacement	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
154	Barellan Sewer (start 2023-24)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
155	Primary Filter (start 2024-25)	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
156	Narrandera West (start 2027-28)	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
157	SCADA online analysers (start 2024-25)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
158	Backup power inputs for pump stations (start 2024-25)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Sewer		\$ 5,800,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL		\$ 121,383,506	\$ 22,301,141	\$ 3,491,165	\$ 980,524	\$ 4,166,952	\$ 10,537,500	\$ 3,125,000
General Fund		\$ 83,088,506	\$ 8,516,141	\$ 3,341,165	\$ 980,524	\$ 3,031,952	\$ 1,162,500	\$ -
Water		\$ 32,495,000	\$ 13,635,000	\$ -	\$ -	\$ 1,135,000	\$ 9,375,000	\$ 3,125,000
Sewer		\$ 5,800,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Total		\$ 121,383,506	\$ 22,301,141	\$ 3,491,165	\$ 980,524	\$ 4,166,952	\$ 10,537,500	\$ 3,125,000

10.7 Reserves Forecast

BUDGETED RESERVE BALANCES									
RESERVE DETAILS	Balance 30 Jun 2023	Net Transfer 23/24	Balance 30 Jun 2024	24/25 Budget Movement	Balance 30 Jun 2025	25/26 Budget Movement	Balance 30 Jun 2026	26/27 Budget Movement	Balance 30 Jun 2027
GENERAL FUND - DETAILS									
Employee's Leave Entitlement									
Employee's Leave Entitlement	\$ 1,178,228.00	\$ -	\$ 1,178,228.00		\$ 1,178,228.00		\$ 1,178,228.00		\$ 1,178,228.00
Plant & Vehicle Replacement									
Plant & Vehicle Replacement	\$ 1,891,758.95	-\$ 289,574.58	\$ 1,602,184.37	\$ 33,482.00	\$ 1,635,666.37	-\$ 195,500.00	\$ 1,440,166.37	-\$ 205,000.00	\$ 1,235,166.37
Information Technology Replacement									
Street Camera Replacement	\$ 1,000.00	-\$ 1,000.00	\$ -		\$ -		\$ -		\$ -
Computer Replacement	\$ 669,343.04	-\$ 275,000.00	\$ 394,343.04	-\$ 123,000.00	\$ 271,343.04		\$ 271,343.04		\$ 271,343.04
Carry Over Works									
Carry Over Operating Program	\$ 85,562.52	-\$ 85,562.52	\$ 0.00		\$ 0.00		\$ 0.00		\$ 0.00
Carry Over Capital Program	\$ 1,112,382.61	-\$ 1,112,382.61	\$ 0.00		\$ 0.00		\$ 0.00		\$ 0.00
Organisational service assets and projects									
Public Art & Festive Tree Maintenance	\$ 32,082.28	\$ 14,170.72	\$ 46,253.00	\$ 20,000.00	\$ 66,253.00	\$ 20,000.00	\$ 86,253.00	\$ 20,000.00	\$ 106,253.00
Infrastructure Replacement & Renewal	\$ 1,912,896.51	-\$ 32,212.92	\$ 1,880,683.59	-\$ 626,000.00	\$ 1,254,683.59	water	\$ 1,254,683.59	water	\$ 1,254,683.59
Narrandera Business Centre Master Plan	\$ 228,574.90	\$ -	\$ 228,574.90		\$ 228,574.90		\$ 228,574.90		\$ 228,574.90
Delivery of Aged strategies	\$ 213,001.61	-\$ 11,792.50	\$ 201,209.11		\$ 201,209.11		\$ 201,209.11		\$ 201,209.11
Shire Property Renewal & Cyclical Maint.	\$ 449,964.00	-\$ 125,481.00	\$ 324,483.00		\$ 324,483.00		\$ 324,483.00		\$ 324,483.00
Visitor Centre Building Replacement	\$ 26,305.80	-\$ 26,305.80	\$ 0.00		-\$ 0.00		-\$ 0.00		-\$ 0.00
Renewable Energy	\$ 50,878.00	\$ 36,020.00	\$ 86,898.00	\$ 50,000.00	\$ 136,898.00	\$ 50,000.00	\$ 186,898.00	\$ 50,000.00	\$ 236,898.00
Narrandera Park Landscape	\$ 10,176.00	\$ -	\$ 10,176.00		\$ 10,176.00		\$ 10,176.00		\$ 10,176.00
Other Internal Reserves									
Election & Integrated Planning Exp	\$ 29,535.91	\$ -	\$ 29,535.91	-\$ 18,500.00	\$ 11,035.91		\$ 11,035.91		\$ 11,035.91
Financial Management Reserve Strategy	\$ 296,679.78	\$ 1,196,933.00	\$ 1,493,612.78		\$ 1,493,612.78		\$ 1,493,612.78		\$ 1,493,612.78
Community Transport	\$ 305,923.00	\$ 76,143.00	\$ 382,066.00	\$ 80,653.00	\$ 462,719.00	\$ 79,400.00	\$ 542,119.00	\$ 81,490.00	\$ 623,609.00
Employee Training Programs	\$ -	\$ 42,500.00	\$ 42,500.00		\$ 42,500.00		\$ 42,500.00		\$ 42,500.00
Financial Assistance Grant									
Financial Assistance Grant	\$ 6,118,620.00	-\$ 6,118,620.00	\$ -		\$ -		\$ -		\$ -
Council Committees									
Committee - Barellan Museum	\$ 4,156.68	\$ -	\$ 4,156.68		\$ 4,156.68		\$ 4,156.68		\$ 4,156.68
Committee - Koala Committee	\$ 18,394.16	\$ -	\$ 18,394.16		\$ 18,394.16		\$ 18,394.16		\$ 18,394.16
Committee - Railway Station	\$ 10,460.76	\$ -	\$ 10,460.76		\$ 10,460.76		\$ 10,460.76		\$ 10,460.76
355 Committee - Parkside Museum	\$ 3,717.72	\$ -	\$ 3,717.72		\$ 3,717.72		\$ 3,717.72		\$ 3,717.72
Committee - Barellan Hall	\$ 21,877.24	\$ -	\$ 21,877.24		\$ 21,877.24		\$ 21,877.24		\$ 21,877.24
Committee - Grong Grong Community Hall	\$ 1,472.75	\$ -	\$ 1,472.75		\$ 1,472.75		\$ 1,472.75		\$ 1,472.75
Committee - Domestic Violence	\$ 186.90	\$ -	\$ 186.90		\$ 186.90		\$ 186.90		\$ 186.90
Cemetery Perpetual									
N'dra Cemetery - Perpetual mtnce all	\$ 454,762.88	\$ 3,472.00	\$ 458,234.88	\$ 23,472.00	\$ 481,706.88	\$ 23,472.00	\$ 505,178.88	\$ 23,472.00	\$ 528,650.88
Property Development									
Property Development (Red Hill)	\$ 762,159.66	\$ 283,585.51	\$ 1,045,745.17	-\$ 100,000.00	\$ 945,745.17		\$ 945,745.17		\$ 945,745.17
Quarry Rehabilitation									
Quarry Rehabilitation	\$ 16,521.72	\$ 15,000.00	\$ 31,521.72	\$ 15,000.00	\$ 46,521.72	\$ 15,000.00	\$ 61,521.72	\$ 15,000.00	\$ 76,521.72

BUDGETED RESERVE BALANCES									
RESERVE DETAILS	Balance 30 Jun 2023	Net Transfer 23/24	Balance 30 Jun 2024	24/25 Budget Movement	Balance 30 Jun 2025	25/26 Budget Movement	Balance 30 Jun 2026	26/27 Budget Movement	Balance 30 Jun 2027
Reverse Cycle Vending Machine									
Reverse Cycle Vending Machine	\$ 498.83	\$ 3,280.00	\$ 3,778.83	\$ 3,220.00	\$ 6,998.83	\$ 3,169.00	\$ 10,167.83	\$ 3,116.00	\$ 13,283.83
Waste Management									
Narrandera Waste Depot	\$ 799,222.93	-\$ 664,215.20	\$ 135,007.73	\$ 19,427.00	\$ 154,434.73	\$ 89,256.00	\$ 243,690.73	\$ 139,462.00	\$ 383,152.73
Narrandera Waste Depot - Excavation	\$ 104,704.00	\$ -	\$ 104,704.00		\$ 104,704.00		\$ 104,704.00		\$ 104,704.00
Narrandera Waste Depot - Rehabilitation	\$ 368,644.00	\$ -	\$ 368,644.00		\$ 368,644.00		\$ 368,644.00		\$ 368,644.00
Barellan Waste Depot	\$ 119,586.39	-\$ 86,308.39	\$ 33,278.00		\$ 33,278.00		\$ 33,278.00		\$ 33,278.00
Barellan Waste Depot - Excavation	\$ 36,592.00	\$ -	\$ 36,592.00		\$ 36,592.00		\$ 36,592.00		\$ 36,592.00
Barellan Waste Depot - Rehabilitation	\$ 53,429.00	\$ -	\$ 53,429.00		\$ 53,429.00		\$ 53,429.00		\$ 53,429.00
Narrandera Depot Compactor Expenses	\$ 48,379.00	\$ -	\$ 48,379.00		\$ 48,379.00		\$ 48,379.00		\$ 48,379.00
Grong Grong Waste Depot Rehabilitation	\$ 73,876.00	\$ -	\$ 73,876.00		\$ 73,876.00		\$ 73,876.00		\$ 73,876.00
Crown Reserves									
Lake Talbot Tourist Park	\$ 301,961.56	-\$ 12,871.00	\$ 289,090.56	\$ 80,828.00	\$ 369,918.56	\$ 80,643.00	\$ 450,561.56	\$ 80,643.00	\$ 531,204.56
Stormwater									
Narrandera Stormwater Reserve	\$ 352,251.00	-\$ 89,875.22	\$ 262,375.78	\$ 38,625.00	\$ 301,000.78	\$ -	\$ 301,000.78	\$ -	\$ 301,000.78
Barellan Stormwater Reserve	\$ 16,535.11	\$ 8,825.00	\$ 25,360.11	\$ 9,025.00	\$ 34,385.11	\$ 8,850.00	\$ 43,235.11	\$ 8,850.00	\$ 52,085.11
Developer Contributions									
Section 7.11 (94)	\$ 57,485.78	\$ -	\$ 57,485.78		\$ 57,485.78		\$ 57,485.78		\$ 57,485.78
Section 7.12 (94A)	\$ 209,806.37	-\$ 43,597.96	\$ 166,208.41		\$ 166,208.41		\$ 166,208.41		\$ 166,208.41
Section 7.4 - Youth activities	\$ 205,740.00	-\$ 5,740.00	\$ 200,000.00		\$ 200,000.00		\$ 200,000.00		\$ 200,000.00
Section 7.4	\$ 51,389.51	\$ 65,000.00	\$ 116,389.51	\$ 65,000.00	\$ 181,389.51	\$ 65,000.00	\$ 246,389.51	\$ 65,000.00	\$ 311,389.51
Bonds, Retentions & Trusts									
Kaniva Quarry	\$ 30,000.00	\$ -	\$ 30,000.00		\$ 30,000.00		\$ 30,000.00		\$ 30,000.00
Arts Centre Trust	\$ 53,323.12	\$ -	\$ 53,323.12		\$ 53,323.12		\$ 53,323.12		\$ 53,323.12
Sale of Land	\$ 101,428.43	\$ -	\$ 101,428.43		\$ 101,428.43		\$ 101,428.43		\$ 101,428.43
External Restrictions (Note 6 order)									
Water Fund									
Asset Replacement	\$ 5,121,208.61	\$ 558,215.00	\$ 5,679,423.61	-\$ 690,000.00	\$ 4,989,423.61	-\$ 3,785,000.00	\$ 1,204,423.61		\$ 1,204,423.61
Carry Over Works	\$ 882,973.29	-\$ 882,973.29	\$ 0.00	\$ -	-\$ 0.00		-\$ 0.00		-\$ 0.00
Retention - Pine Hill Construction	\$ 20,701.90	\$ -	\$ 20,701.90	\$ -	\$ 20,701.90		\$ 20,701.90		\$ 20,701.90
Section 64	\$ 219,176.63	\$ 10,000.00	\$ 229,176.63	\$ 10,000.00	\$ 239,176.63		\$ 239,176.63		\$ 239,176.63
Sewer Fund									
Asset Replacement	\$ 387,456.41	\$ 134,353.00	\$ 521,809.41	-\$ 167,455.00	\$ 354,354.41		\$ 354,354.41		\$ 354,354.41
Carry Over Works	\$ 731,820.51	-\$ 731,820.51	\$ 0.00	\$ -	-\$ 0.00		-\$ 0.00		-\$ 0.00
Unspent Loan	\$ 1,451,451.67	-\$ 1,451,451.67	\$ -	\$ -	\$ -		\$ -		\$ -
Section 64	\$ 92,157.97	\$ 8,000.00	\$ 100,157.97	\$ 8,000.00	\$ 108,157.97		\$ 108,157.97		\$ 108,157.97
General Fund - External Restrictions									
Specific Purpose Unexpended Grants	\$ 5,372,929.52	-\$ 4,760,732.00	\$ 612,197.52	\$ -	\$ 612,197.52	\$ -	\$ 612,197.52	\$ -	\$ 612,197.52
Other Contributions	\$ 103,248.64	\$ -	\$ 103,248.64	\$ -	\$ 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	\$ -	\$ 2,660,165.59	\$ -	\$ 2,660,165.59
Developer Contributions	\$ 524,421.66	\$ 15,662.04	\$ 540,083.70	\$ 65,000.00	\$ 605,083.70	\$ 65,000.00	\$ 670,083.70	\$ 65,000.00	\$ 735,083.70
Waste Management	\$ 1,604,433.32	-\$ 750,523.59	\$ 853,909.73	\$ 19,427.00	\$ 873,336.73	\$ 89,256.00	\$ 962,592.73	\$ 139,462.00	\$ 1,102,054.73
Stormwater	\$ 368,786.11	-\$ 81,050.22	\$ 287,735.89	\$ 47,650.00	\$ 335,385.89	\$ 8,850.00	\$ 344,235.89	\$ 8,850.00	\$ 353,085.89
Crown Reserves	\$ 301,961.56	-\$ 12,871.00	\$ 289,090.56	\$ 80,828.00	\$ 369,918.56	\$ 80,643.00	\$ 450,561.56	\$ 80,643.00	\$ 531,204.56
Total External Restrictions	\$ 19,842,893.39	-\$ 7,945,192.24	\$ 11,897,701.15	-\$ 626,550.00	\$ 11,271,151.15	-\$ 3,541,251.00	\$ 7,729,900.15	\$ 293,955.00	\$ 8,023,855.15

BUDGETED RESERVE BALANCES									
RESERVE DETAILS	Balance 30 Jun 2023	Net Transfer 23/24	Balance 30 Jun 2024	24/25 Budget Movement	Balance 30 Jun 2025	25/26 Budget Movement	Balance 30 Jun 2026	26/27 Budget Movement	Balance 30 Jun 2027
Internal Restrictions (Note 6 order)									
Plant & vehicle replacement	\$ 1,891,758.95	-\$ 289,574.58	\$ 1,602,184.37	\$ 33,482.00	\$ 1,635,666.37	-\$ 195,500.00	\$ 1,440,166.37	-\$ 205,000.00	\$ 1,235,166.37
Employee Leave Entitlements	\$ 1,178,228.00	\$ -	\$ 1,178,228.00	\$ -	\$ 1,178,228.00	\$ -	\$ 1,178,228.00	\$ -	\$ 1,178,228.00
Carry over works	\$ 1,197,945.14	-\$ 1,197,945.13	\$ 0.01	\$ -	\$ 0.01	\$ -	\$ 0.01	\$ -	\$ 0.01
Other Internal	\$ 632,138.69	\$ 1,315,576.00	\$ 1,947,714.69	\$ 62,153.00	\$ 2,009,867.69	\$ 79,400.00	\$ 2,089,267.69	\$ 81,490.00	\$ 2,170,757.69
Cemetery Perpetual	\$ 454,762.88	\$ 3,472.00	\$ 458,234.88	\$ 23,472.00	\$ 481,706.88	\$ 23,472.00	\$ 505,178.88	\$ 23,472.00	\$ 528,650.88
Council Committees	\$ 60,266.21	\$ -	\$ 60,266.21	\$ -	\$ 60,266.21	\$ -	\$ 60,266.21	\$ -	\$ 60,266.21
Information Technology Replacement	\$ 670,343.04	-\$ 276,000.00	\$ 394,343.04	-\$ 123,000.00	\$ 271,343.04	\$ -	\$ 271,343.04	\$ -	\$ 271,343.04
Property Development	\$ 762,159.66	\$ 283,585.51	\$ 1,045,745.17	-\$ 100,000.00	\$ 945,745.17	\$ -	\$ 945,745.17	\$ -	\$ 945,745.17
Organisational service assets and projects	\$ 2,923,879.10	-\$ 145,601.50	\$ 2,778,277.60	-\$ 556,000.00	\$ 2,222,277.60	\$ 70,000.00	\$ 2,292,277.60	\$ 70,000.00	\$ 2,362,277.60
Quarry Rehabilitation	\$ 16,521.72	\$ 15,000.00	\$ 31,521.72	\$ 15,000.00	\$ 46,521.72	\$ 15,000.00	\$ 61,521.72	\$ 15,000.00	\$ 76,521.72
Financial Assistance Grant	\$ 6,118,620.00	-\$ 6,118,620.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reverse Cycle Vending Machine	\$ 498.83	\$ 3,280.00	\$ 3,778.83	\$ 3,220.00	\$ 6,998.83	\$ 3,169.00	\$ 10,167.83	\$ 3,116.00	\$ 13,283.83
Bonds, Retentions & Trusts	\$ 184,751.55	\$ -	\$ 184,751.55	\$ -	\$ 184,751.55	\$ -	\$ 184,751.55	\$ -	\$ 184,751.55
Total Internal Restrictions	\$ 16,091,873.77	-\$ 6,406,827.70	\$ 9,685,046.07	-\$ 641,673.00	\$ 9,043,373.07	-\$ 4,459.00	\$ 9,038,914.07	-\$ 11,922.00	\$ 9,026,992.07
Total Restrictions	\$ 35,934,767.15	-\$ 14,352,019.94	\$ 21,582,747.21	-\$ 1,268,223.00	\$ 20,314,524.21	-\$ 3,545,710.00	\$ 16,768,814.21	\$ 282,033.00	\$ 17,050,847.21

