

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**:

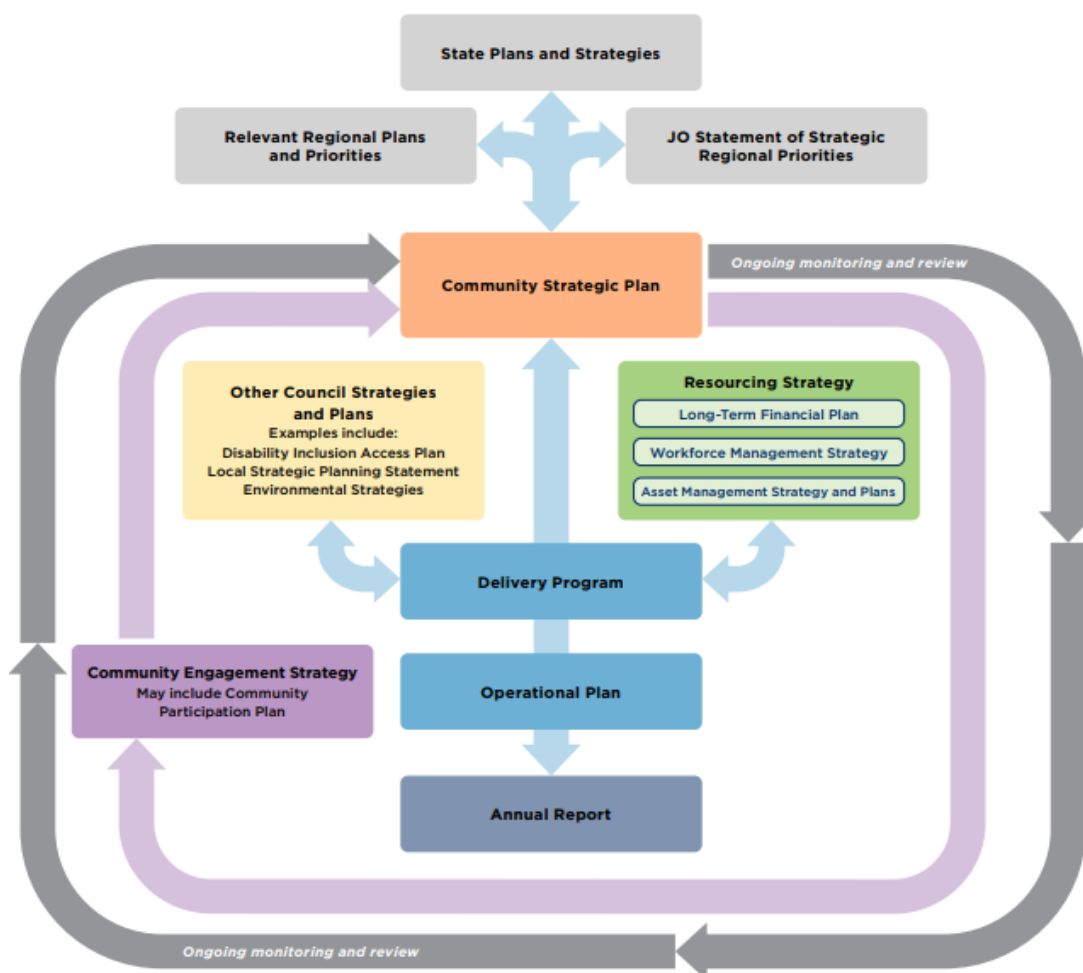


Figure 1: Integrated Planning & Reporting Framework

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).

It should also be noted that some parts of the draft financial plans are still under review, and as such have been highlighted yellow as those calculations may yet change for the final version of this document.

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												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base - No SRV	Actuals	Adopted QBR 2	Projected Years									
	2020/21	Current Year	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	10,764,865	11,035,177	11,614,979	12,321,533	12,978,403	13,676,216	14,256,498	14,864,860	15,501,959	16,169,001	16,869,508	17,600,675
User Charges & Fees	2,918,068	2,541,813	2,691,332	2,949,130	3,156,936	3,388,502	3,533,673	3,689,415	3,849,613	4,020,718	4,198,998	4,388,532
Other Revenues	1,090,296	655,841	539,845	551,201	554,563	566,339	569,968	582,183	586,094	598,769	602,979	616,222
Grants & Contributions provided for Operating Purposes	11,926,781	9,235,565	8,657,854	8,692,114	8,748,798	8,824,052	8,891,795	8,973,179	9,043,780	9,128,419	9,202,196	9,290,568
Grants & Contributions provided for Capital Purposes	20,028,304	47,282,153	361,115	355,032	355,297	355,567	355,843	356,124	356,411	356,703	357,001	357,306
Interest & Investment Revenue	65,952	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	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	174,100	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	46,968,366	70,870,548	23,985,525	24,989,813	25,915,208	26,932,301	27,729,817	28,588,223	29,460,741	30,396,924	31,354,430	32,377,487
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,471,738	9,411,048	9,411,542	9,797,555	10,043,190	10,295,117	10,548,171	10,807,550	11,073,414	11,345,924	11,625,246	11,911,544
Borrowing Costs	484,991	474,831	705,890	750,055	706,915	659,808	616,283	570,672	521,260	470,554	417,113	330,185
Materials & Contracts	8,343,850	5,487,377	3,663,882	4,666,352	4,895,790	4,843,701	4,721,474	4,928,422	5,073,367	5,251,990	5,264,570	5,294,226
Depreciation & Amortisation	7,607,470	8,168,997	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	8,806,316
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,751,505	2,806,576	2,375,937	2,507,620	2,728,500	2,714,166	2,824,496	2,939,821	3,197,114	3,186,382	3,318,187	3,456,028
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,812,364	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	29,471,919	26,619,129	24,744,300	26,495,671	27,464,632	27,608,765	27,815,173	28,357,184	28,981,962	29,377,866	29,754,466	30,127,792
Operating Result from Continuing Operations	17,496,447	44,251,419	(758,776)	(1,505,858)	(1,549,424)	(676,465)	(85,356)	231,039	478,779	1,019,059	1,599,964	2,249,695
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	17,496,447	44,251,419	(758,776)	(1,505,858)	(1,549,424)	(676,465)	(85,356)	231,039	478,779	1,019,059	1,599,964	2,249,695
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,531,857)	(3,030,734)	(1,119,891)	(1,860,890)	(1,904,721)	(1,032,032)	(441,199)	(125,085)	122,368	662,355	1,242,963	1,892,389

Tenterfield Shire Council - Long Term Financial Plan

Consolidated Balance Sheet

Tenterfield Shire Council		Adopted QBR 2													
10 Year Financial Plan for the Years ending 30 June 2032		Current Year													
BALANCE SHEET - CONSOLIDATED		Actuals	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32		
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	18,693,800	23,914,641	26,396,284	24,304,808	23,216,554	23,051,355	24,912,836	26,484,888	27,420,624	29,816,210	33,464,490	37,873,045			
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,906,566	2,802,695	2,656,848	2,810,825	2,938,842	3,080,724	3,180,611	3,291,176	3,410,883	3,537,766	3,670,144	3,800,906			
Inventories	706,165	701,605	664,298	754,653	767,729	768,930	760,457	774,093	787,568	793,284	803,722	818,722			
Contract assets	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000	5,378,000			
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	28,684,531	32,796,941	35,095,431	33,248,286	32,301,126	32,279,009	34,231,904	35,928,156	36,997,074	39,525,260	43,316,356	47,870,673			
Non-Current Assets															
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	463,936,686	465,431,695	463,740,489	463,198,352	461,449,179	459,614,262	456,350,210	453,716,087	451,926,149	449,098,534	445,539,076	445,286,838			
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	979,000	1,087,617	1,236,233	1,284,850	1,333,467	1,382,084	1,430,700	1,479,317	1,527,934	1,576,550	1,625,167	1,675,167			
Right of use assets	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000			
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	465,093,686	466,697,312	465,154,722	464,661,202	462,960,646	461,174,345	457,958,910	455,373,404	453,632,082	450,853,084	447,342,243	447,140,005			
TOTAL ASSETS	493,778,217	499,494,253	500,250,153	497,909,488	495,261,772	493,453,354	492,190,815	491,301,561	490,629,156	490,378,344	490,658,599	495,010,679			
LIABILITIES															
Current Liabilities															
Bank Overdraft	581,855	125,290	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,905,987	2,890,650	2,802,956	3,152,403	3,280,012	3,275,466	3,269,738	3,365,863	3,481,219	3,527,927	3,578,957	3,635,957			
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,437,361	669,469	486,377	487,640	490,491	494,366	497,816	502,015	505,609	509,973	513,727	518,727			
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	764,458	995,316	1,185,517	1,228,753	1,131,280	1,174,905	1,220,618	1,270,133	1,320,944	1,374,493	1,231,534	1,267,284			
Provisions	2,190,298	2,190,298	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744			
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,879,960	6,871,023	6,656,594	7,050,540	7,083,528	7,126,480	7,169,915	7,319,755	7,489,516	7,594,137	7,505,962	7,603,712			
Non-Current Liabilities															
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000			
Borrowings	12,944,018	17,853,314	19,652,428	18,423,674	17,292,395	16,117,489	14,896,871	13,626,738	12,305,794	10,931,302	9,699,768	9,329,768			
Provisions	2,842,702	2,842,702	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693			
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	15,917,720	20,827,016	22,556,121	21,327,367	20,196,088	19,021,182	17,800,564	16,530,431	15,209,487	13,834,995	12,603,461	12,233,461			
TOTAL LIABILITIES	23,797,679	27,698,039	29,212,715	28,377,907	27,279,616	26,147,663	24,970,480	23,850,186	22,699,003	21,429,132	20,109,423	19,837,174			
Net Assets	469,980,538	471,796,214	471,037,438	469,531,580	467,982,156	467,305,691	467,220,335	467,451,374	467,930,153	468,949,212	470,549,176	475,173,505			
EQUITY															
Retained Earnings	171,474,538	173,290,214	172,531,438	171,025,580	169,476,156	168,799,691	168,714,335	168,945,374	169,424,153	170,443,212	172,043,176	176,667,505			
Revaluation Reserves	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000	298,506,000			
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	469,980,538	471,796,214	471,037,438	469,531,580	467,982,156	467,305,691	467,220,335	467,451,374	467,930,153	468,949,212	470,549,176	475,173,505			
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	469,980,538	471,796,214	471,037,438	469,531,580	467,982,156	467,305,691	467,220,335	467,451,374	467,930,153	468,949,212	470,549,176	475,173,505			

Tenterfield Shire Council - Long Term Financial Plan

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												
	Actuals	Adopted QBR 2	Projected Years									
	2020/21	Current Year	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	10,764,865	11,035,177	11,571,550	12,274,344	12,935,171	13,630,044	14,219,829	14,826,212	15,461,282	16,126,236	16,824,353	17,600,675
User Charges & Fees	2,918,068	2,541,813	2,642,221	2,843,524	3,072,958	3,294,937	3,476,708	3,628,612	3,786,605	3,953,764	4,128,636	4,388,532
Investment & Interest Revenue Received	65,952	120,000	105,600	127,867	130,897	131,443	126,948	123,506	118,587	118,908	119,231	124,185
Grants & Contributions	31,955,085	56,517,718	9,009,541	9,046,381	9,103,385	9,178,937	9,246,916	9,328,596	9,399,433	9,484,379	9,558,403	9,647,874
Bonds & Deposits Received	25,000	-	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-
Other	185,747	655,841	621,053	550,458	552,856	564,393	567,966	580,071	584,003	596,562	600,790	616,222
Payments:												
Employee Benefits & On-Costs	(8,471,738)	(9,411,048)	(9,412,093)	(9,787,927)	(10,037,610)	(10,289,397)	(10,542,308)	(10,801,541)	(11,067,254)	(11,339,610)	(11,618,774)	(11,911,544)
Materials & Contracts	(8,343,850)	(5,487,377)	(3,701,876)	(4,437,331)	(4,790,688)	(4,854,795)	(4,710,720)	(4,857,136)	(4,972,254)	(5,220,701)	(5,222,445)	(5,294,226)
Borrowing Costs	(484,991)	(474,831)	(680,997)	(757,482)	(714,635)	(666,396)	(623,149)	(577,829)	(528,733)	(478,347)	(425,245)	(330,185)
Bonds & Deposits Refunded	-	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-
Other	(1,751,505)	(2,806,576)	(2,453,470)	(2,506,328)	(2,726,265)	(2,714,438)	(2,823,440)	(2,938,726)	(3,194,516)	(3,186,642)	(3,316,937)	(3,456,028)
Net Cash provided (or used in) Operating Activities	26,862,633	52,690,717	7,701,529	7,353,505	7,526,088	8,274,729	8,938,741	9,311,764	9,587,153	10,054,549	10,648,011	11,385,506
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	2,417,963	3,041,834	2,530,441	2,825,510	2,716,560	2,726,211	2,881,683	2,848,097	2,952,397	2,952,397	2,952,397
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	(34,235,300)	(64,675,314)	(9,975,745)	(10,739,905)	(10,161,079)	(9,975,207)	(8,578,565)	(9,350,778)	(10,179,381)	(9,240,416)	(8,527,635)	(8,595,033)
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	(32,065,300)	(62,367,351)	(7,083,910)	(8,259,464)	(7,385,570)	(7,308,648)	(5,902,354)	(6,519,095)	(7,381,284)	(6,338,018)	(5,625,238)	(5,692,635)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,048,952	5,904,612	3,100,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(650,476)	(764,458)	(1,110,685)	(1,185,517)	(1,228,753)	(1,131,280)	(1,174,905)	(1,220,618)	(1,270,133)	(1,320,944)	(1,374,493)	(1,231,533)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,398,476	5,140,154	1,989,315	(1,185,517)	(1,228,753)	(1,131,280)	(1,174,905)	(1,220,618)	(1,270,133)	(1,320,944)	(1,374,493)	(1,231,533)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,804,191)	(4,536,480)	2,606,934	(2,091,476)	(1,088,254)	(165,199)	1,861,482	1,572,051	935,736	2,395,587	3,648,280	4,461,337
plus: Cash & Cash Equivalents - beginning of year	12,305,000	10,500,809	5,964,329	8,571,263	6,479,786	5,391,532	5,226,333	7,087,815	8,659,866	9,595,602	11,991,188	15,639,468
Cash & Cash Equivalents - end of the year	10,500,809	5,964,329	8,571,263	6,479,786	5,391,532	5,226,333	7,087,815	8,659,866	9,595,602	11,991,188	15,639,468	20,100,805
Cash & Cash Equivalents - end of the year	10,500,809	5,964,329	8,571,263	6,479,786	5,391,532	5,226,333	7,087,815	8,659,866	9,595,602	11,991,188	15,639,468	20,100,805
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	10,500,809	5,964,329	8,571,263	6,479,786	5,391,532	5,226,333	7,087,815	8,659,866	9,595,602	11,991,188	15,639,468	20,100,805
Representing:												
- External Restrictions	9,146,754	5,180,486	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,685,992	3,544,843	3,821,263	1,729,786	641,532	476,333	2,337,815	3,909,866	4,845,602	7,241,188	10,889,468	15,350,805
	11,832,746	8,725,329	11,332,263	9,240,786	8,152,532	7,987,333	9,848,815	11,420,866	12,356,602	14,752,188	18,400,468	22,861,805

Tenterfield Shire Council - Long Term Financial Plan

Consolidated KPIs

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2032											
FINANCIAL PERFORMANCE INDICATORS											
Scenario: Base - No SRV	Adopted QBR 2	Projected Years									
	Current Year	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)	-11.61%	-3.57%	-6.41%	-6.33%	-2.78%	-0.52%	0.64%	1.49%	3.26%	5.05%	0.00%
Own Source Operating Revenue Ratio 1)	35.00%	62.40%	63.80%	64.87%	65.92%	66.65%	67.37%	68.09%	68.80%	69.51%	0.00%
Unrestricted Current Ratio	2.25	4.41	3.21	2.23	1.21	0.53	-0.30	-1.02	-1.82	-2.45	0.00
Debt Service Cover Ratio 1)	6.05	4.50	3.96	4.08	4.87	5.18	5.33	5.45	5.72	6.02	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.37%	7.16%	7.17%	7.18%	7.18%	7.18%	7.18%	7.18%	7.19%	7.19%	0.00%
Cash Expense Cover Ratio 1)	4.68	18.20	15.58	14.26	14.04	15.01	15.55	15.64	16.61	18.29	0.00
1) different Calculation to TCorp's calculation for same ratio											
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	4.49%	7.86%	8.46%	8.22%	7.07%	6.90%	6.72%	6.55%	6.38%	6.22%	0.00%
Rates & Annual Charges Coverage Ratio	34.45%	41.45%	42.40%	43.24%	44.02%	44.69%	45.30%	45.97%	46.59%	47.27%	0.00%
Fit For The Future (FFTF) Ratios											
Operating Performance Ratio 1)	-16.76%	-12.89%	-19.69%	-21.31%	-18.99%	-17.27%	-16.76%	-17.00%	-15.29%	-14.63%	0.00%
Own Source Revenue Ratio 1)	42.20%	51.15%	52.15%	52.97%	53.77%	54.41%	55.05%	55.69%	56.33%	56.98%	0.00%
Building & Infrastructure Asset Renewal Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Debt Service Ratio	3.68%	6.48%	7.02%	6.86%	5.93%	5.80%	5.67%	5.54%	5.42%	5.29%	0.00%
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)	-18.32%	-14.45%	-21.24%	-22.85%	-20.52%	-18.80%	-18.28%	-18.52%	-16.81%	-16.14%	0.00%
Own Source Operating Revenue Ratio 2)	39.21%	47.58%	48.60%	49.49%	50.32%	51.01%	51.66%	52.37%	53.02%	53.73%	0.00%
Unrestricted Current Ratio	2.25	4.41	3.21	2.23	1.21	0.53	-0.30	-1.02	-1.82	-2.45	0.00
Debt Service Cover Ratio 2)	6.04	4.17	2.92	2.83	3.45	3.65	3.64	3.50	3.70	3.73	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Cash Expense Cover Ratio 2)	17.81	20.04	14.93	11.82	9.45	8.37	6.78	4.74	3.57	2.96	0.00
Interest Cover Ratio	22.69	11.77	7.98	8.28	9.70	11.04	11.98	12.70	15.03	17.27	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council - Long Term Financial Plan

General Fund – Income Statement

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2032											
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED											
Scenario: Base - No SRV	Adopted QBR 2	Projected Years									
	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2021/22										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	7,233,326	7,498,442	7,851,776	8,196,908	8,557,329	8,871,102	9,198,671	9,540,559	9,895,639	10,267,436	10,652,769
User Charges & Fees	1,049,744	1,109,108	1,148,358	1,183,633	1,223,830	1,255,735	1,291,998	1,326,420	1,365,371	1,402,531	1,444,402
Other Revenues	642,217	525,652	536,414	539,156	550,282	553,231	564,735	567,903	579,800	583,197	595,589
Grants & Contributions provided for Operating Purposes	8,961,229	8,496,330	8,526,751	8,579,505	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,020
Grants & Contributions provided for Capital Purposes	37,392,653	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306
Interest & Investment Revenue	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	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	55,399,169	18,091,047	18,519,135	18,955,710	19,439,367	19,852,312	20,305,517	20,751,989	21,238,857	21,721,193	22,245,270
Expenses from Continuing Operations											
Employee Benefits & On-Costs	8,632,558	8,609,833	8,975,830	9,200,950	9,431,849	9,663,350	9,900,638	10,143,859	10,393,160	10,648,694	10,910,610
Borrowing Costs	177,128	412,249	468,206	437,620	405,077	376,000	345,777	313,170	280,254	245,477	179,006
Materials & Contracts	3,574,539	1,840,845	2,894,385	3,002,625	2,972,145	2,823,935	2,942,208	3,056,826	3,077,200	3,153,662	3,127,370
Depreciation & Amortisation	6,890,120	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	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,602,461	2,172,605	2,294,316	2,504,730	2,479,406	2,578,202	2,681,417	2,925,998	2,901,920	3,019,713	3,142,845
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	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	22,147,106	20,313,953	22,046,117	22,875,450	23,023,739	23,185,526	23,620,048	24,195,948	24,414,839	24,836,187	25,134,932
Operating Result from Continuing Operations	33,252,063	(2,222,906)	(3,526,982)	(3,919,740)	(3,584,372)	(3,333,214)	(3,314,531)	(3,443,960)	(3,175,982)	(3,114,993)	(2,889,661)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	33,252,063	(2,222,906)	(3,526,982)	(3,919,740)	(3,584,372)	(3,333,214)	(3,314,531)	(3,443,960)	(3,175,982)	(3,114,993)	(2,889,661)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,140,590)	(2,564,021)	(3,862,014)	(4,255,037)	(3,919,939)	(3,669,057)	(3,650,655)	(3,780,370)	(3,512,685)	(3,451,995)	(3,226,967)

Tenterfield Shire Council - Long Term Financial Plan

General Fund – Balance Sheet

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032		Adopted QBR 2										
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		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
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	19,892,315	21,542,023	17,973,193	14,771,825	11,951,439	10,718,454	8,948,685	6,498,848	4,961,222	4,228,907	3,828,907	
Investments	-	-	-	-	-	-	-	-	-	-	-	
Receivables	1,795,139	1,604,359	1,632,275	1,658,305	1,687,723	1,716,038	1,751,156	1,791,495	1,834,879	1,878,456	1,918,456	
Inventories	701,605	664,298	754,653	767,729	768,930	760,457	774,093	787,568	793,284	803,722	818,722	
Contract assets	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	24,990,058	26,411,680	22,961,120	19,798,859	17,009,092	15,795,949	14,074,934	11,678,910	10,190,385	9,512,085	9,167,085	
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	414,568,746	412,756,967	412,172,741	410,632,579	409,063,072	406,127,682	403,780,891	401,973,100	399,405,777	396,095,529	396,095,529	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	1,087,617	1,236,233	1,284,850	1,333,467	1,382,084	1,430,700	1,479,317	1,527,934	1,576,550	1,625,167	1,675,167	
Right of use assets	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	415,834,363	414,171,200	413,635,591	412,144,045	410,623,155	407,736,382	405,438,208	403,679,034	401,160,328	397,898,696	397,948,696	
TOTAL ASSETS	440,824,421	440,582,881	436,596,711	431,942,905	427,632,247	423,532,331	419,513,142	415,357,944	411,350,712	407,410,781	407,115,781	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	
Payables	2,669,049	2,562,199	2,914,918	3,021,852	3,023,506	3,014,346	3,096,804	3,205,998	3,227,431	3,290,670	3,340,670	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	669,469	486,377	487,640	490,491	494,366	497,816	502,015	505,609	509,973	513,727	518,727	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	634,761	813,169	843,851	731,815	760,991	791,315	824,026	857,047	891,931	928,869	958,869	
Provisions	2,190,298	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	6,163,577	6,043,489	6,428,153	6,425,902	6,460,607	6,485,221	6,604,589	6,750,398	6,811,079	6,915,010	7,000,010	
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	
Borrowings	10,574,511	12,745,973	11,902,121	11,170,307	10,409,315	9,618,000	8,793,974	7,936,926	7,044,996	6,116,126	6,036,126	
Provisions	2,842,702	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	13,548,213	15,649,666	14,805,814	14,074,000	13,313,008	12,521,693	11,697,667	10,840,619	9,948,689	9,019,819	8,939,819	
TOTAL LIABILITIES	19,711,789	21,693,155	21,233,967	20,499,902	19,773,615	19,006,914	18,302,256	17,591,017	16,759,769	15,934,829	15,939,829	
Net Assets	421,112,632	418,889,725	415,362,743	411,443,003	407,858,631	404,525,417	401,210,886	397,766,926	394,590,944	391,475,951	391,175,951	
EQUITY												
Retained Earnings	146,624,632	144,401,725	140,874,743	136,955,003	133,370,631	130,037,417	126,722,886	123,278,926	120,102,944	116,987,951	116,687,951	
Revaluation Reserves	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	421,112,632	418,889,725	415,362,743	411,443,003	407,858,631	404,525,417	401,210,886	397,766,926	394,590,944	391,475,951	391,175,951	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	421,112,632	418,889,725	415,362,743	411,443,003	407,858,631	404,525,417	401,210,886	397,766,926	394,590,944	391,475,951	391,175,951	

Tenterfield Shire Council - Long Term Financial Plan

General Fund – Cashflow Statement

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2032		Adopted QBR 2									
CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLID		Current Year									
Scenario: Base - No SRV		Projected Years									
	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	7,233,326	7,477,244	7,829,557	8,175,651	8,534,949	8,853,119	9,179,711	9,520,580	9,874,748	10,245,326	10,652,769
User Charges & Fees	1,049,744	1,081,345	1,141,437	1,177,581	1,216,696	1,249,965	1,285,197	1,320,261	1,358,150	1,395,953	1,444,402
Investment & Interest Revenue Received	120,000	105,600	127,867	130,897	131,443	126,948	123,506	118,587	118,908	119,231	124,185
Grants & Contributions	46,353,882	8,828,753	8,861,772	8,914,864	8,986,411	9,050,290	9,127,771	9,194,310	9,274,856	9,344,375	9,428,326
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-
Other	642,217	606,994	535,810	537,592	548,486	551,385	562,786	565,982	577,770	581,192	595,589
Payments:											
Employee Benefits & On-Costs	(8,632,558)	(8,610,403)	(8,966,227)	(9,195,395)	(9,426,155)	(9,657,514)	(9,894,656)	(10,137,727)	(10,386,875)	(10,642,252)	(10,910,610)
Materials & Contracts	(3,574,539)	(1,897,907)	(2,660,987)	(2,917,454)	(2,976,181)	(2,816,353)	(2,884,308)	(2,961,578)	(3,070,872)	(3,098,985)	(3,127,370)
Borrowing Costs	(177,128)	(388,940)	(475,200)	(444,889)	(411,193)	(382,375)	(352,421)	(320,106)	(287,484)	(253,019)	(179,006)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-
Other	(2,602,461)	(2,250,138)	(2,293,024)	(2,502,494)	(2,479,679)	(2,577,154)	(2,680,322)	(2,923,399)	(2,902,179)	(3,018,464)	(3,142,845)
Net Cash provided (or used in) Operating Activities	40,412,483	4,954,548	4,101,003	3,876,354	4,124,776	4,398,312	4,467,263	4,376,909	4,557,021	4,673,354	4,885,440
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	2,417,963	3,041,834	2,530,441	2,825,510	2,716,560	2,726,211	2,881,683	2,848,097	2,952,397	2,952,397	2,952,397
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	(53,435,729)	(8,546,545)	(9,337,105)	(9,009,379)	(8,879,907)	(7,546,516)	(8,277,400)	(8,800,818)	(8,139,996)	(7,416,135)	(7,408,051)
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	(51,127,766)	(5,654,710)	(6,856,664)	(6,233,870)	(6,213,348)	(4,870,305)	(5,445,717)	(6,002,721)	(5,237,599)	(4,513,738)	(4,505,654)
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	(473,356)	(750,130)	(813,169)	(843,851)	(731,815)	(760,991)	(791,315)	(824,026)	(857,047)	(891,931)	(928,869)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	5,431,256	2,349,870	(813,169)	(843,851)	(731,815)	(760,991)	(791,315)	(824,026)	(857,047)	(891,931)	(928,869)
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,284,027)	1,649,708	(3,568,830)	(3,201,367)	(2,820,386)	(1,232,984)	(1,769,769)	(2,449,838)	(1,537,626)	(732,314)	(549,083)
plus: Cash & Cash Equivalents - beginning of year	9,375,817	4,091,790	5,741,497	2,172,667	(1,028,700)	(3,849,087)	(5,082,071)	(6,851,840)	(9,301,678)	(10,839,304)	(11,571,618)
Cash & Cash Equivalents - end of the year	4,091,790	5,741,497	2,172,667	(1,028,700)	(3,849,087)	(5,082,071)	(6,851,840)	(9,301,678)	(10,839,304)	(11,571,618)	(12,120,701)
Cash & Cash Equivalents - end of the year	4,091,790	5,741,497	2,172,667	(1,028,700)	(3,849,087)	(5,082,071)	(6,851,840)	(9,301,678)	(10,839,304)	(11,571,618)	(12,120,701)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	4,091,790	5,741,497	2,172,667	(1,028,700)	(3,849,087)	(5,082,071)	(6,851,840)	(9,301,678)	(10,839,304)	(11,571,618)	(12,120,701)
Representing:											
- External Restrictions	5,180,486	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(1,088,696)	(1,769,503)	(5,338,333)	(8,539,700)	(11,360,087)	(12,593,071)	(14,362,840)	(16,812,678)	(18,350,304)	(19,082,618)	(19,631,701)
	4,091,790	5,741,497	2,172,667	(1,028,700)	(3,849,087)	(5,082,071)	(6,851,840)	(9,301,678)	(10,839,304)	(11,571,618)	(12,120,701)

Tenterfield Shire Council - Long Term Financial Plan

General Fund - KPIs

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2032											
FINANCIAL PERFORMANCE INDICATORS											
Scenario: Base - No SRV	Adopted QBR 2	Projected Years									
	Current Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2021/22										
New Note 13 Ratios											
Operating Performance Ratio 1)	-16.76%	-12.89%	-19.69%	-21.31%	-18.99%	-17.27%	-16.76%	-17.00%	-15.29%	-14.63%	0.00%
Own Source Operating Revenue Ratio 1)	42.20%	51.15%	52.15%	52.97%	53.77%	54.41%	55.05%	55.69%	56.33%	56.98%	0.00%
Unrestricted Current Ratio	3.96	4.23	3.17	2.51	1.91	1.65	1.27	0.76	0.46	0.33	0.00
Debt Service Cover Ratio 1)	6.45	4.41	3.14	3.05	3.71	3.91	3.91	3.77	3.98	4.01	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.43%	7.45%	7.47%	7.49%	7.50%	7.50%	7.51%	7.52%	7.53%	7.54%	0.00%
Cash Expense Cover Ratio 1)	17.39	18.55	14.14	11.12	8.93	7.92	6.45	4.54	3.40	2.83	0.00
1) different Calculation to TCorp's calculation for same ratio											
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	4.49%	7.86%	8.46%	8.22%	7.07%	6.90%	6.72%	6.55%	6.38%	6.22%	0.00%
Rates & Annual Charges Coverage Ratio	34.45%	41.45%	42.40%	43.24%	44.02%	44.69%	45.30%	45.97%	46.59%	47.27%	0.00%
Fit For The Future (FFTF) Ratios											
Operating Performance Ratio 1)	-16.76%	-12.89%	-19.69%	-21.31%	-18.99%	-17.27%	-16.76%	-17.00%	-15.29%	-14.63%	0.00%
Own Source Revenue Ratio 1)	42.20%	51.15%	52.15%	52.97%	53.77%	54.41%	55.05%	55.69%	56.33%	56.98%	0.00%
Building & Infrastructure Asset Renewal Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Debt Service Ratio	3.68%	6.48%	7.02%	6.86%	5.93%	5.80%	5.67%	5.54%	5.42%	5.29%	0.00%
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)	-18.32%	-14.45%	-21.24%	-22.85%	-20.52%	-18.80%	-18.28%	-18.52%	-16.81%	-16.14%	0.00%
Own Source Operating Revenue Ratio 2)	39.21%	47.58%	48.60%	49.49%	50.32%	51.01%	51.66%	52.37%	53.02%	53.73%	0.00%
Unrestricted Current Ratio	3.96	4.23	3.17	2.51	1.91	1.65	1.27	0.76	0.46	0.33	0.00
Debt Service Cover Ratio 2)	6.04	4.17	2.92	2.83	3.45	3.65	3.64	3.50	3.70	3.73	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Cash Expense Cover Ratio 2)	17.81	20.04	14.93	11.82	9.45	8.37	6.78	4.74	3.57	2.96	0.00
Interest Cover Ratio	22.69	11.77	7.98	8.28	9.70	11.04	11.98	12.70	15.03	17.27	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council - Long Term Financial Plan

WATER FUND – INCOME STATEMENT

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031											
INCOME STATEMENT - WATER FUND											
Scenario: Rollover from V11 (with base year 2019/20) and new 2											
	Adopted QBR 2	Projected Years									
	Current Year										
	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	1,307,792	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	1,322,301	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	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	245,631	132,102	135,204	138,380	141,631	144,957	148,362	151,848	155,415	159,067	162,803
Grants & Contributions provided for Capital Purposes	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	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	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	433,621	442,293	453,323	464,628	476,216	488,093	500,266	512,742	525,531	538,638	552,072
Borrowing Costs	161,730	165,089	160,984	157,378	152,151	147,783	143,061	138,205	133,100	128,129	122,390
Materials & Contracts	1,179,252	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	1,268,489
Depreciation & Amortisation	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	106,156	108,393	113,661	119,191	124,995	131,089	137,486	144,202	151,252	158,654	166,425
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	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	10,132,271	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	10,132,271	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	252,771	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

Tenterfield Shire Council - Long Term Financial Plan

WATER FUND – BALANCE SHEET

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
BALANCE SHEET - WATER FUND		Current Year	Projected Years									
Scenario: Rollover from V11 (with base year 2019/20) and new 2		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	-	525,131	1,339,071	2,416,020	3,883,904	5,611,317	7,488,441	9,526,754	11,735,158	14,153,952	16,812,488	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	735,159	765,739	876,394	962,212	1,057,569	1,111,208	1,167,738	1,227,180	1,289,718	1,356,359	1,426,998	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	2,777,000	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,512,159	4,067,870	4,992,465	6,155,232	7,718,474	9,499,525	11,433,179	13,530,934	15,801,876	18,287,311	21,016,485	-
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	27,039,368	26,582,750	26,223,532	25,892,613	25,490,195	25,045,077	24,608,259	24,180,041	23,740,623	23,306,230	22,871,837	-
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	27,039,368	26,582,750	26,223,532	25,892,613	25,490,195	25,045,077	24,608,259	24,180,041	23,740,623	23,306,230	22,871,837	-
TOTAL ASSETS	30,551,527	30,650,619	31,215,997	32,047,845	33,208,669	34,544,602	36,041,438	37,710,974	39,542,499	41,593,540	43,888,322	-
LIABILITIES												
Current Liabilities												
Bank Overdraft	125,290	-	-	-	-	-	-	-	-	-	-	-
Payables	197,149	211,818	212,707	230,208	225,442	229,088	240,622	247,333	267,954	259,244	264,244	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	259,965	264,070	267,676	272,903	277,271	281,993	286,849	291,954	296,925	302,664	308,415	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	582,404	475,888	480,383	503,111	502,714	511,080	527,471	539,287	564,879	561,909	572,659	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	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	2,877,305	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	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	2,877,305	-
TOTAL LIABILITIES	6,292,014	5,921,428	5,658,247	5,408,072	5,130,404	4,856,777	4,586,319	4,306,181	4,034,848	3,729,214	3,449,964	-
Net Assets	24,259,513	24,729,191	25,557,750	26,639,773	28,078,266	29,687,825	31,455,120	33,404,793	35,507,651	37,864,327	40,438,358	-
EQUITY												
Retained Earnings	12,851,513	13,321,191	14,149,750	15,231,773	16,670,266	18,279,825	20,047,120	21,996,793	24,099,651	26,456,327	29,030,358	-
Revaluation Reserves	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	11,408,000	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	24,259,513	24,729,191	25,557,750	26,639,773	28,078,266	29,687,825	31,455,120	33,404,793	35,507,651	37,864,327	40,438,358	-
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	24,259,513	24,729,191	25,557,750	26,639,773	28,078,266	29,687,825	31,455,120	33,404,793	35,507,651	37,864,327	40,438,358	-

Tenterfield Shire Council - Long Term Financial Plan

WATER FUND – CASHFLOW STATEMENT

Tenterfield Shire Council	Adopted QBR 2											
10 Year Financial Plan for the Years ending 30 June 2031	Current Year	Projected Years										
CASH FLOW STATEMENT - WATER FUND												
Scenario: Rollover from V11 (with base year 2019/20) and new 2	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	1,307,792	1,476,761	1,685,296	1,851,054	2,028,748	2,135,086	2,240,488	2,350,939	2,468,513	2,591,394	2,730,904	
User Charges & Fees	1,322,301	1,342,086	1,471,769	1,652,831	1,822,817	1,957,757	2,060,146	2,168,034	2,281,465	2,401,854	2,587,504	
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-	
Grants & Contributions	10,125,131	141,383	144,469	147,627	150,860	154,168	157,555	161,021	164,569	168,201	172,803	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	
Other	4,174	4,222	4,319	4,418	4,520	4,624	4,730	4,839	4,951	5,065	5,240	
Payments:												
Employee Benefits & On-Costs	(433,621)	(442,275)	(453,300)	(464,605)	(476,192)	(488,068)	(500,241)	(512,717)	(525,504)	(538,611)	(552,072)	
Materials & Contracts	(1,179,252)	(1,021,056)	(1,043,742)	(1,085,671)	(1,099,853)	(1,109,741)	(1,144,440)	(1,177,370)	(1,233,299)	(1,244,386)	(1,268,489)	
Borrowing Costs	(161,730)	(165,342)	(161,241)	(157,638)	(152,416)	(148,052)	(143,336)	(138,484)	(133,384)	(128,418)	(122,390)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	
Other	(106,156)	(108,393)	(113,661)	(119,191)	(124,995)	(131,089)	(137,486)	(144,202)	(151,252)	(158,654)	(166,425)	
Net Cash provided (or used in) Operating Activities	10,878,639	1,227,386	1,533,910	1,828,825	2,153,487	2,374,685	2,537,417	2,712,062	2,876,059	3,096,444	3,387,075	
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	(10,244,792)	(317,000)	(455,900)	(484,200)	(412,700)	(370,000)	(378,300)	(386,900)	(375,700)	(380,725)	(425,876)	
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	(10,244,792)	(317,000)	(455,900)	(484,200)	(412,700)	(370,000)	(378,300)	(386,900)	(375,700)	(380,725)	(425,876)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(197,932)	(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	(197,932)	(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	435,915	650,421	813,940	1,076,949	1,467,884	1,727,413	1,877,124	2,038,313	2,208,404	2,418,794	2,658,535	
plus: Cash & Cash Equivalents - beginning of year	(1,012,348)	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	
Cash & Cash Equivalents - end of the year	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	16,361,344	
Cash & Cash Equivalents - end of the year	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	16,361,344	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	
Cash, Cash Equivalents & Investments - end of the year	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	16,361,344	
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	
- Unrestricted	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	16,361,344	
	(576,433)	73,988	887,928	1,964,877	3,432,761	5,160,174	7,037,298	9,075,611	11,284,015	13,702,809	16,361,344	

Tenterfield Shire Council - Long Term Financial Plan

WATER FUND – KPIs

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
FINANCIAL PERFORMANCE INDICATORS - WATER FUND		Current Year	Projected Years									
Scenario: Rollover from V11 (with base year 2019/20) and new 21/22 budg		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)			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)			95.25%	95.75%	96.03%	96.30%	96.40%	96.50%	96.59%	96.68%	96.77%	96.89%
Unrestricted Current Ratio			8.55	10.39	12.23	15.35	18.59	21.68	25.09	27.97	32.54	36.70
Debt Service Cover Ratio 1)			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			6.88%	6.88%	6.87%	6.87%	6.85%	6.85%	6.85%	6.85%	6.85%	6.85%
Cash Expense Cover Ratio 1)			3.16	7.89	13.84	21.92	31.26	40.71	50.59	60.30	71.76	83.64
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	396.15%		98.50%	115.31%	109.90%	100.78%	94.76%	47.88%	48.67%	46.97%	0.00%	0.00%
Infrastructure Backlog Ratio	0.06		0.06	0.05	0.05	0.04	0.04	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	0.60		0.41	0.56	0.59	0.51	0.45	0.46	0.47	0.46	0.47	0.00
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%	0.00%
Rates & Annual Charges Coverage Ratio	47.16%		49.75%	49.79%	49.80%	49.78%	49.77%	49.75%	49.73%	49.73%	49.70%	0.00%
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	12.12%		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)	94.99%		95.25%	95.75%	96.03%	96.30%	96.40%	96.50%	96.59%	96.68%	96.77%	96.89%
Building & Infrastructure Asset Renewal Ratio	396.15%		98.50%	115.31%	109.90%	100.78%	94.76%	47.88%	48.67%	46.97%	0.00%	0.00%
Infrastructure Backlog Ratio	0.06		0.06	0.05	0.05	0.04	0.04	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Debt Service Ratio	13.02%		14.24%	12.48%	11.39%	10.39%	9.90%	9.43%	8.98%	8.55%	8.14%	0.00%
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)	12.12%		15.40%	24.04%	28.74%	34.92%	37.25%	38.98%	40.98%	42.10%	44.94%	0.00%
Own Source Operating Revenue Ratio 2)	94.83%		95.11%	95.62%	95.91%	96.19%	96.29%	96.39%	96.48%	96.58%	96.67%	0.00%
Unrestricted Current Ratio	0.00		8.55	10.39	12.23	15.35	18.59	21.68	25.09	27.97	32.54	36.70
Debt Service Cover Ratio 2)	3.46		3.29	4.22	4.81	5.64	6.03	6.39	6.81	7.15	7.74	0.00
Capital Expenditure Ratio	0.60		0.41	0.56	0.59	0.51	0.45	0.46	0.47	0.46	0.47	0.00
Infrastructure Backlog Ratio	0.06		0.06	0.05	0.05	0.04	0.04	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	396.15%		98.50%	115.31%	109.90%	100.78%	94.76%	47.88%	48.67%	46.97%	0.00%	0.00%
Cash Expense Cover Ratio 2)	0.00		3.97	9.98	17.20	27.49	38.88	50.11	62.12	72.96	87.90	0.00
Interest Cover Ratio	7.69		8.47	11.15	12.99	15.75	17.34	18.98	20.93	22.85	25.68	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

Tenterfield Shire Council - Long Term Financial Plan

SEWER FUND – INCOME STATEMENT

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031											
INCOME STATEMENT - SEWER FUND											
Scenario: Rollover from V11 (with base year 2019/20) and new 2											
	Adopted QBR 2	Projected Years									
	Current Year										
	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	2,494,059	2,626,713	2,769,349	2,918,795	3,077,303	3,243,082	3,418,112	3,602,508	3,796,376	4,001,834	4,217,002
User Charges & Fees	169,768	223,871	235,757	248,274	261,457	275,339	289,959	305,356	321,569	338,643	356,626
Other Revenues	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	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	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	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	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	344,869	359,416	368,402	377,612	387,052	396,728	406,647	416,813	427,233	437,914	448,862
Borrowing Costs	135,973	128,552	120,865	111,917	102,581	92,500	81,833	69,885	57,201	43,506	28,789
Materials & Contracts	733,586	787,561	728,615	790,926	777,528	784,634	830,758	833,013	921,461	875,873	898,367
Depreciation & Amortisation	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	97,959	94,939	99,643	104,580	109,764	115,205	120,918	126,915	133,210	139,819	146,757
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,844,896	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	867,086	994,452	1,192,565	1,288,293	1,469,415	1,638,298	1,778,276	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	867,086	994,452	1,192,565	1,288,293	1,469,415	1,638,298	1,778,276	1,973,065	2,092,183	2,358,281	2,567,399
Net Operating Result before Grants and Contributions provided for Capital Purposes	857,086	984,452	1,182,565	1,278,293	1,459,415	1,628,298	1,768,276	1,963,065	2,082,183	2,348,281	2,557,399

Tenterfield Shire Council - Long Term Financial Plan

SEWER FUND – BALANCE SHEET

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031											
BALANCE SHEET - SEWER FUND											
Scenario: Rollover from V11 (with base year 2019/20) and new 2											
	Current Year	Projected Years									
	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	4,022,326	4,329,131	4,992,545	6,028,709	7,216,012	8,583,065	10,047,761	11,395,022	13,119,830	15,081,630	17,231,651
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	272,398	286,750	302,156	318,326	335,432	353,366	372,282	392,208	413,168	435,330	455,453
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	4,294,724	4,615,881	5,294,700	6,347,035	7,551,444	8,936,430	10,420,044	11,787,230	13,532,998	15,516,960	17,687,104
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	23,823,581	24,400,772	24,802,079	24,923,987	25,060,995	25,177,451	25,326,937	25,773,008	25,952,134	26,137,318	26,319,473
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	23,823,581	24,400,772	24,802,079	24,923,987	25,060,995	25,177,451	25,326,937	25,773,008	25,952,134	26,137,318	26,319,473
TOTAL ASSETS	28,118,305	29,016,653	30,096,780	31,271,022	32,612,438	34,113,881	35,746,981	37,560,238	39,485,132	41,654,278	44,006,576
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	24,452	28,939	24,778	27,953	26,517	26,305	28,438	27,888	32,542	29,043	31,043
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	100,591	108,278	117,226	126,562	136,643	147,310	159,258	171,942	185,637	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	125,043	137,216	142,004	154,515	163,159	173,614	187,696	199,830	218,179	29,043	31,043
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,569,193	1,460,915	1,343,689	1,217,127	1,080,484	933,174	773,916	601,974	416,337	416,337	416,337
Provisions	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,569,193	1,460,915	1,343,689	1,217,127	1,080,484	933,174	773,916	601,974	416,337	416,337	416,337
TOTAL LIABILITIES	1,694,236	1,598,131	1,485,693	1,371,642	1,243,643	1,106,788	961,612	801,804	634,516	445,380	447,380
Net Assets	26,424,069	27,418,521	28,611,086	29,899,380	31,368,795	33,007,093	34,785,369	36,758,433	38,850,616	41,208,898	43,559,196
EQUITY											
Retained Earnings	13,814,069	14,808,521	16,001,086	17,289,380	18,758,795	20,397,093	22,175,369	24,148,433	26,240,616	28,598,898	30,949,196
Revaluation Reserves	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000	12,610,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	26,424,069	27,418,521	28,611,086	29,899,380	31,368,795	33,007,093	34,785,369	36,758,433	38,850,616	41,208,898	43,559,196
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	26,424,069	27,418,521	28,611,086	29,899,380	31,368,795	33,007,093	34,785,369	36,758,433	38,850,616	41,208,898	43,559,196

SEWER FUND – CASHFLOW STATEMENT

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2									
CASH FLOW STATEMENT - SEWER FUND		Current Year									
Scenario: Rollover from V11 (with base year 2019/20) and new 2		Projected Years									
	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	2,494,059	2,617,545	2,759,490	2,908,466	3,066,347	3,231,624	3,406,014	3,589,763	3,782,976	3,987,633	4,217,002
User Charges & Fees	169,768	218,790	230,318	242,546	255,424	268,986	283,268	298,310	314,149	330,829	356,626
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	38,705	39,406	40,140	40,894	41,666	42,458	43,269	44,101	44,953	45,828	46,745
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	9,450	9,837	10,329	10,845	11,388	11,957	12,555	13,183	13,842	14,534	15,393
Payments:											
Employee Benefits & On-Costs	(344,869)	(359,415)	(368,400)	(377,610)	(387,050)	(396,726)	(406,644)	(416,810)	(427,231)	(437,911)	(448,862)
Materials & Contracts	(733,586)	(782,913)	(732,602)	(787,564)	(778,761)	(784,627)	(828,388)	(833,306)	(916,530)	(879,073)	(898,367)
Borrowing Costs	(135,973)	(128,716)	(121,041)	(112,107)	(102,786)	(92,722)	(82,072)	(70,143)	(57,480)	(43,807)	(28,789)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(97,959)	(94,939)	(99,643)	(104,580)	(109,764)	(115,205)	(120,918)	(126,915)	(133,210)	(139,819)	(146,757)
Net Cash provided (or used in) Operating Activities	1,399,595	1,519,595	1,718,592	1,820,890	1,996,465	2,165,745	2,307,084	2,498,182	2,621,469	2,878,213	3,112,991
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)	(761,106)
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)	(761,106)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(93,170)	(100,591)	(108,278)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(93,170)	(100,591)	(108,278)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	311,632	306,805	663,414	1,036,164	1,187,303	1,367,053	1,464,697	1,347,261	1,724,808	1,961,800	2,351,885
plus: Cash & Cash Equivalents - beginning of year	4,898,340	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277
Cash & Cash Equivalents - end of the year	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277	18,621,162
Cash & Cash Equivalents - end of the year	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277	18,621,162
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277	18,621,162
Representing:											
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277	18,621,162
	5,209,972	5,516,777	6,180,191	7,216,355	8,403,658	9,770,711	11,235,408	12,582,669	14,307,477	16,269,277	18,621,162

Tenterfield Shire Council - Long Term Financial Plan

SEWER FUND – KPIs

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
FINANCIAL PERFORMANCE INDICATORS - SEWER FUND		Current Year	Projected Years									
Scenario: Rollover from V11 (with base year 2019/20) and new 21/22 budg		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)			34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	0.00%
Own Source Operating Revenue Ratio 1)			98.64%	98.69%	98.73%	98.77%	98.81%	98.85%	98.89%	98.92%	98.96%	0.00%
Unrestricted Current Ratio			33.64	37.29	41.08	46.28	51.47	55.52	58.99	62.03	534.27	0.00
Debt Service Cover Ratio 1)			7.19	8.07	8.45	9.20	9.89	10.46	11.25	11.72	12.82	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage			6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	0.00%
Cash Expense Cover Ratio 1)			35.42	41.90	48.26	57.54	67.50	76.06	85.12	92.26	107.33	0.00
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	106.32%		104.10%	152.15%	105.77%	106.30%	101.32%	104.62%	146.72%	104.69%	0.00%	0.00%
Infrastructure Backlog Ratio	0.01		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	1.87		2.08	1.74	1.22	1.25	1.21	1.27	1.82	1.33	1.34	0.00
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	8.44%		8.01%	7.60%	7.21%	6.84%	6.49%	6.16%	5.84%	5.55%	5.26%	0.00%
Rates & Annual Charges Coverage Ratio	90.53%		90.58%	90.63%	90.68%	90.72%	90.77%	90.81%	90.85%	90.89%	90.93%	0.00%
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	33.86%		34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	0.00%
Own Source Revenue Ratio 1)	98.60%		98.64%	98.69%	98.73%	98.77%	98.81%	98.85%	98.89%	98.92%	98.96%	0.00%
Building & Infrastructure Asset Renewal Ratio	106.32%		104.10%	152.15%	105.77%	106.30%	101.32%	104.62%	146.72%	104.69%	0.00%	0.00%
Infrastructure Backlog Ratio	0.01		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Debt Service Ratio	8.35%		7.93%	7.52%	7.14%	6.78%	6.43%	6.10%	5.79%	5.50%	5.22%	0.00%
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)	33.86%		34.06%	38.83%	39.84%	43.15%	45.70%	47.10%	49.63%	49.97%	53.48%	0.00%
Own Source Operating Revenue Ratio 2)	98.25%		98.30%	98.34%	98.39%	98.43%	98.47%	98.51%	98.55%	98.59%	98.63%	0.00%
Unrestricted Current Ratio	0.00		33.64	37.29	41.08	46.28	51.47	55.52	58.99	62.03	534.27	0.00
Debt Service Cover Ratio 2)	6.97		7.19	8.07	8.45	9.20	9.89	10.46	11.25	11.72	12.82	0.00
Capital Expenditure Ratio	1.87		2.08	1.74	1.22	1.25	1.21	1.27	1.82	1.33	1.34	0.00
Infrastructure Backlog Ratio	0.01		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10		1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	106.32%		104.10%	152.15%	105.77%	106.30%	101.32%	104.62%	146.72%	104.69%	0.00%	0.00%
Cash Expense Cover Ratio 2)	42.08		41.83	50.06	56.82	67.95	79.44	88.77	99.32	106.24	124.50	0.00
Interest Cover Ratio	11.75		12.82	15.30	17.30	20.55	24.50	29.28	36.90	46.94	67.52	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

Tenterfield Shire Council - Long Term Financial Plan

SCENARIO 1 –SRV 43% for 2 years

GENERAL FUND – INCOME STATEMENT

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031												
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED												
SRV 43% for 2 years (2023/24 and 24/25), then SRV 7.5% continuing												
	Actuals 2020/21	Adopted QBR 2		Projected Years								
		Current Year 2021/22		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,182,530	7,233,326	7,498,442	9,815,907	13,018,850	13,995,678	14,978,458	16,031,737	17,160,455	18,368,236	19,663,717	21,049,215
User Charges & Fees	1,328,926	1,049,744	1,109,108	1,148,358	1,183,633	1,223,830	1,255,735	1,291,998	1,326,420	1,365,371	1,402,531	1,444,402
Other Revenues	1,078,648	642,217	525,652	536,414	539,156	550,282	553,231	564,735	567,903	579,800	583,197	595,589
Grants & Contributions provided for Operating Purposes	11,682,014	8,961,229	8,496,330	8,526,751	8,579,505	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,020
Grants & Contributions provided for Capital Purposes	18,341,875	37,392,653	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306
Interest & Investment Revenue	52,341	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	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	174,100	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	39,840,435	55,399,169	18,091,047	20,483,266	23,777,653	24,877,717	25,959,668	27,138,583	28,371,885	29,711,454	31,117,474	32,641,717
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,660,310	8,632,558	8,609,833	8,975,830	9,200,950	9,431,849	9,663,350	9,900,638	10,143,859	10,393,160	10,648,694	10,910,610
Borrowing Costs	117,256	177,128	381,249	431,593	415,305	361,666	310,959	258,573	224,111	207,445	193,613	179,006
Materials & Contracts	6,749,980	3,574,539	1,840,845	2,894,385	3,002,625	2,972,145	2,823,935	2,942,208	3,056,826	3,077,200	3,153,662	3,127,370
Depreciation & Amortisation	6,366,557	6,890,120	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	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,583,439	2,602,461	2,172,605	2,294,316	2,504,730	2,479,406	2,578,202	2,681,417	2,925,998	2,901,920	3,019,713	3,142,845
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,768,824	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	25,246,366	22,147,106	20,282,953	22,009,504	22,853,136	22,980,328	23,120,485	23,532,844	24,106,889	24,342,030	24,784,323	25,134,932
Operating Result from Continuing Operations	14,594,069	33,252,063	(2,191,906)	(1,526,238)	924,517	1,897,389	2,839,182	3,605,739	4,264,996	5,369,424	6,333,151	7,506,785
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,594,069	33,252,063	(2,191,906)	(1,526,238)	924,517	1,897,389	2,839,182	3,605,739	4,264,996	5,369,424	6,333,151	7,506,785
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,747,807)	(4,140,590)	(2,533,021)	(1,861,270)	589,221	1,561,821	2,503,339	3,269,615	3,928,585	5,032,721	5,996,150	7,169,480

Tenterfield Shire Council - Long Term Financial Plan

GENERAL FUND – BALANCE SHEET

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		Current Year	Projected Years									
SRV 43% for 2 years (2023/24 and 24/25), then SRV 7.5% continuing		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	19,892,315	21,404,043	20,864,155	21,712,351	23,652,675	27,844,248	32,572,975	37,934,403	45,236,544	54,259,974	63,259,974	
Investments	-	-	-	-	-	-	-	-	-	-	-	
Receivables	1,795,139	1,603,918	1,791,768	2,048,844	2,139,911	2,236,565	2,342,019	2,457,233	2,581,946	2,717,124	2,757,124	
Inventories	701,605	664,298	754,653	767,729	768,930	760,457	774,093	787,568	793,284	803,722	818,722	
Contract assets	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	24,990,058	26,273,259	26,011,575	27,129,924	29,162,516	33,442,270	38,290,087	43,780,204	51,212,773	60,381,819	69,436,820	
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	-	-	-	-	-	-	-	-	-	-	
Inventories	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	414,568,746	412,756,967	412,172,741	410,632,579	409,063,072	406,127,682	403,780,891	401,973,100	399,405,777	396,095,529	396,095,529	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	1,087,617	1,236,233	1,284,850	1,333,467	1,382,084	1,430,700	1,479,317	1,527,934	1,576,550	1,625,167	1,675,167	
Right of use assets	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	415,834,363	414,171,200	413,635,591	412,144,045	410,623,155	407,736,382	405,438,208	403,679,034	401,160,328	397,898,696	397,948,696	
TOTAL ASSETS	440,824,421	440,444,459	439,647,166	439,273,970	439,785,671	441,178,652	443,728,296	447,459,238	452,373,101	458,280,515	467,385,515	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	
Payables	2,669,049	2,560,522	2,989,595	3,184,928	3,200,324	3,206,436	3,309,280	3,446,103	3,499,297	3,596,864	3,686,864	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	669,469	486,377	487,640	490,491	494,366	497,816	502,015	505,609	509,973	513,727	518,727	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	634,761	1,155,269	1,495,898	1,404,958	1,455,764	1,163,139	674,470	513,119	527,058	541,775	556,775	
Provisions	2,190,298	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	6,163,577	6,383,912	7,154,877	7,262,121	7,332,197	7,049,135	6,667,509	6,646,575	6,718,072	6,834,110	6,944,110	
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	
Borrowings	10,574,511	12,236,129	12,194,109	10,789,151	9,333,388	8,170,249	7,495,778	6,982,659	6,455,601	5,913,826	5,413,826	
Provisions	2,842,702	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	13,548,213	15,139,822	15,097,802	13,692,844	12,237,081	11,073,942	10,399,471	9,886,352	9,359,294	8,817,519	8,317,519	
TOTAL LIABILITIES	19,711,789	21,523,734	22,252,679	20,954,965	19,569,278	18,123,078	17,066,981	16,532,927	16,077,367	15,651,629	15,261,629	
Net Assets	421,112,632	418,920,725	417,394,487	418,319,005	420,216,393	423,055,575	426,661,315	430,926,310	436,295,734	442,628,885	452,123,886	
EQUITY												
Retained Earnings	146,624,632	144,432,725	142,906,487	143,831,005	145,728,393	148,567,575	152,173,315	156,438,310	161,807,734	168,140,885	177,635,886	
Revaluation Reserves	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	421,112,632	418,920,725	417,394,487	418,319,005	420,216,393	423,055,575	426,661,315	430,926,310	436,295,734	442,628,885	452,123,886	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	421,112,632	418,920,725	417,394,487	418,319,005	420,216,393	423,055,575	426,661,315	430,926,310	436,295,734	442,628,885	452,123,886	

GENERAL FUND – CASHFLOW STATEMENT

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLIDATED SRV 43% for 2 years (2023/24 and 24/25), then SRV 7.5% continuing		Adopted QBR 2 Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
							2026/27	2027/28	2028/29	2029/30	2030/31	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,233,326	7,477,244	9,772,158	12,966,267	13,966,541	14,953,142	16,004,821	17,131,851	18,337,998	19,631,481	21,049,215	
User Charges & Fees	1,049,744	1,081,345	1,141,437	1,177,581	1,216,896	1,249,965	1,285,197	1,320,261	1,358,150	1,395,953	1,444,402	
Investment & Interest Revenue Received	120,000	106,041	54,700	26,097	97,025	88,163	85,228	78,472	75,249	68,433	124,185	
Grants & Contributions	46,353,882	8,828,753	8,861,772	8,914,864	8,986,411	9,050,290	9,127,771	9,194,310	9,274,856	9,344,375	9,428,326	
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	
Other	642,217	606,994	535,810	537,592	548,486	551,385	562,786	565,982	577,770	581,192	595,589	
Payments:												
Employee Benefits & On-Costs	(8,632,558)	(8,610,403)	(8,966,227)	(9,195,395)	(9,426,155)	(9,657,514)	(9,894,656)	(10,137,727)	(10,386,875)	(10,642,252)	(10,910,610)	
Materials & Contracts	(3,574,539)	(1,897,907)	(2,680,987)	(2,917,454)	(2,976,181)	(2,816,353)	(2,884,308)	(2,961,578)	(3,070,872)	(3,098,985)	(3,127,370)	
Borrowing Costs	(177,128)	(357,617)	(427,469)	(429,095)	(374,514)	(324,282)	(268,935)	(229,551)	(211,236)	(197,507)	(179,006)	
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	
Other	(2,602,461)	(2,250,138)	(2,293,024)	(2,502,494)	(2,479,679)	(2,577,154)	(2,680,322)	(2,923,399)	(2,902,179)	(3,018,464)	(3,142,845)	
Net Cash provided (or used in) Operating Activities	40,412,483	4,984,312	6,018,168	8,577,963	9,558,630	10,517,642	11,337,582	12,038,619	13,052,860	14,064,225	15,281,886	
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	2,417,963	3,041,834	2,530,441	2,825,510	2,716,560	2,726,211	2,881,683	2,848,097	2,952,397	2,952,397	2,952,397	
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	(53,435,729)	(8,546,545)	(9,337,105)	(9,009,379)	(8,879,907)	(7,546,516)	(8,277,400)	(8,800,818)	(8,139,996)	(7,416,135)	(7,408,051)	
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	(51,127,766)	(5,654,710)	(6,856,664)	(6,233,870)	(6,213,348)	(4,870,305)	(5,445,717)	(6,002,721)	(5,237,599)	(4,513,738)	(4,505,654)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	5,904,612	3,100,000	1,600,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(473,356)	(917,873)	(1,301,392)	(1,495,898)	(1,404,958)	(1,455,764)	(1,163,139)	(674,470)	(513,119)	(527,058)	(541,775)	
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	5,431,256	2,182,127	298,608	(1,495,898)	(1,404,958)	(1,455,764)	(1,163,139)	(674,470)	(513,119)	(527,058)	(541,775)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,284,027)	1,511,729	(539,889)	848,196	1,940,325	4,191,573	4,728,726	5,361,428	7,302,141	9,023,430	10,234,457	
plus: Cash & Cash Equivalents - beginning of year	9,375,817	4,091,789	5,603,518	5,063,629	5,911,825	7,852,150	12,043,723	16,772,449	22,133,877	29,436,018	38,459,448	
Cash & Cash Equivalents - end of the year	4,091,789	5,603,518	5,063,629	5,911,825	7,852,150	12,043,723	16,772,449	22,133,877	29,436,018	38,459,448	48,693,905	
Cash & Cash Equivalents - end of the year	4,091,789	5,603,518	5,063,629	5,911,825	7,852,150	12,043,723	16,772,449	22,133,877	29,436,018	38,459,448	48,693,905	
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	4,091,789	5,603,518	5,063,629	5,911,825	7,852,150	12,043,723	16,772,449	22,133,877	29,436,018	38,459,448	48,693,905	
Representing:												
- External Restrictions	5,180,486	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(1,088,697)	(1,907,482)	(2,447,371)	(1,599,175)	341,150	4,532,723	9,261,449	14,622,877	21,925,018	30,948,448	48,693,905	
	4,091,789	5,603,518	5,063,629	5,911,825	7,852,150	12,043,723	16,772,449	22,133,877	29,436,018	38,459,448	48,693,905	

Tenterfield Shire Council - Long Term Financial Plan

GENERAL FUND – KPIs

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031											
FINANCIAL PERFORMANCE INDICATORS											
SRV 43% for 2 years (2023/24 and 24/25), then SRV 7.5% continuing	Adopted QBR 2	Projected Years									
	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
New Note 13 Ratios											
Operating Performance Ratio 1)	-16.76%	-12.72%	-7.84%	3.74%	7.56%	10.93%	13.33%	15.12%	18.21%	20.53%	0.00%
Own Source Operating Revenue Ratio 1)	42.20%	51.15%	56.74%	62.51%	63.88%	65.14%	66.37%	67.59%	68.78%	69.97%	0.00%
Unrestricted Current Ratio	3.96	3.89	3.30	3.44	3.76	4.75	6.08	7.21	8.59	10.18	0.00
Debt Service Cover Ratio 1)	6.45	3.95	3.45	4.57	5.47	5.98	7.93	13.25	18.04	19.37	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.43%	7.45%	7.50%	7.45%	7.36%	7.36%	7.36%	7.35%	7.35%	7.35%	0.00%
Cash Expense Cover Ratio 1)	17.39	18.25	15.96	15.71	16.99	19.80	23.08	26.89	31.77	37.24	0.00
1) different Calculation to TCorp's calculation for same ratio											
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	4.49%	8.79%	10.13%	9.37%	8.22%	7.83%	5.98%	3.59%	2.73%	2.59%	0.00%
Rates & Annual Charges Coverage Ratio	34.45%	41.45%	47.92%	54.75%	56.26%	57.70%	59.07%	60.48%	61.82%	63.19%	0.00%
Fit For The Future (FFTF) Ratios											
Operating Performance Ratio 1)	-16.76%	-12.72%	-7.84%	3.74%	7.56%	10.93%	13.33%	15.12%	18.21%	20.53%	0.00%
Own Source Revenue Ratio 1)	42.20%	51.15%	56.74%	62.51%	63.88%	65.14%	66.37%	67.59%	68.78%	69.97%	0.00%
Building & Infrastructure Asset Renewal Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Debt Service Ratio	3.68%	7.25%	8.58%	8.13%	7.18%	6.88%	5.29%	3.19%	2.43%	2.32%	0.00%
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)	-18.32%	-14.27%	-9.24%	2.51%	6.36%	9.77%	12.20%	14.01%	17.13%	19.48%	0.00%
Own Source Operating Revenue Ratio 2)	39.21%	47.58%	53.53%	59.73%	61.18%	62.54%	63.83%	65.16%	66.42%	67.70%	0.00%
Unrestricted Current Ratio	3.96	3.89	3.30	3.44	3.76	4.75	6.08	7.21	8.59	10.18	0.00
Debt Service Cover Ratio 2)	6.04	3.73	3.29	4.42	5.30	5.81	7.72	12.91	17.61	18.92	0.00
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%
Cash Expense Cover Ratio 2)	17.81	19.91	17.33	17.38	18.70	21.75	24.69	27.69	32.53	37.98	0.00
Interest Cover Ratio	22.69	12.72	13.21	20.34	25.90	32.99	42.44	51.75	61.15	70.43	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council - Long Term Financial Plan

SCENARIO 2 –SRV 28% for 3 years

GENERAL FUND – INCOME STATEMENT

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031												
INCOME STATEMENT - ALL GENERAL FUNDS CONSOLIDATED												
	Actuals	Adopted QBR 2	Projected Years									
	2020/21	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	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	7,182,530	7,233,326	7,498,442	9,088,451	11,047,444	13,505,298	14,451,299	15,465,041	16,551,257	17,713,348	18,959,712	20,292,410
User Charges & Fees	1,328,926	1,049,744	1,109,108	1,148,358	1,183,633	1,223,830	1,255,735	1,291,998	1,326,420	1,365,371	1,402,531	1,444,402
Other Revenues	1,078,648	642,217	525,652	536,414	539,156	550,282	553,231	564,735	567,903	579,800	583,197	595,589
Grants & Contributions provided for Operating Purposes	11,682,014	8,961,229	8,496,330	8,526,751	8,579,505	8,650,736	8,714,361	8,791,528	8,857,811	8,938,030	9,007,281	9,091,020
Grants & Contributions provided for Capital Purposes	18,341,875	37,392,653	341,115	335,032	335,297	335,567	335,843	336,124	336,411	336,703	337,001	337,306
Interest & Investment Revenue	52,341	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	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	174,100	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	39,840,435	55,399,169	18,091,047	19,755,810	21,806,247	24,387,336	25,432,508	26,571,887	27,762,686	29,056,566	30,413,469	31,884,912
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,660,310	8,632,558	8,609,833	8,975,830	9,200,950	9,431,849	9,663,350	9,900,638	10,143,859	10,393,160	10,648,694	10,910,610
Borrowing Costs	117,256	177,128	412,249	534,206	595,177	581,487	536,137	488,650	437,728	385,380	329,989	265,697
Materials & Contracts	6,749,980	3,574,539	1,840,845	2,894,385	3,002,625	2,972,145	2,823,935	2,942,208	3,056,826	3,077,200	3,153,662	3,127,370
Depreciation & Amortisation	6,366,557	6,890,120	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	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,583,439	2,602,461	2,172,605	2,294,316	2,504,730	2,479,406	2,578,202	2,681,417	2,925,998	2,901,920	3,019,713	3,142,845
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,768,824	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	25,246,366	22,147,106	20,313,953	22,112,117	23,033,008	23,200,150	23,345,663	23,762,922	24,320,506	24,519,966	24,920,699	25,221,623
Operating Result from Continuing Operations	14,594,069	33,252,063	(2,222,906)	(2,356,307)	(1,226,761)	1,187,186	2,086,845	2,808,966	3,442,181	4,536,600	5,492,771	6,663,289
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	14,594,069	33,252,063	(2,222,906)	(2,356,307)	(1,226,761)	1,187,186	2,086,845	2,808,966	3,442,181	4,536,600	5,492,771	6,663,289
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,747,807)	(4,140,590)	(2,564,021)	(2,691,339)	(1,562,058)	851,619	1,751,002	2,472,842	3,105,770	4,199,897	5,155,769	6,325,984

Tenterfield Shire Council - Long Term Financial Plan

GENERAL FUND – BALANCE SHEET

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
BALANCE SHEET - ALL GENERAL FUNDS CONSOLIDATED		Current Year	Projected Years									
SRV 28% for 3 years (23/24,24/25 & 25/26), then SRV 7.5% continuing		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	20,025,924	21,149,484	20,906,026	20,979,888	22,545,235	26,402,680	27,537,934	28,770,152	31,614,018	36,129,942	40,629,942	
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,795,566	1,603,102	1,736,261	1,895,883	2,099,346	2,191,758	2,282,699	2,381,491	2,488,491	2,605,541	2,645,541	
Inventories	701,605	664,298	754,653	767,729	768,930	760,457	774,093	787,568	793,284	803,722	818,722	
Contract assets	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	2,601,000	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,124,095	26,017,883	25,997,939	26,244,502	28,014,511	31,955,895	33,195,726	34,540,211	37,496,793	42,140,204	46,695,204	
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	414,434,709	413,150,764	412,486,979	411,181,326	409,623,379	406,688,200	407,223,092	408,263,398	408,648,472	408,290,621	408,290,621	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,087,617	1,236,233	1,284,850	1,333,467	1,382,084	1,430,700	1,479,317	1,527,934	1,576,550	1,625,167	1,675,167	
Right of use assets	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	178,000	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	415,700,326	414,564,997	413,949,829	412,692,793	411,183,462	408,296,900	408,880,409	409,969,332	410,403,022	410,093,788	410,143,788	
TOTAL ASSETS	440,824,421	440,582,881	439,947,767	438,937,294	439,197,973	440,252,795	442,076,135	444,509,543	447,899,815	452,233,992	456,838,992	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,669,049	2,562,199	2,977,174	3,146,589	3,215,236	3,224,240	3,326,481	3,457,206	3,502,058	3,590,754	3,680,754	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	669,469	486,377	487,640	490,491	494,366	497,816	502,015	505,609	509,973	513,727	518,727	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	634,761	813,169	1,015,043	999,028	1,044,477	1,092,066	1,143,092	1,195,545	1,251,043	1,309,851	1,369,851	
Provisions	2,190,298	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	2,181,744	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,163,577	6,043,489	6,661,601	6,817,852	6,935,823	6,995,865	7,153,332	7,340,103	7,444,819	7,596,076	5,569,332	
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	
Borrowings	10,574,511	12,745,973	13,849,055	13,909,091	12,864,613	11,772,548	10,629,455	9,433,911	8,182,868	6,873,017	5,563,017	
Provisions	2,842,702	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	2,772,693	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	13,548,213	15,649,666	16,752,748	16,812,784	15,768,306	14,676,241	13,533,148	12,337,604	11,086,561	9,776,710	8,466,710	
TOTAL LIABILITIES	19,711,789	21,693,155	23,414,349	23,630,637	22,704,129	21,672,106	20,686,480	19,677,708	18,531,380	17,372,786	14,036,043	
Net Assets	421,112,632	418,889,725	416,533,418	415,306,658	416,493,844	418,580,689	421,389,655	424,831,835	429,368,435	434,861,206	442,802,950	
EQUITY												
Retained Earnings	146,624,632	144,401,725	142,045,418	140,818,658	142,005,844	144,092,689	146,901,655	150,343,835	154,880,435	160,373,206	168,314,950	
Revaluation Reserves	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	274,488,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	421,112,632	418,889,725	416,533,418	415,306,658	416,493,844	418,580,689	421,389,655	424,831,835	429,368,435	434,861,206	442,802,950	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	421,112,632	418,889,725	416,533,418	415,306,658	416,493,844	418,580,689	421,389,655	424,831,835	429,368,435	434,861,206	442,802,950	

Tenterfield Shire Council - Long Term Financial Plan

GENERAL FUND – CASHFLOW STATEMENT

Tenterfield Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - ALL GENERAL FUNDS CONSOLIDATED SRV 28% for 3 years (23/24,24/25 & 25/26), then SRV 7.5% continuing	Adopted QBR 2	Projected Years									
	Current Year										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	7,233,326	7,477,244	9,052,676	11,008,497	13,459,926	14,426,386	15,438,559	16,523,118	17,683,610	18,928,015	20,292,410
User Charges & Fees	1,049,744	1,081,345	1,141,437	1,177,581	1,216,696	1,249,965	1,285,197	1,320,261	1,358,150	1,395,953	1,444,402
Investment & Interest Revenue Received	120,000	107,285	77,254	68,599	50,055	90,780	97,995	93,016	90,943	84,392	124,185
Grants & Contributions	46,353,882	8,828,753	8,861,772	8,914,864	8,986,411	9,050,290	9,127,771	9,194,310	9,274,856	9,344,375	9,428,326
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-
Other	642,217	606,994	535,810	537,592	548,486	551,385	562,786	565,982	577,770	581,192	595,589
Payments:											
Employee Benefits & On-Costs	(8,632,558)	(8,610,403)	(8,966,227)	(9,195,395)	(9,426,155)	(9,657,514)	(9,894,656)	(10,137,727)	(10,386,875)	(10,642,252)	(10,910,610)
Materials & Contracts	(3,574,539)	(1,897,907)	(2,660,987)	(2,917,454)	(2,976,181)	(2,816,353)	(2,884,308)	(2,961,578)	(3,070,872)	(3,098,985)	(3,127,370)
Borrowing Costs	(177,128)	(386,940)	(520,019)	(593,568)	(590,276)	(545,347)	(498,302)	(447,854)	(395,995)	(341,122)	(265,697)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-
Other	(2,602,461)	(2,250,138)	(2,293,024)	(2,502,494)	(2,479,679)	(2,577,154)	(2,680,322)	(2,923,399)	(2,902,179)	(3,018,464)	(3,142,845)
Net Cash provided (or used in) Operating Activities	40,412,483	4,956,234	5,228,691	6,498,222	8,789,281	9,772,439	10,554,719	11,226,128	12,229,407	13,233,102	14,438,390
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	2,417,963	3,041,834	2,530,441	2,825,510	2,716,560	2,726,211	2,881,683	2,848,097	2,952,397	2,952,397	2,952,397
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	(53,435,729)	(8,546,545)	(9,337,105)	(9,009,379)	(8,879,907)	(7,546,516)	(8,277,400)	(8,800,818)	(8,139,996)	(7,416,135)	(7,408,051)
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	(51,127,766)	(5,654,710)	(6,856,664)	(6,233,870)	(6,213,348)	(4,870,305)	(5,445,717)	(6,002,721)	(5,237,599)	(4,513,738)	(4,505,654)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	5,904,612	3,100,000	2,200,000	1,100,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(473,356)	(750,130)	(895,044)	(1,055,980)	(999,028)	(1,044,477)	(1,092,066)	(1,143,092)	(1,195,545)	(1,251,043)	(1,309,851)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	5,431,256	2,349,870	1,304,956	44,020	(999,028)	(1,044,477)	(1,092,066)	(1,143,092)	(1,195,545)	(1,251,043)	(1,309,851)
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,284,027)	1,651,393	(323,017)	308,372	1,576,906	3,857,656	4,016,937	4,080,315	5,796,263	7,468,321	8,622,885
plus: Cash & Cash Equivalents - beginning of year	9,375,817	4,091,789	5,743,183	5,420,166	5,728,538	7,305,444	11,163,100	15,180,037	19,260,352	25,056,615	32,524,936
Cash & Cash Equivalents - end of the year	4,091,789	5,743,183	5,420,166	5,728,538	7,305,444	11,163,100	15,180,037	19,260,352	25,056,615	32,524,936	41,147,821
Cash & Cash Equivalents - end of the year	4,091,789	5,743,183	5,420,166	5,728,538	7,305,444	11,163,100	15,180,037	19,260,352	25,056,615	32,524,936	41,147,821
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	4,091,789	5,743,183	5,420,166	5,728,538	7,305,444	11,163,100	15,180,037	19,260,352	25,056,615	32,524,936	41,147,821
Representing:											
- External Restrictions	5,180,486	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	7,511,000	-
- Internal Restrictions	(1,088,697)	(1,767,817)	(2,090,834)	(1,782,462)	(205,556)	3,652,100	7,669,037	11,749,352	17,545,615	25,013,936	41,147,821
- Unrestricted	4,091,789	5,743,183	5,420,166	5,728,538	7,305,444	11,163,100	15,180,037	19,260,352	25,056,615	32,524,936	41,147,821

Tenterfield Shire Council - Long Term Financial Plan

GENERAL FUND – KPIs

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2031		Adopted QBR 2										
FINANCIAL PERFORMANCE INDICATORS		Current Year	Projected Years									
SRV 28% for 3 years (23/24,24/25 & 25/26), then SRV 7.5% continuing		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)	-16.76%	-12.89%	-12.41%	-5.94%	4.76%	8.17%	10.59%	12.46%	15.73%	18.22%	0.00%	
Own Source Operating Revenue Ratio 1)	42.20%	51.15%	55.14%	59.12%	63.15%	64.41%	65.65%	66.88%	68.08%	69.28%	0.00%	
Unrestricted Current Ratio	3.96	4.14	3.62	3.56	3.82	4.52	4.62	4.71	5.14	5.79	0.00	
Debt Service Cover Ratio 1)	6.45	4.41	3.68	4.10	5.80	6.35	6.78	7.15	7.81	8.38	0.00	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.43%	7.45%	7.49%	7.46%	7.43%	7.37%	7.36%	7.36%	7.36%	7.36%	0.00%	
Cash Expense Cover Ratio 1)	17.39	18.21	16.31	15.44	16.38	18.99	19.33	19.60	21.13	23.62	0.00	
1) different Calculation to TCorp's calculation for same ratio												
New Special Schedule 7 Ratios												
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%	
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00	
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00	
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00	
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)												
Debt Service Ratio	4.49%	7.86%	8.72%	8.96%	7.52%	7.17%	6.82%	6.49%	6.16%	5.86%	0.00%	
Rates & Annual Charges Coverage Ratio	34.45%	41.45%	46.00%	50.66%	55.38%	56.82%	58.20%	59.62%	60.96%	62.34%	0.00%	
Fit For The Future (FFTF) Ratios												
Operating Performance Ratio 1)	-16.76%	-12.89%	-12.41%	-5.94%	4.76%	8.17%	10.59%	12.46%	15.73%	18.22%	0.00%	
Own Source Revenue Ratio 1)	42.20%	51.15%	55.14%	59.12%	63.15%	64.41%	65.65%	66.88%	68.08%	69.28%	0.00%	
Building & Infrastructure Asset Renewal Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%	
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00	
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00	
Debt Service Ratio	3.68%	6.48%	7.33%	7.67%	6.55%	6.28%	6.01%	5.74%	5.49%	5.24%	0.00%	
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)	-18.32%	-14.45%	-13.86%	-7.28%	3.54%	6.98%	9.43%	11.32%	14.62%	17.14%	0.00%	
Own Source Operating Revenue Ratio 2)	39.21%	47.58%	51.82%	56.09%	60.40%	61.76%	63.06%	64.39%	65.66%	66.95%	0.00%	
Unrestricted Current Ratio	3.96	4.14	3.62	3.56	3.82	4.52	4.62	4.71	5.14	5.79	0.00	
Debt Service Cover Ratio 2)	6.04	4.17	3.48	3.92	5.62	6.16	6.58	6.95	7.61	8.18	0.00	
Capital Expenditure Ratio	1.19	0.74	0.92	0.79	0.79	0.61	0.68	0.76	0.66	0.56	0.00	
Infrastructure Backlog Ratio	0.02	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00	
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	0.00	0.00	0.00	0.00	0.00	
Building & Infrastructure Renewals Ratio	159.91%	149.01%	148.14%	140.98%	130.42%	119.38%	98.32%	90.95%	98.51%	1.76%	0.00%	
Cash Expense Cover Ratio 2)	17.93	19.68	17.37	16.79	17.83	20.62	20.88	21.00	22.73	25.29	0.00	
Interest Cover Ratio	22.69	11.77	9.31	10.88	15.26	18.15	21.30	25.10	31.22	39.19	0.00	
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio												

