

LONG TERM FINANCIAL PLAN

2022-2032



TENTERFIELD 2032



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Version Control



Version	Date	Modified by	Details
V2	13/02/2017	GM	Revised (Draft) LTFP
V2.1	12/04/2017	Council	Adoption of Long-Term Financial Plan(Res No. 40/17)
V3	23/03/2022	GM	Revised (Draft) LTFP
V4	18/05/2022	GM	Final (Draft) LTFP

INTEGRATED PLANNING AND REPORTING FRAMEWORK

This Long-Term Financial Plan (LTFP) makes up one of three parts of Council's **Resourcing Strategy** as required under the NSW Local Government **Integrated Planning and Reporting framework**:

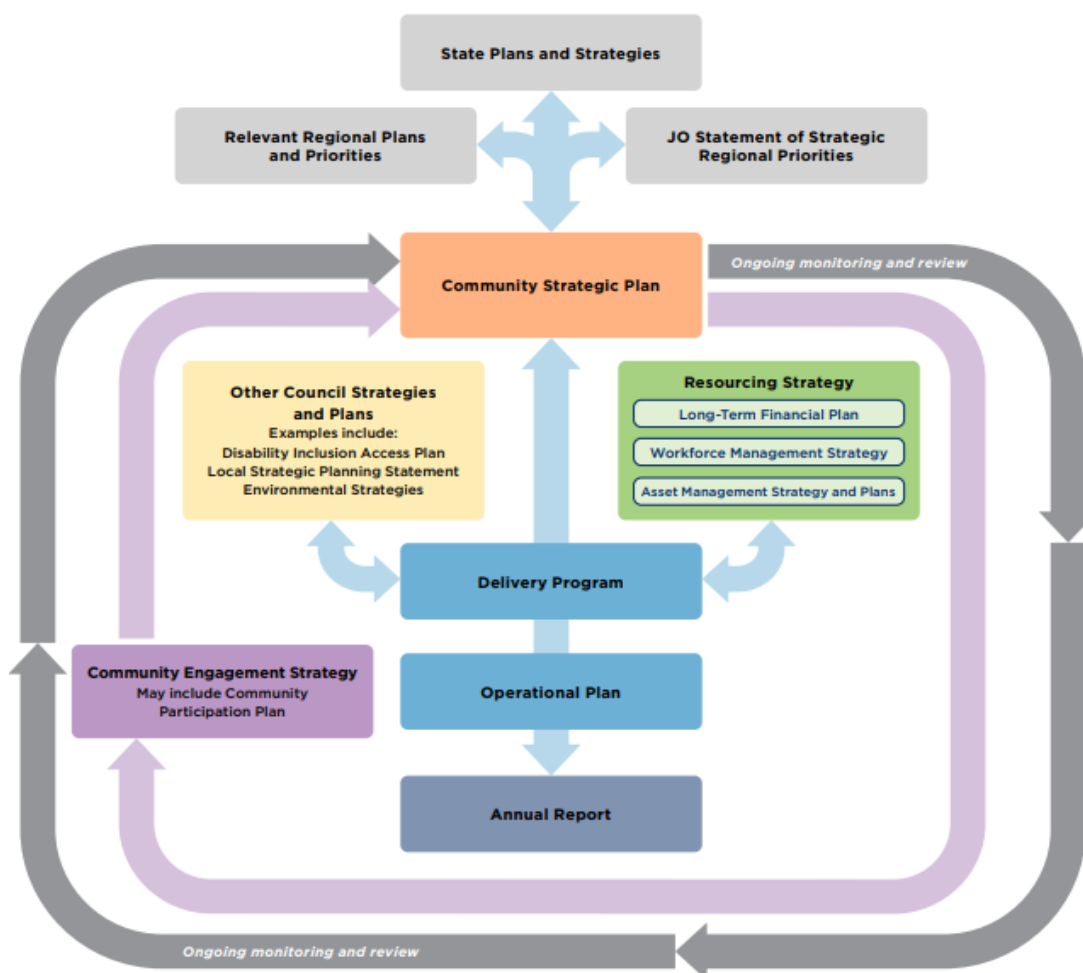


Figure 1: Integrated Planning & Reporting Framework

The Integrated Planning Framework encourages and supports the implementation and review of plans relating to the Financial, Asset and Workforce contributions to Tenterfield Shire Council. Through sound financial planning, strategic asset management and the development of a strong and diverse workforce, the Council can continue to address and improve its long-term sustainability and deliver the outcomes desired by the community.

The Resourcing Strategy informs, influences, and ultimately reflects Council's Community Strategic Plan which outlines the needs and aspirations of the people of Tenterfield Shire both now and into the future. Accordingly, all of the plans contained within the Resourcing Strategy provide key input in shaping both the Delivery Program (4 years) and Operational Plans (annual) of Council.

INTRODUCTION

This Long-Term Financial Plan has been prepared to:

- Confirm and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders; and
- Guide the preparation of Council's Annual Budget and Delivery Program within the context of long-term financial sustainability.

The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Tenterfield Shire Council area.

The Plan provides direction for future service planning and is a critical tool in identifying, leveraging and managing Council's key strengths, risks and opportunities with regard to Council's ongoing capacity and long-term financial stability. It also provides a prudent and sustainable financial framework for the longer term from which Council will develop its Operating and Delivery Programs.

The Plan is not a static document and will be reviewed annually as part of Council's strategic planning and budget process to ensure it remains reflective of the prevailing internal and external environment.

AIM OF THIS PLAN

- Establish a long-term financial direction encompassing appropriate performance measures against which Council's strategies, policies, plans and financial performance can be measured.
- Establish a robust and prudent financial framework, to which strategies can be integrated to achieve planned outcomes.
- Assist in eliminating strategic financial risks and identify Council's financial strengths and opportunities to be leveraged.
- Ensure that Council complies with sound financial management principles, as required by legislation, and adopted plans for the long-term financial sustainability of Council.

BACKGROUND

Like the majority of Councils in NSW, Tenterfield Shire Council faces a major challenge in funding its ongoing services whilst simultaneously maintaining and replacing its community assets in a manner in which to ensure their capacity into the future, whilst at the same time ensuring that rates remain at an equitable and affordable level throughout the community.

The growth in the cost of labour and materials, increasing demand for services and the shifting of costs from other levels of government, all combine with a legislative cap on revenue generated from rates, (rate pegging), to create a challenging financial environment to work within.

At the core of Tenterfield Shire Council's future financial sustainability will be the ability to adapt and respond to the challenges we face in delivering services more

efficiently, provide increasing operational productivity and developing opportunities to generate additional revenue sources, including Special Rate Variations where there is no reasonable alternative options.

Long Term Financial Planning (LTFP) is vital for informing Council, our community and other stakeholders about the long-term financial position and sustainability of our organisation. The aim of our Plan is not only to ensure the financial sustainability of Council over the longer term, but also to provide for the appropriate maintenance and replacement of Council's assets into the future.

The Long-Term Financial Plan will provide but not be limited to the following key benefits:

- It provides an indication of the future financial position and performance of Council;
- A projection of the holistic long-term costs of decisions to fully inform debate and ultimately strategic decision making;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks in adopting future strategic directions;
- The capability for Council and the community to test the outcomes of scenarios resulting from different policy settings and service levels;
- A mechanism to test the robustness and sensitivity of key assumptions underpinning a range of strategic planning alternatives; and
- A vital contribution to the development of Council's Asset Management Strategy and all of Council's plans.

CURRENT FINANCIAL POSITION

The audited Financial Statements at the 30th June 2021 showed cash and investments of **\$13.383 million**, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totalling **\$14.6 million**, and Unrestricted cash reserves of **negative \$1.2 million**. The cause of this negative unrestricted cash position was due to timing issues between grant and disaster recovery works being paid for by Council and being reimbursed by the State Government. However, it does show Council's lack of reserves is having a serious impact of Council's ability to operate sustainably.

Whilst Council's audited financial statements note that Council's current financial position is sound, Council's general fund is under immense pressure and without serious attention in the immediate future through reduced services levels or increased revenue (most likely from an SRV), Council will not remain in a sound financial position. Council's Water and Sewer funds are in better shape however the Water fund also requires attention for long-term sustainability. The operating result forecasts can be seen in detail financial tables.

The key performance measures upon which Council is measured are as follows from the 2020/21 audited financial statements:

Ratio	Measure	Target
Operating Performance Ratio	1.12	>0
Unrestricted Current Ratio	2.25	>1.5:1 is considered healthy
Debt Service Cover Ratio	6.98	>2.0 is considered healthy
Own Source Operating Revenue Ratio	31.97%	>60% is considered desirable
Rates & Annual Charges Outstanding Ratio	4.41%	<10% is considered acceptable
Cash Expense Cover Ratio	7.88 months	>3.0 is considered healthy

Having shown the above when you break these ratios down to the individual funds you start to see a truer picture of Council's financial position by fund.

Ratio	Target	General	Water	Sewer
Operating Performance Ratio	>0	(4.24)%	(9.17)%	37.91%
Unrestricted Current Ratio	>1.5:1	2.25x	4.5x	42.33x
Debt Service Cover Ratio	>2.0	6.67x	5.12x	11.77x
Own Source Operating Revenue Ratio	>60%	24.64%	57.24%	98.41%
Rates & Annual Charges Outstanding Ratio	<10%	6.37%	N/a	N/a
Cash Expense Cover Ratio	>3.0	Unable to determine by Fund		

MAJOR REVENUE SOURCE

Rating

Income from rates and annual charges forms a considerable part of Council's total overall revenue, equating to around **35%** of Council's total income for the 2021/22 financial year. Rating income is generated from four rating categories, being residential, business, farmland, and mining.

Tenterfield Shire Council's rate base consists of approximately 5,000 rateable properties which in 2022/23 are estimated to supply general rates of approximately \$4.85 million across the four categories. This income constitutes a significant funding source for the delivery of services to the Tenterfield Shire community.

REVENUE STRATEGY

The following items are to be pursued as a strategic means of growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- The complete review of all Business Plans and strategies for Council's commercial business undertakings;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Identify and seek additional grant funding;
- Review Council's Investment Policy;
- A further investigation of expanded opportunities for resource sharing or joint tendering with neighbouring and other regional Councils; and
- Review all developer charges to ensure that income is maximised as much as possible including a user pays philosophy.

FINANCIAL PLANNING OBJECTIVES

The key objective of the Long-Term Financial Plan remains the achievement of financial sustainability across the short, medium, and longer term whilst still achieving Council's broader vision and community goals.

The Financial Plan is based on the following key strategies:

Sustainability

- Provide spending on infrastructure renewal to ensure that Council's physical assets are maintained to standards that provide functionality and serviceability.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user pays principles.
- New or expansionary community assets to be funded via property development and s64 and s711 developer contributions.

Liquidity

- Ensure Council has sufficient available cash to meet its debts as and when they fall due.
- Avoid budgets where the liquidity ratios fall below target.
- Utilise loan funds for renewal and replacement capital purposes and to achieve inter-generational equity in the absence of pre-established reserves to fund this expenditure.
- Utilise a range of reserves to smooth cash flow, particularly in relation to large asset classes and unpredictable outlays such as Employee Leave Entitlement and Plant Replacement functions.

KEY FINANCIAL ASSUMPTIONS

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contain within this plan:

Category	Background	Assumption
Rates	IPART recommended 2.5%	2.5%
User Charges & Fees	Based on average increase to Council's major operating inputs Water Sewer Waste	15% 5% 8%
Interest & Investment Revenue	Average estimated return from prevailing market	2%
Grants & Contributions - Operating	Based on recent past index factors	0 to 1%
Grants & Contributions - Capital	Based on recent past index factors	0%
Employee Costs	Already established Award conditions plus average historical competency increases for Tenterfield Shire Council	3.25%
Superannuation	Average over 10 years based on wage changes plus proposed Super Guarantee increases	4.63%
Materials & Contracts	Based on average increase to Council's major operating inputs	2.5 to 5%
Borrowing Costs	Based on average long-term rates and current market quotes (plus access to T-Corp)	2 % to 6%

FINANCIAL PERFORMANCE MEASURES

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note 13 of the Local Government Code of Accounting Practice and Financial Reporting.

Council will review the Long-Term Financial Plan each year as part of the development of the next annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made compared with the actual results. The outcome will be used to improve the accuracy of the Long-Term Financial Plan over the longer term. The major indicators include:

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's ability to keep operating expenditure at a level at or below operating revenue.	>0%	Operating revenue- Operating expense/Total Operating Revenue
Debt Service Cover Ratio	The availability of operating cash to service debt including interest, principal and lease payments	>2.0x	Operating result less capital grants & contributions excluding interest and depreciation/Principal repayments and borrowing costs
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can keep paying for its immediate expenses without additional cash flow	>3 months	Current years cash and term deposits/Payments from cash flow of operating and financing activities x 12
Rates & Charges Outstanding percentage	The impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery policy and efforts.	<10%	Outstanding rates and annual charges/Revenue from rates and annual charges collectible
Building & Infrastructure Renewal Ratio	Assess Council's ability to renew its Infrastructure assets compared with the consumption (depreciation) of those assets.	100%	Value of asset renewals/Depreciation expense for the assets

FINANCIAL PLAN SCENARIOS

In developing this long-term financial plan three scenarios have been modelled. The first scenario is Council's adopted position, the Current Model, and illustrates Council's projected financial performance and position over the next 10 years and the intergenerational equity and long-term holistic sustainability that it provides. Unfortunately, this scenario demonstrates that under the current model and based on current services levels, Council will experience significant operating deficits which will need to be addressed to ensure long term financial sustainability.

The second and third scenarios include a special rate variation that, if approved, would allow Council to work towards long term financial sustainability.

Note that in all scenarios the Water and Sewer Fund long-term financial plans remain the same, as a special rates variation would impact the General Fund only. As such, the plans for Water and Sewer have only been presented in the below pages once as part of the Current LTFP Model (Base – No SRV).

Scenario Two demonstrates the impacts of an SRV implemented over two years. Scenario Three demonstrates the impacts of an SRV implemented over three years. Allowing for 5% inflation and rate peg in year three, the two scenarios are both designed to address the forecast \$5m operating deficits but over different timeframes that will allow the impact on the community to be assessed and managed.

1. Scenario 1: Current Model

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

This is Council's adopted financial model and addresses Council's long-term infrastructure and service delivery needs. This is the adopted model upon which Council's Delivery Program (4 years) and Operational Plan (1 year) are constructed giving further detail to the programs and projects to be delivered.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is a deficit of approximately **\$50 million** and demonstrates that Council will need to take immediate action to ensure long term financial sustainability.

2. Scenario 2: Current Model + SRV implemented over 2 years

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels including an SRV to address the yearly \$5m forecast

operating deficit. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

Initial discussions with the community have shown that they do not want to see service levels reduced and, in some cases, want to see service levels increased. This scenario will be used to drive community consultation to ensure the community fully understand the impacts of SRV values and service level impacts.

For the 2022/23 Council has included loans of \$3.1 million to cover operational works and will have to take further loans for the 2023/24 FY if service levels are not reduced. Should this scenario be approved, loans would only be required for the 2022/23 and 2023/24 financial years and would provide the best outcome for Council by decreasing the future interest payable on these loans. Any additional loan funds borrowed or having to borrow over a longer period, would increase the interest payable.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is essentially a balanced budget.

It is very important to note that this scenario does not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit.

3. Scenario 3: Current Model + SRV implemented over 3 years

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels including an SRV to address the yearly \$5m forecast operating deficit. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

Initial discussions with the community have shown that they do not want to see service levels reduced and, in some cases, want to see service levels increased. This scenario will be used to drive community consultation to ensure the community fully understand the impacts of SRV values and service level impacts.

For the 2022/23 Council has included loans of \$3.1 million to cover operational works and will have to take further loans for the 2023/24 FY if service levels are not reduced. Should this scenario be approved, loans would be required for the 2022/23, 2023/24 and 2024/25 financial years. Whilst this would lead to higher costs of borrowing compared to scenario 2, it does provide for smaller increases for the community over three years which allows the community longer to prepare for the impacts of these increases. Given the difficult times in recent years through droughts, floods, and the impacts of COVID-19, it is likely that this is the scenario

the community will be most receptive to.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is essentially a balanced budget.

It is very important to note that this scenario does not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit.

4. Unknown Shocks

As mentioned, the above scenarios do not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit, although there may be some opportunities to use the funds for grant matching purposes to maximise future grant opportunities in managing existing assets.

Should any further shocks come to be known, these plans would need to be reviewed to ensure the full implications could be forecast. Examples of unknown shocks would be if the Governments Financial Assistance Grant (FAG) were frozen or reduced or if the rate peg value was significantly lower than the estimated rates and the true inflation rate.

RISK ASSESSMENT/ANALYSIS

The following risk factors have been considered in the development of this Long-Term Financial Plan and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure renewal, replacement and significant on-going asset maintenance being inaccurate;
- Rates increase being lower than anticipated;
- Construction costs being higher than anticipated;
- Utility expenses being higher than estimated;
- Significant fluctuations in the rate of return for investments;
- Workers Compensation insurance costs;
- Further spikes in the payments required to the Defined Benefit Superannuation scheme;
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could potentially impact most on the model, including:

- Further cost shifting from other levels of Government;
- Freezes to the indexation of recurrent operating grants;
- Changes to the taxation regime;
- Changes to the Superannuation Guarantee legislation;
- Forced amalgamation of Councils;
- Natural disasters.

FINANCIAL MODEL – CURRENT MODEL

Consolidated Income Statement:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
INCOME STATEMENT - CONSOLIDATED		Actuals	Current Year	Projected Years								
Scenario: Base - No SRV	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,765,000	11,035,177	11,605,455	12,311,770	12,968,397	13,665,960	14,245,986	14,854,085	15,490,914	16,157,681	16,857,904	17,588,780
User Charges & Fees	2,919,000	2,542,812	2,691,332	2,945,561	3,156,937	3,384,861	3,533,674	3,685,701	3,849,613	4,016,929	4,198,997	4,384,667
Other Revenues	1,090,000	754,842	539,845	551,201	554,564	566,341	569,969	582,186	586,096	598,772	602,982	616,225
Grants & Contributions provided for Operating Purposes	11,926,000	9,398,084	8,657,854	8,692,114	8,748,798	8,824,052	8,891,795	8,973,180	9,043,780	9,128,419	9,202,196	9,290,568
Grants & Contributions provided for Capital Purposes	20,028,000	47,019,633	361,115	355,032	355,297	355,567	355,843	356,124	356,411	356,703	357,001	357,306
Interest & Investment Revenue	66,000	120,000	120,400	120,804	121,212	121,624	122,040	122,461	122,885	123,314	123,747	124,185
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	174,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	46,968,000	70,870,548	23,976,002	24,976,482	25,905,204	26,918,405	27,719,307	28,573,736	29,449,700	30,381,818	31,342,828	32,361,731
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,473,000	9,530,549	9,456,543	9,797,555	10,043,192	10,295,119	10,548,170	10,807,552	11,073,414	11,345,920	11,625,245	11,911,537
Borrowing Costs	485,000	469,234	802,806	843,396	801,219	749,552	703,192	655,079	600,677	547,442	491,139	429,151
Materials & Contracts	8,346,000	6,490,830	4,287,480	5,340,046	5,592,475	5,564,620	5,467,574	5,700,687	5,872,835	6,079,740	6,121,718	6,185,695
Depreciation & Amortisation	7,608,000	8,169,005	8,311,343	8,492,870	8,803,392	8,803,392	8,806,317	8,806,317	8,806,317	8,806,317	8,806,317	8,806,317
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	25,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,726,000	1,689,216	1,747,017	1,857,140	2,055,629	2,018,034	2,104,197	2,194,409	2,425,605	2,387,746	2,491,353	2,599,876
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,812,000	270,300	275,706	281,220	286,845	292,581	298,433	304,402	310,490	316,700	323,034	329,494
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	29,475,000	26,619,134	24,880,895	26,612,227	27,582,752	27,723,298	27,927,882	28,468,447	29,089,337	29,483,864	29,858,805	30,262,070
Operating Result from Continuing Operations	17,493,000	44,251,414	(904,894)	(1,635,745)	(1,677,548)	(804,893)	(208,575)	105,289	360,363	897,954	1,484,023	2,099,660
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,493,000	44,251,414	(904,894)	(1,635,745)	(1,677,548)	(804,893)	(208,575)	105,289	360,363	897,954	1,484,023	2,099,660
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,535,000)	(2,768,219)	(1,266,009)	(1,990,777)	(2,032,845)	(1,160,460)	(564,418)	(250,835)	3,952	541,251	1,127,022	1,742,355

Consolidated Balance Sheet:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
BALANCE SHEET - CONSOLIDATED		Actuals	Current Year	Projected Years									
Scenario: Base - No SRV		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	-	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722	11,955,205	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	5,026,000	6,234,530	2,667,826	2,843,284	2,992,448	3,158,006	3,270,623	3,390,949	3,514,949	3,646,923	3,784,331	3,929,943	-
Inventories	355,000	431,888	321,921	386,697	397,024	399,292	394,991	405,887	416,733	422,329	431,224	434,629	-
Contract assets	7,417,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	7,405,000	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,798,000	29,132,224	27,093,269	25,244,826	23,952,397	23,844,720	25,614,922	24,253,625	22,362,399	21,778,653	22,502,276	23,724,778	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	469,004,000	516,951,431	515,788,058	515,106,363	513,601,201	511,747,845	508,568,007	508,881,570	509,939,730	510,115,514	509,508,455	508,969,061	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	789,000	897,617	1,046,233	1,094,850	1,143,467	1,192,084	1,240,700	1,289,317	1,337,934	1,386,550	1,435,167	1,483,784	-
Right of use assets	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	470,039,000	518,107,047	517,092,291	516,459,213	515,002,668	513,197,929	510,066,707	510,428,887	511,535,663	511,760,065	511,201,622	510,710,845	
TOTAL ASSETS	482,837,000	547,239,271	544,185,561	541,704,039	538,955,065	537,042,649	535,681,629	534,682,512	533,898,062	533,538,718	533,703,898	534,435,623	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,433,000	3,627,302	2,635,205	2,940,959	3,060,913	3,050,295	3,041,863	3,128,539	3,230,239	3,271,617	3,308,794	3,357,750	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,412,000	3,845,925	742,824	744,753	749,108	755,025	760,295	766,708	772,197	778,862	784,596	791,552	-
Lease liabilities	63,000	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	804,000	959,686	1,153,462	1,195,735	1,102,822	1,149,282	1,197,495	1,252,002	1,305,342	1,361,753	1,423,850	1,280,475	-
Provisions	2,775,000	2,440,371	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	9,487,000	10,873,284	6,960,832	7,310,789	7,342,185	7,383,944	7,428,994	7,576,590	7,737,119	7,841,573	7,946,581	7,859,119	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	153,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	-
Borrowings	12,905,000	17,888,944	19,720,113	18,524,378	17,421,557	16,272,275	15,074,779	13,822,777	12,517,437	11,155,683	9,731,832	8,451,359	-
Provisions	2,659,000	2,993,629	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	15,717,000	21,098,573	22,862,208	21,666,473	20,563,652	19,414,370	18,216,874	16,964,872	15,659,532	14,297,778	12,873,927	11,593,454	
TOTAL LIABILITIES	25,204,000	31,971,857	29,823,040	28,977,262	27,905,837	26,798,314	25,645,869	24,541,462	23,396,652	22,139,352	20,820,509	19,452,573	
Net Assets	457,633,000	515,267,414	514,362,520	512,726,776	511,049,228	510,244,335	510,035,760	510,141,049	510,501,410	511,399,366	512,883,389	514,983,049	
EQUITY													
Retained Earnings	171,377,000	215,628,414	214,723,520	213,087,776	211,410,228	210,605,335	210,396,760	210,502,049	210,862,412	211,760,366	213,244,389	215,344,049	-
Revaluation Reserves	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	299,639,000	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	471,016,000	515,267,414	514,362,520	512,726,776	511,049,228	510,244,335	510,035,760	510,141,049	510,501,412	511,399,366	512,883,389	514,983,049	-
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	471,016,000	515,267,414	514,362,520	512,726,776	511,049,228	510,244,335	510,035,760	510,141,049	510,501,412	511,399,366	512,883,389	514,983,049	

Consolidated Cash Flow Statement:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base - No SRV	Adopted QBR 2		Projected Years									
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	10,984,000	10,923,045	11,563,017	12,264,944	12,925,374	13,620,057	14,209,322	14,815,467	15,450,292	16,115,000	16,812,863	17,541,637
User Charges & Fees	3,102,000	2,443,211	2,639,668	2,826,625	3,061,848	3,280,302	3,470,369	3,619,690	3,779,516	3,944,046	4,120,597	4,303,403
Investment & Interest Revenue Received	183,000	51,292	124,655	118,897	118,557	118,304	118,637	118,972	119,309	119,989	119,989	120,332
Grants & Contributions	29,518,000	56,420,829	8,818,536	9,047,392	9,104,955	9,180,872	9,248,719	9,330,671	9,401,315	9,486,541	9,560,372	9,649,354
Bonds & Deposits Received	25,000	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-
Other	187,000	353,147	1,294,578	548,360	552,808	562,502	567,950	578,144	583,970	594,579	600,739	611,850
Payments:												
Employee Benefits & On-Costs	(8,349,000)	(9,507,959)	(9,454,765)	(9,791,841)	(10,038,765)	(10,290,581)	(10,543,519)	(10,802,785)	(11,068,528)	(11,340,911)	(11,620,111)	(11,906,275)
Materials & Contracts	(10,071,000)	(5,934,425)	(4,673,089)	(5,165,123)	(5,529,959)	(5,603,730)	(5,487,542)	(5,666,187)	(5,814,624)	(6,076,330)	(6,115,385)	(6,172,165)
Borrowing Costs	(437,000)	(448,894)	(778,176)	(851,146)	(809,275)	(756,518)	(710,471)	(662,684)	(608,646)	(555,768)	(499,844)	(438,269)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-
Other	(807,000)	(1,646,024)	(1,822,188)	(1,850,474)	(2,043,101)	(2,021,295)	(2,099,237)	(2,189,219)	(2,411,047)	(2,391,186)	(2,485,398)	(2,593,641)
Net Cash provided (or used in) Operating Activities	24,335,000	52,654,221	7,712,237	7,147,633	7,342,441	8,089,913	8,774,229	9,142,069	9,431,557	9,895,619	10,493,821	11,116,225
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	324,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,057,000	2,552,000	2,514,000	2,610,000	2,591,000	2,705,000	2,726,000	-	-	-	-	-
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	(31,519,000)	(58,558,046)	(10,463,465)	(10,642,848)	(10,139,628)	(9,917,592)	(8,639,062)	(9,387,092)	(10,155,629)	(9,261,592)	(8,504,748)	(8,568,892)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(211,000)	(110,000)	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
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	(29,349,000)	(56,116,046)	(8,099,465)	(8,082,848)	(7,598,628)	(7,262,592)	(5,963,062)	(9,437,092)	(10,205,629)	(9,311,592)	(8,554,748)	(8,618,892)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,049,000	5,904,612	3,100,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(650,000)	(764,982)	(1,075,055)	(1,153,462)	(1,195,735)	(1,102,822)	(1,149,282)	(1,197,495)	(1,252,002)	(1,305,342)	(1,361,753)	(1,423,850)
Repayment of lease liabilities (principal repayments)	(68,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,331,000	5,139,630	2,024,945	(1,153,462)	(1,195,735)	(1,102,822)	(1,149,282)	(1,197,495)	(1,252,002)	(1,305,342)	(1,361,753)	(1,423,850)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,683,000)	1,677,806	1,637,716	(2,088,677)	(1,451,921)	(275,501)	1,661,885	(1,492,518)	(2,026,073)	(721,315)	577,320	1,073,483
plus: Cash & Cash Equivalents - beginning of year	15,066,000	13,383,000	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722
Cash & Cash Equivalents - end of the year	13,383,000	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722	11,955,205
Cash & Cash Equivalents - end of the year	13,383,000	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722	11,955,205
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	13,383,000	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722	11,955,205
Representing:												
- External Restrictions	14,583,000	18,307,231	17,913,879	19,396,173	22,517,912	26,636,069	31,281,115	36,258,273	40,309,508	46,399,423	53,134,638	60,423,865
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(1,200,000)	(3,246,426)	(1,215,357)	(4,786,328)	(9,359,988)	(13,753,646)	(16,736,808)	(23,206,484)	(29,283,792)	(36,095,021)	(42,252,916)	(48,468,660)
	13,383,000	15,060,806	16,698,522	14,609,845	13,157,924	12,882,422	14,544,308	13,051,789	11,025,717	10,304,402	10,881,722	11,955,205

Consolidated KPIs:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
FINANCIAL PERFORMANCE INDICATORS		Current Year	Projected Years									
Scenario: Base - No SRV		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)	-10.47%	-4.19%	-6.94%	-6.83%	-3.27%	-0.97%	0.19%	1.08%	2.86%	4.68%	6.47%	
Own Source Operating Revenue Ratio 1)	20.39%	62.38%	63.78%	64.86%	65.90%	66.64%	67.35%	68.08%	68.78%	69.50%	70.19%	
Unrestricted Current Ratio	1.79	1.80	0.82	-0.26	-1.29	-2.01	-3.50	-4.81	-6.27	-7.51	-9.13	
Debt Service Cover Ratio 1)	4.98	4.33	3.82	3.94	4.69	4.99	5.14	5.25	5.51	5.80	6.10	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.78%	6.67%	6.69%	6.70%	6.71%	6.72%	6.72%	6.73%	6.74%	6.75%	6.75%	
Cash Expense Cover Ratio 1)	9.85	11.23	9.30	8.03	7.80	8.71	7.62	6.25	5.71	5.91	6.37	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	715.59%	97.98%	105.14%	92.61%	86.65%	79.21%	82.94%	94.48%	83.04%	74.56%	74.74%	
Infrastructure Backlog Ratio	1.86%	7.21%	7.56%	7.94%	8.34%	8.78%	9.23%	9.50%	10.00%	10.35%	10.95%	
Asset Maintenance Ratio	110.00%	36.33%	38.16%	39.56%	42.59%	45.10%	42.94%	40.68%	38.66%	40.63%	43.11%	
Capital Expenditure Ratio	6.87	0.86	0.92	0.83	0.79	0.64	1.04	1.12	1.02	0.93	0.94	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	6.20%	9.17%	9.32%	8.94%	7.93%	7.67%	7.42%	7.17%	6.93%	6.69%	6.46%	
Rates & Annual Charges Coverage Ratio	15.57%	48.40%	49.29%	50.06%	50.77%	51.39%	51.99%	52.60%	53.18%	53.79%	54.35%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	-10.47%	-4.19%	-6.94%	-6.83%	-3.27%	-0.97%	0.19%	1.08%	2.86%	4.68%	6.47%	
Own Source Revenue Ratio 1)	20.39%	62.38%	63.78%	64.86%	65.90%	66.64%	67.35%	68.08%	68.78%	69.50%	70.19%	
Building & Infrastructure Asset Renewal Ratio	715.59%	97.98%	105.14%	92.61%	86.65%	79.21%	82.94%	94.48%	83.04%	74.56%	74.74%	
Infrastructure Backlog Ratio	0.02	0.07	0.08	0.08	0.08	0.09	0.09	0.10	0.10	0.10	0.11	
Asset Maintenance Ratio	1.10	0.36	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	
Debt Service Ratio	5.14%	7.90%	8.09%	7.80%	6.95%	6.75%	6.55%	6.35%	6.15%	5.96%	5.77%	
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)	-11.61%	-5.36%	-8.09%	-7.96%	-4.37%	-2.06%	-0.89%	0.01%	1.80%	3.64%	5.44%	
Own Source Operating Revenue Ratio 2)	19.16%	59.63%	61.09%	62.25%	63.34%	64.14%	64.88%	65.67%	66.40%	67.18%	67.90%	
Unrestricted Current Ratio	1.79	1.80	0.82	-0.26	-1.29	-2.01	-3.50	-4.81	-6.27	-7.51	-9.13	
Debt Service Cover Ratio 2)	4.76	4.18	3.68	3.79	4.53	4.83	4.97	5.08	5.34	5.63	5.92	
Capital Expenditure Ratio	6.87	0.86	0.92	0.83	0.79	0.64	1.04	1.12	1.02	0.93	0.94	
Infrastructure Backlog Ratio	0.02	0.07	0.08	0.08	0.08	0.09	0.09	0.10	0.10	0.10	0.11	
Asset Maintenance Ratio	1.10	0.36	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	
Building & Infrastructure Renewals Ratio	715.59%	97.98%	105.14%	92.61%	86.65%	79.21%	82.94%	94.48%	83.04%	74.56%	74.74%	
Cash Expense Cover Ratio 2)	10.05	12.71	10.15	8.78	8.51	9.48	8.24	6.72	6.14	6.35	6.82	
Interest Cover Ratio	12.51	9.78	8.71	9.45	11.20	12.72	14.06	15.67	18.07	21.23	25.58	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

General Fund – Income Statement:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED		Actuals	Current Year		Projected Years								
Scenario: Base - No SRV		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	7,183,000	7,233,326	7,488,919	7,842,014	8,186,902	8,547,073	8,860,590	9,187,896	9,529,515	9,884,319	10,255,832	10,640,874	
User Charges & Fees	1,330,000	1,050,744	1,109,108	1,144,788	1,183,633	1,220,189	1,255,736	1,288,284	1,326,421	1,361,582	1,402,531	1,440,538	
Other Revenues	1,078,000	741,218	525,652	536,415	539,156	550,283	553,233	564,738	567,905	579,803	583,200	595,592	
Grants & Contributions provided for Operating Purposes	11,681,000	9,123,748	8,496,329	8,526,752	8,579,506	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,019	
Grants & Contributions provided for Capital Purposes	18,342,000	37,130,133	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306	
Interest & Investment Revenue	53,000	120,000	120,400	120,804	121,212	121,624	122,040	122,461	122,885	123,314	123,747	124,185	
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	174,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	39,841,000	55,399,169	18,081,524	18,505,804	18,945,706	19,425,472	19,841,802	20,291,031	20,740,948	21,223,751	21,709,592	22,229,513	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	7,661,000	8,744,560	8,654,834	8,975,830	9,200,952	9,431,851	9,663,349	9,900,640	10,143,859	10,393,156	10,648,694	10,910,604	
Borrowing Costs	118,000	171,531	509,164	561,547	531,924	494,821	462,909	430,185	392,587	357,142	319,503	277,972	
Materials & Contracts	6,583,000	4,577,992	2,464,443	3,568,080	3,699,311	3,693,064	3,570,036	3,714,473	3,856,294	3,904,951	4,010,811	4,018,841	
Depreciation & Amortisation	6,367,000	6,890,128	7,002,716	7,132,159	7,442,681	7,442,681	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	25,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	1,726,000	1,492,601	1,543,684	1,643,836	1,831,858	1,783,274	1,857,901	1,936,005	2,154,487	2,103,283	2,192,878	2,286,692	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	2,768,000	270,300	275,706	281,220	286,845	292,581	298,433	304,402	310,490	316,700	323,034	329,494	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	25,248,000	22,147,111	20,450,548	22,162,673	22,993,570	23,138,272	23,298,235	23,731,311	24,303,323	24,520,837	24,940,526	25,269,209	
Operating Result from Continuing Operations	14,593,000	33,252,058	(2,369,024)	(3,656,869)	(4,047,864)	(3,712,800)	(3,456,433)	(3,440,280)	(3,562,376)	(3,297,086)	(3,230,934)	(3,039,696)	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	14,593,000	33,252,058	(2,369,024)	(3,656,869)	(4,047,864)	(3,712,800)	(3,456,433)	(3,440,280)	(3,562,376)	(3,297,086)	(3,230,934)	(3,039,696)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,749,000)	(3,878,075)	(2,710,139)	(3,991,901)	(4,383,161)	(4,048,367)	(3,792,276)	(3,776,404)	(3,898,787)	(3,633,789)	(3,567,936)	(3,377,002)	

General Fund – Balance Sheet:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		Projected Years											
Scenario: Base - No SRV		Actuals	Current Year		Projected Years								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,659,000	4,622,446	1,557,356	1,593,168	1,630,140	1,671,775	1,707,053	1,745,827	1,784,011	1,825,701	1,866,994	1,911,920	
Inventories	355,000	431,888	321,921	386,697	397,024	399,292	394,991	405,887	416,733	422,329	431,224	434,629	
Contract assets	6,633,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,594,000	20,800,783	17,867,621	14,415,114	10,908,109	8,692,067	8,723,045	8,772,714	8,821,745	8,869,030	8,919,218	8,967,549	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	416,779,000	454,765,723	453,481,777	452,757,993	451,461,842	449,873,896	447,022,719	447,623,615	448,663,922	449,099,998	448,742,148	448,376,483	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	789,000	897,617	1,046,233	1,094,850	1,143,467	1,192,084	1,240,700	1,289,317	1,337,934	1,386,550	1,435,167	1,483,784	
Right of use assets	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	417,814,000	455,921,339	454,786,011	454,110,843	452,863,308	451,323,980	448,521,420	449,170,932	450,259,856	450,744,549	450,435,315	450,118,267	
TOTAL ASSETS	436,408,000	476,722,123	472,653,632	468,525,956	463,771,417	460,016,046	457,244,464	457,943,645	459,081,601	459,613,578	459,354,533	459,085,816	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	657,787	2,083,885	6,911,462	12,316,429	16,963,335	20,758,473	24,402,994	
Payables	2,083,000	3,279,868	2,376,565	2,684,943	2,784,746	2,781,828	2,770,679	2,844,343	2,940,113	2,957,051	3,007,261	3,047,592	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	3,412,000	3,845,925	742,824	744,753	749,108	755,025	760,295	766,708	772,197	778,862	784,596	791,552	
Lease liabilities	63,000	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	474,000	599,131	781,114	810,833	703,357	735,368	768,193	805,894	841,445	879,191	920,832	756,075	
Provisions	2,775,000	2,440,371	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	8,807,000	10,165,295	6,329,844	6,669,871	6,666,552	7,359,349	8,812,393	13,757,750	19,299,525	24,007,781	27,900,503	31,427,556	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	153,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	
Borrowings	5,304,000	10,610,141	12,813,658	12,002,825	11,299,469	10,564,101	9,795,908	8,990,013	8,148,569	7,269,377	6,348,544	5,592,470	
Provisions	2,659,000	2,993,629	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	8,116,000	13,819,770	15,955,753	15,144,920	14,441,564	13,706,196	12,938,003	12,132,108	11,290,664	10,411,472	9,490,639	8,734,565	
TOTAL LIABILITIES	16,923,000	23,985,065	22,285,598	21,814,791	21,108,117	21,065,545	21,750,397	25,889,858	30,590,190	34,419,254	37,391,142	40,162,121	
Net Assets	419,485,000	452,737,058	450,368,034	446,711,165	442,663,301	438,950,501	435,494,068	432,053,787	428,491,411	425,194,325	421,963,391	418,923,695	
EQUITY													
Retained Earnings	144,261,000	177,513,058	175,144,034	171,487,165	167,439,301	163,726,501	160,270,068	156,829,787	153,267,411	149,970,325	146,739,391	143,699,695	
Revaluation Reserves	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	419,485,000	452,737,058	450,368,034	446,711,165	442,663,301	438,950,501	435,494,068	432,053,787	428,491,411	425,194,325	421,963,391	418,923,695	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	419,485,000	452,737,058	450,368,034	446,711,165	442,663,301	438,950,501	435,494,068	432,053,787	428,491,411	425,194,325	421,963,391	418,923,695	

General Fund – Cash Flow Statement:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		Actuals	QBR 2										
CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLIDATED		Current Year	Current Year					Projected Years					
Scenario: Base - No SRV		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	7,186,026	7,467,822	7,819,155	8,164,980	8,524,014	8,841,880	9,168,194	9,508,779	9,862,654	10,232,933	10,617,029	10,617,029
User Charges & Fees	-	967,892	1,100,403	1,140,474	1,178,755	1,215,752	1,251,156	1,284,221	1,321,536	1,357,217	1,397,317	1,435,843	1,435,843
Investment & Interest Revenue Received	-	51,292	124,655	118,897	118,557	118,304	118,637	118,972	119,309	119,648	119,989	120,332	120,332
Grants & Contributions	-	46,419,337	8,070,685	8,862,223	8,915,861	8,987,760	9,051,493	9,129,233	9,195,564	9,276,375	9,345,684	9,430,039	9,430,039
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-
Other	-	340,574	1,280,438	533,629	537,458	546,506	551,277	560,763	565,849	575,684	581,035	591,298	591,298
Payments:													
Employee Benefits & On-Costs	-	(8,714,591)	(8,653,109)	(8,970,183)	(9,196,593)	(9,427,383)	(9,658,770)	(9,895,946)	(10,139,048)	(10,388,225)	(10,643,639)	(10,905,423)	(10,905,423)
Materials & Contracts	-	(4,052,823)	(2,795,068)	(3,390,149)	(3,657,149)	(3,724,986)	(3,593,480)	(3,693,595)	(3,804,651)	(3,926,709)	(3,992,146)	(4,014,535)	(4,014,535)
Borrowing Costs	-	(126,295)	(483,614)	(568,342)	(538,988)	(500,754)	(469,113)	(436,669)	(399,386)	(364,246)	(326,932)	(285,754)	(285,754)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-
Other	-	(1,449,409)	(1,618,855)	(1,637,170)	(1,819,329)	(1,786,535)	(1,852,941)	(1,930,814)	(2,139,929)	(2,106,723)	(2,186,924)	(2,280,457)	(2,280,457)
Net Cash provided (or used in) Operating Activities	-	40,622,004	4,493,357	3,908,533	3,703,551	3,952,678	4,240,139	4,304,358	4,228,022	4,405,675	4,527,317	4,708,372	4,708,372
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	2,552,000	2,514,000	2,610,000	2,591,000	2,705,000	2,726,000	-	-	-	-	-	-
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	-	(47,316,826)	(9,000,963)	(9,240,514)	(8,988,023)	(8,822,052)	(7,606,869)	(8,313,742)	(8,777,094)	(8,161,135)	(7,393,264)	(7,382,061)	(7,382,061)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(110,000)	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
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	-	(44,874,826)	(6,636,963)	(6,680,514)	(6,447,023)	(6,167,052)	(4,930,869)	(8,363,742)	(8,827,094)	(8,211,135)	(7,443,264)	(7,432,061)	(7,432,061)
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	5,904,612	3,100,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Repayment of Borrowings & Advances	-	(473,340)	(714,500)	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)	(920,832)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	5,431,272	2,385,500	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)	(920,832)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,178,450	241,894	(3,553,095)	(3,554,304)	(2,917,731)	(1,426,098)	(4,827,577)	(5,404,967)	(4,646,906)	(3,795,138)	(3,644,521)	(3,644,521)
plus: Cash & Cash Equivalents - beginning of year	7,947,000	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	(657,787)	(2,083,885)	(6,911,462)	(12,316,429)	(16,963,335)	(20,758,473)	(20,758,473)
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	(657,787)	(2,083,885)	(6,911,462)	(12,316,429)	(16,963,335)	(20,758,473)	(24,402,994)	(24,402,994)
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	(657,787)	(2,083,885)	(6,911,462)	(12,316,429)	(16,963,335)	(20,758,473)	(24,402,994)	(24,402,994)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	(657,787)	(2,083,885)	(6,911,462)	(12,316,429)	(16,963,335)	(20,758,473)	(24,402,994)	(24,402,994)
Representing:													
- External Restrictions	9,147,000	12,371,875	10,582,701	10,600,577	11,619,933	13,095,860	14,652,923	16,295,022	16,967,362	19,131,687	21,494,443	24,065,667	24,065,667
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(1,200,000)	(3,246,426)	(1,215,357)	(4,786,328)	(9,359,988)	(13,753,646)	(16,736,808)	(23,206,484)	(29,283,792)	(36,095,021)	(42,252,916)	(48,468,660)	(48,468,660)
	7,947,000	9,125,450	9,367,344	5,814,249	2,259,944	(657,787)	(2,083,885)	(6,911,462)	(12,316,429)	(16,963,335)	(20,758,473)	(24,402,994)	(24,402,994)

General Fund – KPIs:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032		Adopted QBR 2										
FINANCIAL PERFORMANCE INDICATORS		Current Year	Projected Years									
Scenario: Base - No SRV		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-20.42%	-22.01%	-19.67%	-17.91%	-17.40%	-17.59%	-15.88%	-15.18%	-13.92%	
Own Source Operating Revenue Ratio 1)	16.51%	51.12%	52.11%	52.95%	53.74%	54.39%	55.02%	55.67%	56.30%	56.96%	57.59%	
Unrestricted Current Ratio	1.79	1.80	0.82	-0.26	-0.98	-1.02	-0.74	-0.55	-0.53	-0.54	-0.57	
Debt Service Cover Ratio 1)	5.36	4.15	2.97	2.89	3.49	3.68	3.67	3.55	3.74	3.77	3.90	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.94%	6.82%	6.85%	6.88%	6.90%	6.91%	6.93%	6.94%	6.96%	6.97%	6.99%	
Cash Expense Cover Ratio 1)	7.37	7.86	4.53	1.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	1.38%	6.77%	7.10%	7.45%	7.82%	8.22%	8.65%	8.85%	9.31%	9.58%	10.11%	
Asset Maintenance Ratio	110.00%	39.47%	41.09%	42.78%	46.11%	49.01%	45.57%	41.71%	38.57%	40.16%	42.87%	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	4.40%	8.28%	8.87%	8.62%	7.46%	7.28%	7.09%	6.91%	6.73%	6.56%	6.38%	
Rates & Annual Charges Coverage Ratio	13.06%	41.42%	42.38%	43.21%	44.00%	44.66%	45.28%	45.95%	46.57%	47.24%	47.87%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-20.42%	-22.01%	-19.67%	-17.91%	-17.40%	-17.59%	-15.88%	-15.18%	-13.92%	
Own Source Revenue Ratio 1)	16.51%	51.12%	52.11%	52.95%	53.74%	54.39%	55.02%	55.67%	56.30%	56.96%	57.59%	
Building & Infrastructure Asset Renewal Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Debt Service Ratio	3.49%	6.83%	7.36%	7.19%	6.25%	6.12%	5.98%	5.85%	5.71%	5.58%	5.45%	
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)	-21.23%	-15.28%	-21.97%	-23.55%	-21.21%	-19.44%	-18.92%	-19.11%	-17.40%	-16.69%	-15.43%	
Own Source Operating Revenue Ratio 2)	14.95%	47.55%	48.56%	49.46%	50.28%	50.98%	51.63%	52.34%	52.99%	53.70%	54.35%	
Unrestricted Current Ratio	1.79	1.80	0.82	-0.26	-0.98	-1.02	-0.74	-0.55	-0.53	-0.54	-0.57	
Debt Service Cover Ratio 2)	4.94	3.92	2.76	2.67	3.25	3.44	3.42	3.29	3.48	3.50	3.63	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Cash Expense Cover Ratio 2)	7.26	8.69	4.82	1.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Interest Cover Ratio	18.56	9.43	6.59	6.75	7.86	8.89	9.53	10.03	11.67	13.14	15.64	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

Water Fund – Income Statement:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
INCOME STATEMENT - WATER FUND		Actuals	Current Year		Projected Years								
Scenario: Base - No SRV		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	1,238,000	1,307,792	1,489,823	1,700,408	1,862,700	2,041,584	2,142,314	2,248,077	2,358,891	2,476,987	2,600,238	2,730,904	
User Charges & Fees	1,355,000	1,322,301	1,358,353	1,565,016	1,725,029	1,903,215	2,002,599	2,107,459	2,217,837	2,333,778	2,457,823	2,587,504	
Other Revenues	(72,000)	4,174	4,270	4,368	4,468	4,571	4,676	4,784	4,894	5,007	5,122	5,240	
Grants & Contributions provided for Operating Purposes	218,000	245,631	132,102	135,205	138,380	141,631	144,957	148,363	151,848	155,415	159,067	162,803	
Grants & Contributions provided for Capital Purposes	1,670,000	9,879,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Interest & Investment Revenue	6,000	-	-	-	-	-	-	-	-	-	-	-	
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	4,415,000	12,759,397	2,994,548	3,414,996	3,740,577	4,101,001	4,304,547	4,518,682	4,743,470	4,981,187	5,232,250	5,496,451	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	542,000	433,620	442,293	453,323	464,628	476,216	488,093	500,266	512,742	525,531	538,638	552,072	
Borrowing Costs	225,000	161,730	165,089	160,984	157,378	152,151	147,783	143,061	138,205	133,100	128,129	122,390	
Materials & Contracts	1,034,000	1,179,252	1,035,477	1,043,351	1,102,239	1,094,028	1,112,905	1,155,457	1,183,529	1,253,329	1,235,035	1,268,488	
Depreciation & Amortisation	734,000	746,368	773,618	815,118	815,118	815,118	815,118	815,118	815,118	815,118	815,118	815,118	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	-	106,157	108,393	113,661	119,191	124,995	131,089	137,486	144,202	151,252	158,654	166,426	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	18,000	-	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	2,553,000	2,627,127	2,524,869	2,586,437	2,658,554	2,662,509	2,694,987	2,751,388	2,793,796	2,878,329	2,875,574	2,924,494	
Operating Result from Continuing Operations	1,862,000	10,132,270	469,678	828,559	1,082,023	1,438,492	1,609,560	1,767,294	1,949,674	2,102,858	2,356,676	2,571,957	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	1,862,000	10,132,270	469,678	828,559	1,082,023	1,438,492	1,609,560	1,767,294	1,949,674	2,102,858	2,356,676	2,571,957	
Net Operating Result before Grants and Contributions provided for Capital Purposes	192,000	252,770	459,678	818,559	1,072,023	1,428,492	1,599,560	1,757,294	1,939,674	2,092,858	2,346,676	2,561,957	

Water Fund – Balance Sheet:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
BALANCE SHEET - WATER FUND		Projected Years											
Scenario: Base - No SRV		Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2020/21	2021/22											
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204	
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,146,000	1,369,257	834,870	959,709	1,056,359	1,163,840	1,223,940	1,287,310	1,353,974	1,424,111	1,498,923	1,577,256	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	784,000	784,000	784,000	784,000	784,000	784,000	784,000	784,000	784,000	784,000	784,000	784,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,520,000	2,959,038	3,535,035	4,459,035	5,622,639	7,184,139	8,964,683	10,898,740	12,996,402	15,268,508	17,752,273	20,419,460	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	29,557,000	39,055,424	38,598,806	38,239,588	37,908,669	37,506,251	37,061,133	36,624,315	36,196,097	35,756,679	35,322,286	34,933,043	
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	29,557,000	39,055,424	38,598,806	38,239,588	37,908,669	37,506,251	37,061,133	36,624,315	36,196,097	35,756,679	35,322,286	34,933,043	
TOTAL ASSETS	32,077,000	42,014,462	42,133,840	42,698,623	43,531,308	44,690,390	46,025,816	47,523,055	49,192,498	51,025,186	53,074,558	55,352,503	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	323,000	326,617	236,281	236,575	254,914	248,406	251,544	263,481	270,099	291,884	281,504	290,157	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	237,000	259,965	264,070	267,676	272,903	277,271	281,993	286,849	291,954	296,925	302,664	308,416	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	560,000	586,582	500,352	504,251	527,817	525,678	533,537	550,330	562,054	588,809	584,169	598,573	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,931,000	5,709,610	5,445,540	5,177,864	4,904,961	4,627,690	4,345,697	4,058,848	3,766,894	3,469,969	3,167,305	2,858,889	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,931,000	5,709,610	5,445,540	5,177,864	4,904,961	4,627,690	4,345,697	4,058,848	3,766,894	3,469,969	3,167,305	2,858,889	
TOTAL LIABILITIES	6,491,000	6,296,192	5,945,892	5,682,115	5,432,778	5,153,368	4,879,234	4,609,178	4,328,948	4,058,778	3,751,474	3,457,462	
Net Assets	25,586,000	35,718,270	36,187,949	37,016,508	38,098,531	39,537,023	41,146,583	42,913,877	44,863,551	46,966,409	49,323,085	51,895,042	
EQUITY													
Retained Earnings	14,014,000	24,146,270	24,615,949	25,444,508	26,526,531	27,965,023	29,574,583	31,341,877	33,291,551	35,394,409	37,751,085	40,323,042	
Revaluation Reserves	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	11,572,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	25,586,000	35,718,270	36,187,949	37,016,508	38,098,531	39,537,023	41,146,583	42,913,877	44,863,551	46,966,409	49,323,085	51,895,042	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	25,586,000	35,718,270	36,187,949	37,016,508	38,098,531	39,537,023	41,146,583	42,913,877	44,863,551	46,966,409	49,323,085	51,895,042	

Water Fund – Cash Flow Statement:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - WATER FUND Scenario: Base - No SRV	Adopted QBR 2		Projected Years									
	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2020/21	2021/22	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,286,871	1,477,307	1,685,928	1,851,541	2,029,285	2,135,388	2,240,805	2,351,272	2,468,867	2,591,764	2,721,920
User Charges & Fees	-	1,281,477	1,339,272	1,455,640	1,640,343	1,808,911	1,950,001	2,051,962	2,159,420	2,272,417	2,392,173	2,518,871
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	9,963,726	708,446	145,028	148,200	151,446	154,769	158,169	161,650	165,213	168,860	172,591
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,174	4,270	4,368	4,468	4,571	4,676	4,784	4,894	5,007	5,122	5,240
Payments:												
Employee Benefits & On-Costs	-	(438,324)	(442,247)	(453,265)	(464,569)	(476,155)	(488,030)	(500,201)	(512,676)	(525,463)	(538,568)	(552,001)
Materials & Contracts	-	(1,150,194)	(1,092,316)	(1,043,779)	(1,084,061)	(1,100,419)	(1,109,433)	(1,143,369)	(1,176,771)	(1,231,353)	(1,245,295)	(1,259,864)
Borrowing Costs	-	(180,940)	(165,690)	(161,594)	(157,996)	(152,781)	(148,423)	(143,713)	(138,868)	(133,774)	(128,815)	(123,089)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(106,157)	(108,393)	(113,661)	(119,191)	(124,995)	(131,089)	(137,486)	(144,202)	(151,252)	(158,654)	(166,426)
Net Cash provided (or used in) Operating Activities	-	10,660,633	1,720,650	1,518,666	1,818,735	2,139,862	2,367,858	2,530,951	2,704,719	2,869,661	3,086,585	3,317,243
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(10,246,426)	(350,302)	(455,434)	(484,105)	(412,940)	(370,143)	(378,272)	(386,871)	(375,738)	(380,708)	(425,724)
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	-	(10,246,426)	(350,302)	(455,434)	(484,105)	(412,940)	(370,143)	(378,272)	(386,871)	(375,738)	(380,708)	(425,724)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(198,425)	(259,965)	(264,070)	(267,676)	(272,903)	(277,271)	(281,993)	(286,849)	(291,954)	(296,925)	(302,664)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(198,425)	(259,965)	(264,070)	(267,676)	(272,903)	(277,271)	(281,993)	(286,849)	(291,954)	(296,925)	(302,664)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	215,781	1,110,383	799,162	1,066,954	1,454,019	1,720,443	1,870,686	2,030,998	2,201,970	2,408,953	2,588,854
plus: Cash & Cash Equivalents - beginning of year	-	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350
Cash & Cash Equivalents - end of the year	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204
Cash & Cash Equivalents - end of the year	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictors	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204
	590,000	805,781	1,916,164	2,715,326	3,782,280	5,236,299	6,956,743	8,827,429	10,858,428	13,060,397	15,469,350	18,058,204

Water Fund – KPIs:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
FINANCIAL PERFORMANCE INDICATORS - WATER FUND		Current Year	Projected Years									
Scenario: Base - No SRV		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)	8.78%	15.40%	24.04%	28.74%	34.92%	37.25%	38.98%	40.98%	42.10%	44.94%	46.70%	
Own Source Operating Revenue Ratio 1)	20.65%	95.25%	95.75%	96.03%	96.30%	96.40%	96.50%	96.59%	96.68%	96.77%	96.86%	
Unrestricted Current Ratio	5.04	7.07	8.84	10.65	13.67	16.80	19.80	23.12	25.93	30.39	34.11	
Debt Service Cover Ratio 1)	3.22	3.29	4.22	4.81	5.64	6.03	6.39	6.81	7.15	7.74	8.23	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.67%	6.62%	6.62%	6.60%	6.60%	6.59%	6.59%	6.59%	6.59%	6.59%	6.59%	
Cash Expense Cover Ratio 1)	4.66	11.12	16.00	21.68	29.54	38.75	48.00	57.67	67.15	78.38	90.14	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	1508.91%	33.02%	47.06%	49.07%	40.38%	35.57%	38.32%	38.98%	37.80%	37.08%	41.49%	
Infrastructure Backlog Ratio	7.18%	17%	17.62%	18.73%	19.96%	21.32%	22.76%	24.31%	25.99%	28.12%	30.43%	
Asset Maintenance Ratio	1.10	31.74%	33.74%	34.85%	37.38%	39.48%	41.21%	43.34%	44.70%	48.09%	50.52%	
Capital Expenditure Ratio	13.73	0.41	0.56	0.59	0.51	0.45	0.46	0.47	0.46	0.47	0.52	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	13.65%	14.90%	13.00%	11.83%	10.76%	10.24%	9.75%	9.28%	8.83%	8.39%	7.98%	
Rates & Annual Charges Coverage Ratio	10.25%	49.75%	49.79%	49.80%	49.78%	49.77%	49.75%	49.73%	49.73%	49.70%	49.68%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	8.78%	15.40%	24.04%	28.74%	34.92%	37.25%	38.98%	40.98%	42.10%	44.94%	46.70%	
Own Source Revenue Ratio 1)	20.65%	95.25%	95.75%	96.03%	96.30%	96.40%	96.50%	96.59%	96.68%	96.77%	96.86%	
Building & Infrastructure Asset Renewal Ratio	1508.91%	33.02%	47.06%	49.07%	40.38%	35.57%	38.32%	38.98%	37.80%	37.08%	41.49%	
Infrastructure Backlog Ratio	0.07	0.17	0.18	0.19	0.20	0.21	0.23	0.24	0.26	0.28	0.30	
Asset Maintenance Ratio	1.10	0.32	0.34	0.35	0.37	0.39	0.41	0.43	0.45	0.48	0.51	
Debt Service Ratio	12.49%	14.24%	12.48%	11.39%	10.39%	9.90%	9.43%	8.98%	8.55%	8.14%	7.75%	
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)	8.78%	15.40%	24.04%	28.74%	34.92%	37.25%	38.98%	40.98%	42.10%	44.94%	46.70%	
Own Source Operating Revenue Ratio 2)	20.61%	95.11%	95.62%	95.91%	96.19%	96.29%	96.39%	96.48%	96.58%	96.67%	96.76%	
Unrestricted Current Ratio	5.04	7.07	8.84	10.65	13.67	16.80	19.80	23.12	25.93	30.39	34.11	
Debt Service Cover Ratio 2)	3.22	3.29	4.22	4.81	5.64	6.03	6.39	6.81	7.15	7.74	8.23	
Capital Expenditure Ratio	13.73	0.41	0.56	0.59	0.51	0.45	0.46	0.47	0.46	0.47	0.52	
Infrastructure Backlog Ratio	0.07	0.17	0.18	0.19	0.20	0.21	0.23	0.24	0.26	0.28	0.30	
Asset Maintenance Ratio	1.10	0.32	0.34	0.35	0.37	0.39	0.41	0.43	0.45	0.48	0.51	
Building & Infrastructure Renewals Ratio	1508.91%	33.02%	47.06%	49.07%	40.38%	35.57%	38.32%	38.98%	37.80%	37.08%	41.49%	
Cash Expense Cover Ratio 2)	5.62	14.50	20.23	26.92	37.07	48.20	59.07	70.80	81.20	96.07	109.06	
Interest Cover Ratio	7.18	8.47	11.15	12.99	15.75	17.34	18.98	20.93	22.85	25.68	28.59	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

Sewer Fund – Income Statement:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
INCOME STATEMENT - SEWER FUND	Actuals	Current Year	Projected Years									
Scenario: Base - No SRV	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,344,000	2,494,059	2,626,713	2,769,349	2,918,795	3,077,303	3,243,082	3,418,111	3,602,508	3,796,375	4,001,834	4,217,002
User Charges & Fees	234,000	169,768	223,871	235,757	248,274	261,457	275,339	289,959	305,356	321,569	338,643	356,626
Other Revenues	84,000	9,450	9,923	10,419	10,940	11,487	12,061	12,664	13,297	13,962	14,660	15,393
Grants & Contributions provided for Operating Purposes	27,000	28,705	29,423	30,158	30,912	31,685	32,477	33,289	34,121	34,974	35,849	36,745
Grants & Contributions provided for Capital Purposes	16,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Interest & Investment Revenue	7,000	-	-	-	-	-	-	-	-	-	-	-
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	2,712,000	2,711,982	2,899,930	3,055,682	3,218,921	3,391,932	3,572,959	3,764,023	3,965,282	4,176,880	4,400,986	4,635,766
Expenses from Continuing Operations												
Employee Benefits & On-Costs	270,000	352,369	359,416	368,402	377,612	387,052	396,728	406,647	416,813	427,233	437,914	448,862
Borrowing Costs	142,000	135,973	128,552	120,865	111,917	102,581	92,500	81,833	69,885	57,201	43,506	28,789
Materials & Contracts	729,000	733,586	787,560	728,614	790,926	777,527	784,633	830,757	833,012	921,460	875,872	898,366
Depreciation & Amortisation	507,000	532,509	535,009	545,592	545,592	545,592	545,592	545,592	545,592	545,592	545,592	545,592
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	90,459	94,940	99,643	104,581	109,765	115,206	120,919	126,916	133,211	139,820	146,758
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	26,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,674,000	1,844,896	1,905,478	1,863,117	1,930,628	1,922,517	1,934,660	1,985,748	1,992,217	2,084,697	2,042,705	2,068,367
Operating Result from Continuing Operations	1,038,000	867,086	994,452	1,192,565	1,288,293	1,469,415	1,638,298	1,778,275	1,973,065	2,092,183	2,358,281	2,567,399
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,038,000	867,086	994,452	1,192,565	1,288,293	1,469,415	1,638,298	1,778,275	1,973,065	2,092,183	2,358,281	2,567,399
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,022,000	857,086	984,452	1,182,565	1,278,293	1,459,415	1,628,298	1,768,275	1,963,065	2,082,183	2,348,281	2,557,399

Sewer Fund – Balance Sheet:

Tenterfield Shire Council													
10 Year Financial Plan for the Years ending 30 June 2032													
BALANCE SHEET - SEWER FUND	Actuals	Adopted QBR 2 Current Year	Projected Years										
Scenario: Base - No SRV	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
ASSETS													
Current Assets													
Cash & Cash Equivalents	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994	
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	221,000	242,827	275,600	290,407	305,949	322,392	339,629	357,812	376,964	397,111	418,414	440,767	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	5,067,000	5,372,402	5,690,614	6,370,677	7,421,649	8,626,302	10,011,079	11,493,634	12,860,682	14,604,450	16,589,259	18,740,762	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	22,668,000	23,130,284	23,707,475	24,108,783	24,230,690	24,367,698	24,484,154	24,633,640	25,079,711	25,258,837	25,444,021	25,659,535	
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	22,668,000	23,130,284	23,707,475	24,108,783	24,230,690	24,367,698	24,484,154	24,633,640	25,079,711	25,258,837	25,444,021	25,659,535	
TOTAL ASSETS	27,735,000	28,502,686	29,398,089	30,479,459	31,652,339	32,993,999	34,495,234	36,127,274	37,940,393	39,863,288	42,033,280	44,400,297	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	27,000	20,817	22,358	19,441	21,253	20,061	19,640	20,715	20,027	22,681	20,029	20,001	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	93,000	100,591	108,278	117,226	126,562	136,643	147,310	159,258	171,942	185,637	200,354	215,983	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	120,000	121,408	130,636	136,667	147,816	156,704	166,950	179,973	191,969	208,318	220,383	235,984	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	1,670,000	1,569,193	1,460,915	1,343,689	1,217,127	1,080,484	933,174	773,916	601,974	416,337	215,983	-	
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	1,670,000	1,569,193	1,460,915	1,343,689	1,217,127	1,080,484	933,174	773,916	601,974	416,337	215,983	-	
TOTAL LIABILITIES	1,790,000	1,690,601	1,591,551	1,480,356	1,364,943	1,237,188	1,100,124	953,889	793,943	624,655	436,366	235,984	
Net Assets	25,945,000	26,812,086	27,806,538	28,999,103	30,287,396	31,756,811	33,395,110	35,173,385	37,146,450	39,238,632	41,596,914	44,164,313	
EQUITY													
Retained Earnings	13,102,000	13,969,086	14,963,538	16,156,103	17,444,396	18,913,811	20,552,110	22,330,385	24,303,450	26,395,632	28,753,914	31,321,313	
Revaluation Reserves	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	12,843,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	25,945,000	26,812,086	27,806,538	28,999,103	30,287,396	31,756,811	33,395,110	35,173,385	37,146,450	39,238,632	41,596,914	44,164,313	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	25,945,000	26,812,086	27,806,538	28,999,103	30,287,396	31,756,811	33,395,110	35,173,385	37,146,450	39,238,632	41,596,914	44,164,313	

Sewer Fund – Cash Flow Statement:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - SEWER FUND Scenario: Base - No SRV		Adopted QBR 2 Current Year	Projected Years									
Actuals 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	2,450,148	2,617,889	2,759,860	2,908,853	3,066,759	3,232,054	3,406,468	3,590,242	3,783,479	3,988,166	4,202,689
User Charges & Fees	-	193,842	199,993	230,511	242,750	255,639	269,212	283,506	298,560	314,413	331,107	348,689
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	37,767	39,406	40,140	40,894	41,666	42,458	43,269	44,101	44,953	45,828	46,723
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,399	9,870	10,363	10,882	11,426	11,997	12,597	13,227	13,888	14,582	15,312
Payments:												
Employee Benefits & On-Costs	-	(355,044)	(359,410)	(368,393)	(377,603)	(387,043)	(396,719)	(406,637)	(416,803)	(427,223)	(437,904)	(448,852)
Materials & Contracts	-	(731,408)	(785,705)	(731,195)	(788,749)	(778,325)	(784,628)	(829,223)	(833,202)	(918,268)	(877,944)	(897,766)
Borrowing Costs	-	(141,659)	(128,873)	(121,210)	(112,290)	(102,983)	(92,935)	(82,302)	(70,392)	(57,748)	(44,097)	(29,427)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(90,459)	(94,940)	(99,643)	(104,581)	(109,765)	(115,206)	(120,919)	(126,916)	(133,211)	(139,820)	(146,758)
Net Cash provided (or used in) Operating Activities	-	1,371,585	1,498,230	1,720,433	1,820,155	1,997,373	2,166,232	2,306,760	2,498,817	2,620,283	2,879,919	3,090,610
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(994,793)	(1,112,200)	(946,900)	(667,500)	(682,600)	(662,049)	(695,078)	(991,663)	(724,719)	(730,776)	(761,107)
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	-	(994,793)	(1,112,200)	(946,900)	(667,500)	(682,600)	(662,049)	(695,078)	(991,663)	(724,719)	(730,776)	(761,107)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(93,217)	(100,591)	(108,278)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	(200,354)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(93,217)	(100,591)	(108,278)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	(200,354)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	283,575	285,439	665,256	1,035,429	1,188,211	1,367,540	1,464,372	1,347,896	1,723,621	1,963,506	2,129,149
plus: Cash & Cash Equivalents - beginning of year	-	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845
Cash & Cash Equivalents - end of the year	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994
Cash & Cash Equivalents - end of the year												
Cash & Cash Equivalents - end of the year	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994
	4,846,000	5,129,575	5,415,014	6,080,270	7,115,699	8,303,910	9,671,450	11,135,822	12,483,718	14,207,339	16,170,845	18,299,994

Sewer Fund – KPIs:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032		Adopted QBR 2										
FINANCIAL PERFORMANCE INDICATORS - SEWER FUND		Current Year	Projected Years									
Scenario: Base - No SRV		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)		31.72%	34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	55.29%
Own Source Operating Revenue Ratio 1)		98.57%	98.64%	98.69%	98.73%	98.77%	98.81%	98.85%	98.89%	98.92%	98.96%	98.99%
Unrestricted Current Ratio		44.25	43.56	46.61	50.21	55.05	59.96	63.86	66.99	70.11	75.27	79.42
Debt Service Cover Ratio 1)		6.66	7.19	8.07	8.45	9.20	9.89	10.46	11.25	11.72	12.82	13.67
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage		6.34%	6.26%	6.26%	6.26%	6.26%	6.26%	6.26%	6.26%	6.26%	6.26%	6.26%
Cash Expense Cover Ratio 1)		43.60	44.22	51.07	56.91	66.22	76.05	84.24	93.24	99.79	115.14	127.44
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio		195.21%	126.00%	175.35%	120.56%	121.18%	115.51%	119.29%	167.31%	119.39%	118.31%	122.40%
Infrastructure Backlog Ratio		1%	1.5%	1.6%	1.6%	1.7%	1.8%	1.9%	1.9%	2.0%	2.1%	2.3%
Asset Maintenance Ratio		110%	25%	27%	27%	29%	29%	30%	31%	31%	33%	34%
Capital Expenditure Ratio		1.87	2.08	1.74	1.22	1.25	1.21	1.27	1.82	1.33	1.34	1.40
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio		8.57%	8.01%	7.60%	7.21%	6.84%	6.49%	6.16%	5.84%	5.55%	5.26%	4.99%
Rates & Annual Charges Coverage Ratio		91.96%	90.58%	90.63%	90.68%	90.72%	90.77%	90.81%	90.85%	90.89%	90.93%	90.97%
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)		31.72%	34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	55.29%
Own Source Revenue Ratio 1)		98.57%	98.64%	98.69%	98.73%	98.77%	98.81%	98.85%	98.89%	98.92%	98.96%	98.99%
Building & Infrastructure Asset Renewal Ratio		195.21%	126.00%	175.35%	120.56%	121.18%	115.51%	119.29%	167.31%	119.39%	118.31%	122.40%
Infrastructure Backlog Ratio		0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio		1.10	0.25	0.27	0.27	0.29	0.29	0.30	0.31	0.31	0.33	0.34
Debt Service Ratio		8.48%	7.93%	7.52%	7.14%	6.78%	6.43%	6.10%	5.79%	5.50%	5.22%	4.95%
Real Operating Expenditure per Capita Ratio		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)		31.72%	34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	55.29%
Own Source Operating Revenue Ratio 2)		98.22%	98.30%	98.34%	98.39%	98.43%	98.47%	98.51%	98.55%	98.59%	98.63%	98.66%
Unrestricted Current Ratio		44.25	43.56	46.61	50.21	55.05	59.96	63.86	66.99	70.11	75.27	79.42
Debt Service Cover Ratio 2)		6.66	7.19	8.07	8.45	9.20	9.89	10.46	11.25	11.72	12.82	13.67
Capital Expenditure Ratio		1.87	2.08	1.74	1.22	1.25	1.21	1.27	1.82	1.33	1.34	1.40
Infrastructure Backlog Ratio		0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio		1.10	0.25	0.27	0.27	0.29	0.29	0.30	0.31	0.31	0.33	0.34
Building & Infrastructure Renewals Ratio		195.21%	126.00%	175.35%	120.56%	121.18%	115.51%	119.29%	167.31%	119.39%	118.31%	122.40%
Cash Expense Cover Ratio 2)		52.32	52.32	60.97	67.07	78.19	89.51	98.38	108.81	115.05	133.50	146.99
Interest Cover Ratio		11.22	12.82	15.30	17.30	20.55	24.50	29.28	36.90	46.94	67.52	108.78
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

SCENARIO 1 – SRV 43% FOR 2 YEARS

General Fund – Income Statement:

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032		Actuals	Adopted		Projected Years							
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED		Current Year	QBR 2									
Scenario: SRV 43% for 2 years (23/24 & 24/25), then SRV 7.5% c	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,183,000	7,233,326	7,488,919	9,802,288	12,999,375	13,974,743	14,955,952	16,007,543	17,134,446	18,340,277	19,633,660	21,016,904
User Charges & Fees	1,330,000	1,050,744	1,109,108	1,144,788	1,183,633	1,220,189	1,255,736	1,288,284	1,326,421	1,361,582	1,402,531	1,440,538
Other Revenues	1,078,000	741,218	525,652	536,415	539,156	550,283	553,233	564,738	567,905	579,803	583,200	595,592
Grants & Contributions provided for Operating Purposes	11,681,000	9,123,748	8,496,329	8,526,752	8,579,506	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,019
Grants & Contributions provided for Capital Purposes	18,342,000	37,130,133	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306
Interest & Investment Revenue	53,000	120,000	120,400	120,804	121,212	121,624	122,040	122,461	122,885	123,314	123,747	124,185
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	174,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	39,841,000	55,399,169	18,081,524	20,466,078	23,758,179	24,853,142	25,937,164	27,110,678	28,345,879	29,679,709	31,087,420	32,605,543
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,661,000	8,744,560	8,654,834	8,975,830	9,200,952	9,431,851	9,663,349	9,900,640	10,143,859	10,393,156	10,648,694	10,910,604
Borrowing Costs	118,000	171,531	509,164	561,547	531,924	494,821	462,909	430,185	392,587	357,142	319,503	277,972
Materials & Contracts	6,583,000	4,577,992	2,464,443	3,568,080	3,699,311	3,693,064	3,570,036	3,714,473	3,856,294	3,904,951	4,010,811	4,018,841
Depreciation & Amortisation	6,367,000	6,890,128	7,002,716	7,132,159	7,442,681	7,442,681	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	25,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,726,000	1,492,601	1,543,684	1,643,836	1,831,858	1,783,274	1,857,901	1,936,005	2,154,487	2,103,283	2,192,878	2,286,692
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,768,000	270,300	275,706	281,220	286,845	292,581	298,433	304,402	310,490	316,700	323,034	329,494
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	25,248,000	22,147,111	20,450,548	22,162,673	22,993,570	23,138,272	23,298,235	23,731,311	24,303,323	24,520,837	24,940,526	25,269,209
Operating Result from Continuing Operations	14,593,000	33,252,058	(2,369,024)	(1,696,595)	764,609	1,714,870	2,638,929	3,379,367	4,042,555	5,158,872	6,146,894	7,336,334
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,593,000	33,252,058	(2,369,024)	(1,696,595)	764,609	1,714,870	2,638,929	3,379,367	4,042,555	5,158,872	6,146,894	7,336,334
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,749,000)	(3,878,075)	(2,710,139)	(2,031,627)	429,312	1,379,303	2,303,086	3,043,243	3,706,144	4,822,169	5,809,892	6,999,028

General Fund – Balance Sheet:

Tenterfield Shire Council		Adopted											
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2											
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		Actuals	Current Year	Projected Years									
Scenario: SRV 43% for 2 years (23/24 & 24/25), then SRV 7.5% c		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964	36,024,941	
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,659,000	4,622,446	1,557,356	1,725,547	1,948,823	2,032,595	2,118,994	2,205,617	2,298,573	2,399,596	2,508,764	2,628,878	
Inventories	355,000	431,888	321,921	386,697	397,024	399,292	394,991	405,887	416,733	422,329	431,224	434,629	
Contract assets	6,633,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,594,000	20,800,783	17,867,621	16,415,953	17,780,444	20,347,016	25,061,075	27,117,802	29,383,048	33,256,996	38,908,951	45,709,448	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	416,779,000	454,765,723	453,481,777	452,757,993	451,461,842	449,873,896	447,022,719	447,623,615	448,663,922	449,099,998	448,742,148	448,376,483	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	789,000	897,617	1,046,233	1,094,850	1,143,467	1,192,084	1,240,700	1,289,317	1,337,934	1,386,550	1,435,167	1,483,784	
Right of use assets	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	417,814,000	455,921,339	454,786,011	454,110,843	452,863,308	451,323,980	448,521,420	449,170,932	450,259,856	450,744,549	450,435,315	450,118,267	
TOTAL ASSETS	436,408,000	476,722,123	472,653,632	470,526,796	470,643,753	471,670,996	473,582,494	476,288,734	479,642,904	484,001,545	489,344,266	495,827,715	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,083,000	3,279,868	2,376,565	2,725,509	2,884,334	2,894,147	2,896,815	2,985,468	3,097,488	3,132,038	3,201,324	3,262,312	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,412,000	3,845,925	742,824	744,753	749,108	755,025	760,295	766,708	772,197	778,862	784,596	791,552	
Lease liabilities	63,000	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	474,000	599,131	781,114	810,833	703,357	735,368	768,193	805,894	841,445	879,191	920,832	756,075	
Provisions	2,775,000	2,440,371	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,807,000	10,165,295	6,329,844	6,710,436	6,766,141	6,813,881	6,854,644	6,987,412	7,140,471	7,219,433	7,336,093	7,239,282	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	153,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	
Borrowings	5,304,000	10,610,141	12,813,658	12,002,825	11,299,469	10,564,101	9,795,908	8,990,013	8,148,569	7,269,377	6,348,544	5,592,470	
Provisions	2,659,000	2,993,629	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,116,000	13,819,770	15,955,753	15,144,920	14,441,564	13,706,196	12,938,003	12,132,108	11,290,664	10,411,472	9,490,639	8,734,565	
TOTAL LIABILITIES	16,923,000	23,985,065	22,285,598	21,855,357	21,207,705	20,520,078	19,792,648	19,119,521	18,431,136	17,630,905	16,826,733	15,973,847	
Net Assets	419,485,000	452,737,058	450,368,034	448,671,439	449,436,048	451,150,918	453,789,847	457,169,213	461,211,768	466,370,640	472,517,534	479,853,868	
EQUITY													
Retained Earnings	144,261,000	177,513,058	175,144,034	173,447,439	174,212,048	175,926,918	178,565,847	181,945,213	185,987,768	191,146,640	197,293,534	204,629,868	
Revaluation Reserves	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	419,485,000	452,737,058	450,368,034	448,671,439	449,436,048	451,150,918	453,789,847	457,169,213	461,211,768	466,370,640	472,517,534	479,853,868	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	419,485,000	452,737,058	450,368,034	448,671,439	449,436,048	451,150,918	453,789,847	457,169,213	461,211,768	466,370,640	472,517,534	479,853,868	

General Fund – Cash Flow Statement:

Tenterfield Shire Council		Adopted													
10 Year Financial Plan for the Years ending 30 June 2032		Actuals	QBR 2												
CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLIDATED		Current Year	Current Year												
Scenario: SRV 43% for 2 years (23/24 & 24/25), then SRV 7.5% c		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities															
Receipts:															
Rates & Annual Charges	-	7,186,026	7,467,822	9,745,063	12,927,450	13,940,899	14,925,537	15,975,143	17,099,943	18,303,693	19,594,600	20,975,559			
User Charges & Fees	-	967,892	1,100,403	1,140,474	1,178,755	1,215,752	1,251,156	1,284,221	1,321,536	1,357,217	1,397,317	1,435,843			
Investment & Interest Revenue Received	-	51,292	124,655	61,450	41,278	99,682	93,038	98,808	94,555	92,845	87,353	83,299			
Grants & Contributions	-	46,419,337	8,070,685	8,862,223	8,915,861	8,987,760	9,051,493	9,129,233	9,195,564	9,276,375	9,345,684	9,430,039			
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-			
Other	-	340,574	1,280,438	533,629	537,458	546,506	551,277	560,763	565,849	575,684	581,035	591,298			
Payments:															
Employee Benefits & On-Costs	-	(8,714,591)	(8,653,109)	(8,970,183)	(9,196,593)	(9,427,383)	(9,658,770)	(9,895,946)	(10,139,048)	(10,388,225)	(10,643,639)	(10,905,423)			
Materials & Contracts	-	(4,052,823)	(2,795,068)	(3,390,149)	(3,657,149)	(3,724,986)	(3,593,480)	(3,693,595)	(3,804,651)	(3,926,709)	(3,992,146)	(4,014,535)			
Borrowing Costs	-	(126,295)	(483,614)	(568,342)	(538,988)	(500,754)	(469,113)	(436,669)	(399,386)	(364,246)	(326,932)	(285,754)			
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-			
Other	-	(1,449,409)	(1,618,855)	(1,637,170)	(1,819,329)	(1,786,535)	(1,852,941)	(1,930,814)	(2,139,929)	(2,106,723)	(2,186,924)	(2,280,457)			
Net Cash provided (or used in) Operating Activities	-	40,622,004	4,493,357	5,776,994	8,388,744	9,350,941	10,298,197	11,091,144	11,794,432	12,819,910	13,856,348	15,029,870			
Cash Flows from Investing Activities															
Receipts:															
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-			
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-			
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-			
Sale of Infrastructure, Property, Plant & Equipment	-	2,552,000	2,514,000	2,610,000	2,591,000	2,705,000	2,726,000	-	-	-	-	-			
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	-	(47,316,826)	(9,000,963)	(9,240,514)	(8,988,023)	(8,822,052)	(7,606,869)	(8,313,742)	(8,777,094)	(8,161,135)	(7,393,264)	(7,382,061)			
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-			
Purchase of Intangible Assets	-	(110,000)	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)			
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	-	(44,874,826)	(6,636,963)	(6,680,514)	(6,447,023)	(6,167,052)	(4,930,869)	(8,363,742)	(8,827,094)	(8,211,135)	(7,443,264)	(7,432,061)			
Cash Flows from Financing Activities															
Receipts:															
Proceeds from Borrowings & Advances	-	5,904,612	3,100,000	-	-	-	-	-	-	-	-	-			
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-			
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-			
Payments:															
Repayment of Borrowings & Advances	-	(473,340)	(714,500)	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)			
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-			
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-			
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-			
Net Cash Flow provided (used in) Financing Activities	-	5,431,272	2,385,500	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)			
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,178,450	241,894	(1,684,634)	1,130,888	2,480,532	4,631,960	1,959,209	2,161,443	3,767,330	5,533,893	6,676,977			
plus: Cash & Cash Equivalents - beginning of year	7,947,000	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964			
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964	36,024,941			
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964	36,024,941			
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-			
Cash, Cash Equivalents & Investments - end of the year	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964	36,024,941			
Representing:															
- External Restrictions	9,147,000	12,371,875	10,582,701	10,600,577	11,619,933	13,095,860	14,652,923	16,295,022	16,967,362	19,131,687	21,494,443	24,065,667			
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-			
- Unrestricted	(1,200,000)	(3,246,426)	(1,215,357)	(2,917,867)	(2,806,336)	(1,801,730)	1,273,166	1,590,276	3,079,379	4,682,385	7,853,521	11,959,274			
	7,947,000	9,125,450	9,367,344	7,682,709	8,813,597	11,294,129	15,926,089	17,885,298	20,046,741	23,814,071	29,347,964	36,024,941			

General Fund – KPIs:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
FINANCIAL PERFORMANCE INDICATORS		Current Year	Projected Years									
Scenario: SRV 43% for 2 years (23/24 & 24/25), then SRV 7.5% continuu		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-8.70%	3.06%	6.82%	10.16%	12.50%	14.34%	17.51%	19.94%	22.71%	
Own Source Operating Revenue Ratio 1)	16.51%	51.12%	56.70%	62.48%	63.84%	65.11%	66.33%	67.56%	68.75%	69.94%	71.08%	
Unrestricted Current Ratio	1.79	1.80	1.29	1.35	1.58	2.27	2.25	2.47	2.78	3.39	4.35	
Debt Service Cover Ratio 1)	5.36	4.15	4.43	6.47	8.02	8.77	9.37	9.89	10.80	11.59	12.56	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.94%	6.82%	6.79%	6.68%	6.61%	6.60%	6.60%	6.59%	6.58%	6.58%	6.57%	
Cash Expense Cover Ratio 1)	7.37	7.86	5.99	6.58	8.37	11.69	12.80	13.91	16.21	19.53	23.49	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	1.38%	6.77%	7.10%	7.45%	7.82%	8.22%	8.65%	8.85%	9.31%	9.58%	10.11%	
Asset Maintenance Ratio	110.00%	39.47%	41.09%	42.78%	46.11%	49.01%	45.57%	41.71%	38.57%	40.16%	42.87%	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	4.40%	8.28%	7.85%	6.58%	5.57%	5.31%	5.05%	4.80%	4.56%	4.33%	4.10%	
Rates & Annual Charges Coverage Ratio	13.06%	41.42%	47.90%	54.72%	56.23%	57.66%	59.05%	60.45%	61.79%	63.16%	64.46%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-8.70%	3.06%	6.82%	10.16%	12.50%	14.34%	17.51%	19.94%	22.71%	
Own Source Revenue Ratio 1)	16.51%	51.12%	56.70%	62.48%	63.84%	65.11%	66.33%	67.56%	68.75%	69.94%	71.08%	
Building & Infrastructure Asset Renewal Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Debt Service Ratio	3.49%	6.83%	6.65%	5.71%	4.87%	4.66%	4.46%	4.26%	4.07%	3.88%	3.70%	
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)	-21.23%	-15.28%	-10.09%	1.83%	5.63%	9.00%	11.37%	13.23%	16.43%	18.89%	21.69%	
Own Source Operating Revenue Ratio 2)	14.95%	47.55%	53.49%	59.70%	61.14%	62.50%	63.80%	65.13%	66.38%	67.67%	68.88%	
Unrestricted Current Ratio	1.79	1.80	1.29	1.35	1.58	2.27	2.25	2.47	2.78	3.39	4.35	
Debt Service Cover Ratio 2)	4.94	3.92	4.22	6.26	7.78	8.52	9.11	9.63	10.53	11.32	12.28	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Cash Expense Cover Ratio 2)	7.26	8.69	6.37	7.04	8.92	12.42	13.54	14.61	17.09	20.50	24.64	
Interest Cover Ratio	18.56	9.43	10.08	15.80	18.83	22.06	25.38	29.41	35.35	42.49	52.96	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

SCENARIO 2 – SRV 28% FOR 3 YEARS

General Fund – Income Statement:

Tenterfield Shire Council													
10 Year Financial Plan for the Years ending 30 June 2032	Actuals	Adopted QBR 2											
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED		Current Year	Projected Years										
Scenario: SRV 28% for 3 years (23/24 - 25/26), then SRV 7.5% cc	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	7,183,000	7,233,326	7,488,919	9,076,260	11,031,840	13,485,325	14,429,828	15,441,960	16,526,445	17,686,675	18,931,038	20,261,585	
User Charges & Fees	1,330,000	1,050,744	1,109,108	1,144,788	1,183,633	1,220,189	1,255,736	1,288,284	1,326,421	1,361,582	1,402,531	1,440,538	
Other Revenues	1,078,000	741,218	525,652	536,415	539,156	550,283	553,233	564,738	567,905	579,803	583,200	595,592	
Grants & Contributions provided for Operating Purposes	11,681,000	9,123,748	8,496,329	8,526,752	8,579,506	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,019	
Grants & Contributions provided for Capital Purposes	18,342,000	37,130,133	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306	
Interest & Investment Revenue	53,000	120,000	120,400	120,804	121,212	121,624	122,040	122,461	122,885	123,314	123,747	124,185	
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	174,000	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	39,841,000	55,399,169	18,081,524	19,740,050	21,790,644	24,363,724	25,411,040	26,545,095	27,737,878	29,026,107	30,384,798	31,850,224	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	7,661,000	8,744,560	8,654,834	8,975,830	9,200,952	9,431,851	9,663,349	9,900,640	10,143,859	10,393,156	10,648,694	10,910,604	
Borrowing Costs	118,000	171,531	509,164	561,547	531,924	494,821	462,909	430,185	392,587	357,142	319,503	277,972	
Materials & Contracts	6,583,000	4,577,992	2,464,443	3,568,080	3,699,311	3,693,064	3,570,036	3,714,473	3,856,294	3,904,951	4,010,811	4,018,841	
Depreciation & Amortisation	6,367,000	6,890,128	7,002,716	7,132,159	7,442,681	7,442,681	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606	7,445,606	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	25,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	1,726,000	1,492,601	1,543,684	1,643,836	1,831,858	1,783,274	1,857,901	1,936,005	2,154,487	2,103,283	2,192,878	2,286,692	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	2,768,000	270,300	275,706	281,220	286,845	292,581	298,433	304,402	310,490	316,700	323,034	329,494	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	25,248,000	22,147,111	20,450,548	22,162,673	22,993,570	23,138,272	23,298,235	23,731,311	24,303,323	24,520,837	24,940,526	25,269,209	
Operating Result from Continuing Operations	14,593,000	33,252,058	(2,369,024)	(2,422,623)	(1,202,926)	1,225,452	2,112,805	2,813,784	3,434,554	4,505,270	5,444,272	6,581,015	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	14,593,000	33,252,058	(2,369,024)	(2,422,623)	(1,202,926)	1,225,452	2,112,805	2,813,784	3,434,554	4,505,270	5,444,272	6,581,015	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,749,000)	(3,878,075)	(2,710,139)	(2,757,655)	(1,538,223)	889,885	1,776,962	2,477,660	3,098,143	4,168,567	5,107,270	6,243,709	

General Fund – Balance Sheet:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		Current Year										
Scenario: SRV 28% for 3 years (23/24 - 25/26), then SRV 7.5% cc		Projected Years										
	Actuals	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726	29,081,604
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,659,000	4,622,446	1,557,356	1,676,518	1,814,967	1,993,114	2,075,568	2,158,215	2,246,895	2,343,322	2,447,549	2,562,352
Inventories	355,000	431,888	321,921	386,697	397,024	399,292	394,991	405,887	416,733	422,329	431,224	434,629
Contract assets	6,633,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000	6,621,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,594,000	20,800,783	17,867,621	15,674,901	15,046,166	17,153,907	21,341,082	22,831,410	24,487,777	27,707,180	32,655,498	38,699,586
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	416,779,000	454,765,723	453,481,777	452,757,993	451,461,842	449,873,896	447,022,719	447,623,615	448,663,922	449,099,998	448,742,148	448,376,483
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	789,000	897,617	1,046,233	1,094,850	1,143,467	1,192,084	1,240,700	1,289,317	1,337,934	1,386,550	1,435,167	1,483,784
Right of use assets	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000	246,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	417,814,000	455,921,339	454,786,011	454,110,843	452,863,308	451,323,980	448,521,420	449,170,932	450,259,856	450,744,549	450,435,315	450,118,267
TOTAL ASSETS	436,408,000	476,722,123	472,653,632	469,785,744	467,909,474	468,477,887	469,862,502	472,002,342	474,747,633	478,451,728	483,090,814	488,817,853
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,083,000	3,279,868	2,376,565	2,710,484	2,843,618	2,884,019	2,885,928	2,973,764	3,084,906	3,118,512	3,186,784	3,246,682
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,412,000	3,845,925	742,824	744,753	749,108	755,025	760,295	766,708	772,197	778,862	784,596	791,552
Lease liabilities	63,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	474,000	599,131	781,114	810,833	703,357	735,368	768,193	805,894	841,445	879,191	920,832	756,075
Provisions	2,775,000	2,440,371	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342	2,429,342
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,807,000	10,165,295	6,329,844	6,695,412	6,725,425	6,803,754	6,843,757	6,975,708	7,127,889	7,205,907	7,321,553	7,223,651
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	153,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Borrowings	5,304,000	10,610,141	12,813,658	12,002,825	11,299,469	10,564,101	9,795,908	8,990,013	8,148,569	7,269,377	6,348,544	5,592,470
Provisions	2,659,000	2,993,629	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095	2,926,095
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,116,000	13,819,770	15,955,753	15,144,920	14,441,564	13,706,196	12,938,003	12,132,108	11,290,664	10,411,472	9,490,639	8,734,565
TOTAL LIABILITIES	16,923,000	23,985,065	22,285,598	21,840,333	21,166,989	20,509,950	19,781,760	19,107,817	18,418,554	17,617,379	16,812,193	15,958,217
Net Assets	419,485,000	452,737,058	450,368,034	447,945,411	446,742,485	447,967,937	450,080,742	452,894,525	456,329,079	460,834,349	466,278,621	472,859,636
EQUITY												
Retained Earnings	144,261,000	177,513,058	175,144,034	172,721,411	171,518,485	172,743,937	174,856,742	177,670,525	181,105,079	185,610,349	191,054,621	197,635,636
Revaluation Reserves	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000	275,224,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	419,485,000	452,737,058	450,368,034	447,945,411	446,742,485	447,967,937	450,080,742	452,894,525	456,329,079	460,834,349	466,278,621	472,859,636
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	419,485,000	452,737,058	450,368,034	447,945,411	446,742,485	447,967,937	450,080,742	452,894,525	456,329,079	460,834,349	466,278,621	472,859,636

General Fund – Cash Flow Statement:

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLIDATED Scenario: SRV 28% for 3 years (23/24 - 25/26), then SRV 7.5% cc	Actuals		Adopted									
			QBR 2									
			Current Year									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	7,186,026	7,467,822	9,031,763	10,981,680	13,425,568	14,400,056	15,410,252	16,492,685	17,650,890	18,892,837	20,221,164
User Charges & Fees	-	967,892	1,100,403	1,140,474	1,178,755	1,215,752	1,251,156	1,284,221	1,321,536	1,357,217	1,397,317	1,435,843
Investment & Interest Revenue Received	-	51,292	124,655	82,727	78,648	61,809	95,580	101,276	97,209	95,698	90,420	86,596
Grants & Contributions	-	46,419,337	8,070,685	8,862,223	8,915,861	8,987,760	9,051,493	9,129,233	9,195,564	9,276,375	9,345,684	9,430,039
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-
Other	-	340,574	1,280,438	533,629	537,458	546,506	551,277	560,763	565,849	575,684	581,035	591,298
Payments:												
Employee Benefits & On-Costs	-	(8,714,591)	(8,653,109)	(8,970,183)	(9,196,593)	(9,427,383)	(9,658,770)	(9,895,946)	(10,139,048)	(10,388,225)	(10,643,639)	(10,905,423)
Materials & Contracts	-	(4,052,823)	(2,795,068)	(3,390,149)	(3,657,149)	(3,724,986)	(3,593,480)	(3,693,595)	(3,804,651)	(3,926,709)	(3,992,146)	(4,014,535)
Borrowing Costs	-	(126,295)	(483,614)	(568,342)	(538,988)	(500,754)	(469,113)	(436,669)	(399,386)	(364,246)	(326,932)	(285,754)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-
Other	-	(1,449,409)	(1,618,855)	(1,637,170)	(1,819,329)	(1,786,535)	(1,852,941)	(1,930,814)	(2,139,929)	(2,106,723)	(2,186,924)	(2,280,457)
Net Cash provided (or used in) Operating Activities	-	40,622,004	4,493,357	5,084,971	6,480,343	8,797,736	9,775,259	10,528,721	11,189,828	12,169,961	13,157,653	14,278,771
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	2,552,000	2,514,000	2,610,000	2,591,000	2,705,000	2,726,000	-	-	-	-	-
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	-	(47,316,826)	(9,000,963)	(9,240,514)	(8,988,023)	(8,822,052)	(7,606,869)	(8,313,742)	(8,777,094)	(8,161,135)	(7,393,264)	(7,382,061)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(110,000)	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
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	-	(44,874,826)	(6,636,963)	(6,680,514)	(6,447,023)	(6,167,052)	(4,930,869)	(8,363,742)	(8,827,094)	(8,211,135)	(7,443,264)	(7,432,061)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	5,904,612	3,100,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(473,340)	(714,500)	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	5,431,272	2,385,500	(781,114)	(810,833)	(703,357)	(735,368)	(768,193)	(805,894)	(841,445)	(879,191)	(920,832)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	1,178,450	241,894	(2,376,657)	(777,512)	1,927,327	4,109,021	1,396,786	1,556,840	3,117,381	4,835,197	5,925,879
plus: Cash & Cash Equivalents - beginning of year	7,947,000	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726	29,081,604
Cash & Cash Equivalents - end of the year	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726	29,081,604
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726	29,081,604
Representing:												
- External Restrictions	9,147,000	12,371,875	10,582,701	10,600,577	11,619,933	13,095,860	14,652,923	16,295,022	16,967,362	19,131,687	21,494,443	24,065,667
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(1,200,000)	(3,246,426)	(1,215,357)	(3,609,890)	(5,406,759)	(4,955,359)	(2,403,400)	(2,648,713)	(1,764,214)	(811,158)	1,661,283	5,015,938
	7,947,000	9,125,450	9,367,344	6,990,686	6,213,174	8,140,501	12,249,522	13,646,308	15,203,148	18,320,529	23,155,726	29,081,604

General Fund – KPIs:

Tenterfield Shire Council		Adopted										
10 Year Financial Plan for the Years ending 30 June 2032		QBR 2										
FINANCIAL PERFORMANCE INDICATORS		Current Year	Projected Years									
Scenario: SRV 28% for 3 years (23/24 - 25/26), then SRV 7.5% continuin		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
New Note 13 Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-12.76%	-5.83%	4.92%	8.28%	10.61%	12.44%	15.63%	18.07%	20.86%	
Own Source Operating Revenue Ratio 1)	16.51%	51.12%	55.11%	59.09%	63.12%	64.38%	65.61%	66.85%	68.05%	69.25%	70.40%	
Unrestricted Current Ratio	1.79	1.80	1.12	0.72	0.85	1.42	1.29	1.41	1.60	2.09	2.86	
Debt Service Cover Ratio 1)	5.36	4.15	3.89	5.01	7.61	8.33	8.89	9.38	10.25	11.01	11.93	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.94%	6.82%	6.81%	6.74%	6.67%	6.62%	6.61%	6.61%	6.60%	6.60%	6.59%	
Cash Expense Cover Ratio 1)	7.37	7.86	5.45	4.64	6.04	8.99	9.77	10.55	12.47	15.41	18.96	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	1.38%	6.77%	7.10%	7.45%	7.82%	8.22%	8.65%	8.85%	9.31%	9.58%	10.11%	
Asset Maintenance Ratio	110.00%	39.47%	41.09%	42.78%	46.11%	49.01%	45.57%	41.71%	38.57%	40.16%	42.87%	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	4.40%	8.28%	8.20%	7.28%	5.70%	5.43%	5.17%	4.92%	4.67%	4.44%	4.21%	
Rates & Annual Charges Coverage Ratio	13.06%	41.42%	45.98%	50.63%	55.35%	56.79%	58.17%	59.58%	60.93%	62.30%	63.62%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	-19.75%	-13.72%	-12.76%	-5.83%	4.92%	8.28%	10.61%	12.44%	15.63%	18.07%	20.86%	
Own Source Revenue Ratio 1)	16.51%	51.12%	55.11%	59.09%	63.12%	64.38%	65.61%	66.85%	68.05%	69.25%	70.40%	
Building & Infrastructure Asset Renewal Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Debt Service Ratio	3.49%	6.83%	6.89%	6.24%	4.97%	4.76%	4.55%	4.35%	4.16%	3.97%	3.79%	
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1) different Calculation to TCorp's calculation for same ratio												
TCorp Ratios												
Operating Performance Ratio 2)	-21.23%	-15.28%	-14.21%	-7.17%	3.70%	7.09%	9.45%	11.31%	14.53%	17.00%	19.81%	
Own Source Operating Revenue Ratio 2)	14.95%	47.55%	51.78%	56.06%	60.36%	61.73%	63.03%	64.36%	65.62%	66.92%	68.14%	
Unrestricted Current Ratio	1.79	1.80	1.12	0.72	0.85	1.42	1.29	1.41	1.60	2.09	2.86	
Debt Service Cover Ratio 2)	4.94	3.92	3.68	4.79	7.37	8.08	8.64	9.13	9.99	10.74	11.65	
Capital Expenditure Ratio	6.51	0.82	0.90	0.83	0.79	0.62	1.08	1.14	1.06	0.95	0.95	
Infrastructure Backlog Ratio	0.01	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	
Asset Maintenance Ratio	1.10	0.39	0.41	0.43	0.46	0.49	0.46	0.42	0.39	0.40	0.43	
Building & Infrastructure Renewals Ratio	662.72%	104.66%	107.69%	96.37%	90.41%	82.50%	86.11%	96.23%	86.17%	76.03%	75.32%	
Cash Expense Cover Ratio 2)	7.26	8.69	5.80	4.96	6.43	9.55	10.33	11.08	13.15	16.18	19.89	
Interest Cover Ratio	18.56	9.43	8.79	12.10	17.84	20.92	24.07	27.86	33.52	40.29	50.25	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												