"ROAD MAP" FIT FOR THE FUTURE
TENTERFIELD SHIRE COUNCIL

TABLE OF ATTACHMENTS

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OPERATING PERFORMANCE RATIO OVER 10 YEARS

A 21

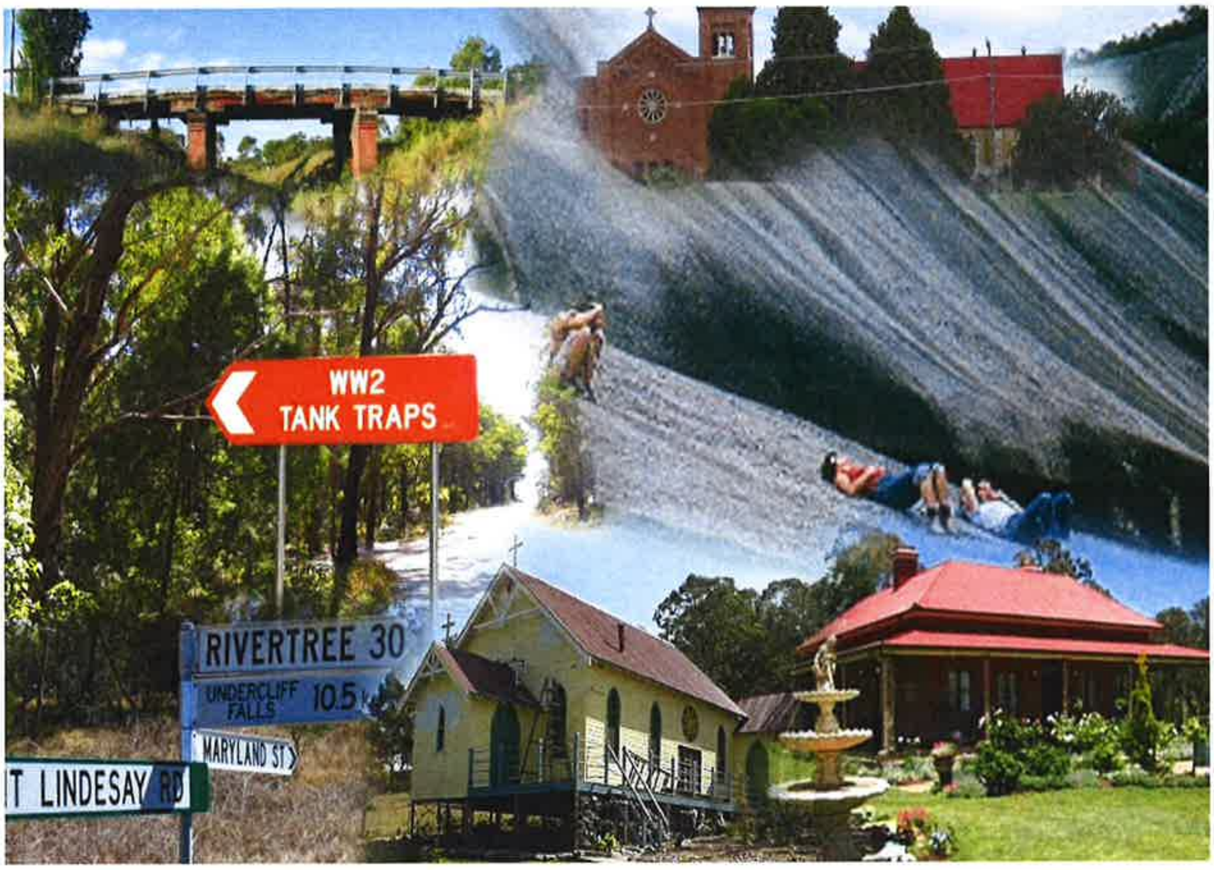
4.1 Expected improvement in performance

Measure/Benchmark	2015/16	2016/2017	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25	Achieve FFTF Benchmark?
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	-0.089	-0.069	-0.042	-0.031	-0.017	-0.011	0.010	0.027	0.046	0.054	Yes

A22

LONG TERM FINANCIAL PLAN SPREAD SHEETS FINANCIAL MODULING

A22



Section 8 – Foundation Six – Modelling and Sensitivity Analysis

8.0 Foundation Six – Modelling and Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions about interest rates and the potential effect of inflation on revenues and expenditures. Some of these assumptions will have a relatively limited impact if they are wrong. Others can have a major impact on future financial plans.

The Long Term Financial Plan has three models based on different financial assumptions –

1. Scenario 1 – Fit for the Future BASE (No SRV)
2. Scenario 2 – Fit for the Future 2% SRV + Rate Peg
3. Scenario 3 – Fit for the Future 3% SRV + Rate Peg

SCENARIO 1 – Fit for the Future BASE (No SRV)

The base case scenario assumes that following the conclusion of the current SRV, Council will not apply for any additional SRV to improve its performance benchmarks.

With this scenario Council will not be deemed Fit for the Future – Council would need to achieve additional savings / income of $201,000 per annum to meet the Operating Performance Ratio in 2024/25.

SCENARIO 2 – Fit for the Future 2% SRV + Rate Peg

This scenario proposes a further SRV of 2% per annum on top of the rate peg increase to apply for 7 years from 2018/19 with borrowings of $5,250,000 in 2024/25 to reduce the infrastructure backlog and invest in asset renewal.

In respect of Fit for the Future Criteria this model achieves a positive operating performance ratio by 2024/25 (3.1%) but has less capacity to absorb economic fluctuations that can occur than proposed in Scenario 3.

SCENARIO 3 – Fit for Future 3% SRV + Rate Peg

In this scenario Council will apply for a further SRV of 3% in addition to the rate peg for a period of 7 years from 2018/19. In effect this SRV would follow on immediately following the current SRV which concludes in 2017/18.

The purpose of the additional SRV is to meet Fit for the Future requirements.

The notable effect of this scenario is that when considered in conjunction with the initial SRV approved by IPART in 2014 which will provide for the investment of $9.6m in asset renewal in the 10 years to 2023/24, together with Councils high borrowing capacity allowing for the borrowing of $5.25m in 2024/25, it will be possible to fund Councils infrastructure backlog.

In respect of the Fit for the Future performance criteria the outcome of this scenario would be that all benchmarks would be met by 2024/25.

Benchmark	Result	Meets Benchmark
Operating Performance Ratio (greater or equal to break-even average over 3 years)	0.043	Yes
Own Source Revenue Ratio (greater than 60% average over 3 years)	80.40%	Yes
Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)	111.18%	Yes
Infrastructure Backlog Ratio (less than 2%)	0%	Yes
Asset Maintenance Ratio (greater than 100% average over 3 years)	110%	Yes
Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)	1.30%	Yes
A decrease in Real Operating Expenditure per capita over time		Yes

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND
Scenario: 3 - Fit for the 3% SRV + Rate Peg

	Current Year					Projected Years					
	2014/15	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
New Note 13 Ratios											
Operating Performance Ratio 1)	-12.70%	-13.29%	-13.18%	-10.40%	-8.76%	-7.77%	-7.73%	-5.66%	-4.18%	-2.39%	-1.98%
Own Source Operating Revenue Ratio 1)	25.51%	29.27%	35.87%	37.19%	37.92%	44.24%	44.94%	45.83%	46.63%	47.43%	48.30%
Unrestricted Current Ratio	3.28	3.26	3.58	3.66	3.90	4.25	4.34	4.84	5.43	6.07	6.58
Debt Service Cover Ratio 1)	7.01	5.62	7.52	10.72	11.58	11.84	26.56	28.89	31.04	33.10	15.10
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.37%	5.52%	5.44%	5.35%	5.26%	5.17%	5.08%	4.99%	4.91%	4.82%	4.82%
Cash Expense Cover Ratio 1)	-8.74	-5.87	-5.89	-6.26	-6.83	-7.33	-7.48	-8.60	-9.74	-11.00	-12.42

1) **<u>different</u>** Calculation to TCorp's calculation for same ratio

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	282.58%	272.36%	135.90%	140.60%	133.19%	72.91%	71.18%	73.93%	72.03%	71.87%	189.52%
Infrastructure Backlog Ratio	0.06	0.05	0.05	0.05	0.04	0.04	0.03	0.03	0.02	0.02	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Capital Expenditure Ratio	3.29	2.65	1.38	1.42	1.38	0.90	0.89	0.87	0.87	0.88	1.77
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	3.77%	4.83%	3.94%	3.01%	2.89%	2.84%	1.25%	1.20%	1.15%	1.11%	2.47%
Rates & Annual Charges Coverage Ratio	16.69%	18.21%	23.87%	25.37%	26.10%	31.95%	32.71%	33.60%	34.39%	35.17%	35.93%
TCorp Ratios											
Operating Performance Ratio 2)	-14.44%	-13.64%	-13.95%	-10.81%	-9.18%	-8.18%	-8.14%	-6.07%	-4.58%	-2.79%	-2.37%
Own Source Operating Revenue Ratio 2)	22.94%	26.31%	32.36%	33.73%	34.37%	39.98%	40.68%	41.51%	42.22%	42.91%	43.57%
Unrestricted Current Ratio	3.28	3.26	3.58	3.66	3.90	4.25	4.34	4.84	5.43	6.07	6.58
Debt Service Cover Ratio 2)	6.47	5.54	7.29	10.56	11.42	11.67	26.18	28.49	30.64	32.68	14.92
Capital Expenditure Ratio	3.29	2.65	1.38	1.42	1.38	0.90	0.89	0.87	0.87	0.88	1.77
Infrastructure Backlog Ratio	0.06	0.05	0.05	0.05	0.04	0.04	0.03	0.03	0.02	0.02	0.00
Asset Maintenance Ratio	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Building & Infrastructure Renewals Ratio	282.58%	272.36%	135.90%	140.60%	133.19%	72.91%	71.18%	73.93%	72.03%	71.87%	189.52%
Cash Expense Cover Ratio 2)	8.94	6.16	6.22	6.46	7.03	7.54	7.72	8.70	9.83	11.09	12.64
Interest Cover Ratio	20.24	22.13	30.88	44.78	60.59	84.52	163.46	222.02	318.31	528.93	41.77

2) **<u>different</u>** Calculation to OLG's Note 13 calculation for same ratio

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - GENERAL FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	2,551,000	3,125,017	3,405,896	3,777,417	4,165,879	4,421,764	4,693,073	4,980,729	5,285,716	5,609,073	5,951,906	6,315,381
User Charges & Fees	962,000	1,169,677	1,515,153	1,343,795	1,371,877	1,400,753	1,180,738	1,213,043	1,244,433	1,276,701	1,310,184	1,344,294
Interest & Investment Revenue	545,000	120,000	199,000	193,250	196,531	219,844	235,190	248,570	268,984	298,434	333,920	388,443
Other Revenues	444,000	361,128	354,044	362,895	371,967	381,266	390,798	400,568	410,582	420,847	431,368	442,152
Grants & Contributions provided for Operating Purposes	3,751,000	5,968,101	6,023,464	6,023,114	6,168,152	6,316,790	6,469,114	6,625,217	6,785,196	6,949,142	7,117,157	7,289,341
Grants & Contributions provided for Capital Purposes	2,614,000	7,979,655	7,206,197	4,126,768	4,143,860	4,201,256	1,722,176	1,758,208	1,736,966	1,756,146	1,778,751	1,798,883
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**10,867,000**	**18,723,577**	**18,703,753**	**15,827,239**	**16,418,267**	**16,941,673**	**14,691,089**	**15,226,335**	**15,731,876**	**16,310,344**	**16,923,286**	**17,578,495**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	4,415,000	4,099,778	4,647,433	4,998,964	5,116,849	5,157,356	5,174,532	5,317,514	5,489,925	5,674,077	5,829,301	6,064,360
Borrowing Costs	115,000	110,740	119,160	93,878	75,950	60,717	44,459	23,172	18,568	13,928	8,940	120,486
Materials & Contracts	2,734,000	2,983,705	2,970,840	2,481,047	2,443,355	2,557,557	2,656,895	2,948,969	2,932,655	2,961,000	3,063,159	3,120,977
Depreciation & Amortisation	3,885,000	3,681,938	4,086,610	4,437,863	4,652,613	4,787,309	4,774,597	4,860,253	4,953,451	5,086,409	5,141,422	5,286,836
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,302,000	1,232,297	1,201,156	1,231,186	1,261,965	1,293,513	1,325,850	1,358,996	1,392,971	1,427,795	1,463,489	1,500,076
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	424,000	186,417	41,000	90,000	51,000	53,000	54,000	55,000	57,000	58,000	60,000	61,000
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**12,875,000**	**12,294,874**	**13,066,198**	**13,332,938**	**13,601,732**	**13,909,451**	**14,030,333**	**14,563,905**	**14,844,570**	**15,221,208**	**15,566,311**	**16,153,734**
Operating Result from Continuing Operations	**(2,008,000)**	**6,428,703**	**5,637,555**	**2,494,301**	**2,816,535**	**3,032,222**	**660,756**	**662,430**	**887,306**	**1,089,136**	**1,356,975**	**1,424,761**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**(2,008,000)**	**6,428,703**	**5,637,555**	**2,494,301**	**2,816,535**	**3,032,222**	**660,756**	**662,430**	**887,306**	**1,089,136**	**1,356,975**	**1,424,761**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(4,622,000)	(1,550,952)	(1,568,642)	(1,632,467)	(1,327,325)	(1,169,034)	(1,061,420)	(1,095,778)	(849,659)	(667,010)	(421,776)	(374,123)

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - GENERAL FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	7,693,000	6,331,437	4,547,913	4,562,969	4,778,281	5,311,561	5,789,529	6,224,343	7,153,733	8,292,411	9,629,321	11,317,815
Investments	100,000	-	-	-	-	-	-	-	-	-	-	-
Receivables	833,000	636,671	817,858	748,058	776,646	799,732	777,732	802,849	828,984	856,601	885,612	922,772
Inventories	677,000	655,085	654,472	631,148	629,353	634,792	639,522	653,431	652,654	654,004	658,868	661,622
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,303,000	7,623,192	6,020,243	5,942,176	6,184,281	6,746,085	7,206,782	7,680,622	8,635,370	9,803,016	11,173,802	12,902,209
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	9,000	3,308	1,594	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	254,697,000	263,661,119	270,658,356	272,815,304	275,240,444	277,567,066	277,594,916	277,569,720	277,474,611	277,373,941	277,348,211	281,994,346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Intangible Assets	73,000	221,352	199,352	177,352	155,352	133,352	111,352	89,352	67,352	45,352	23,352	8,517
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	255,059,000	264,165,779	271,139,301	273,272,656	275,675,796	277,980,418	277,986,268	277,939,072	277,821,963	277,699,293	277,651,563	282,282,863
TOTAL ASSETS	264,362,000	271,788,971	277,159,545	279,214,832	281,860,076	284,726,503	285,193,050	285,619,694	286,457,334	287,502,310	288,825,365	295,185,071
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,117,670	1,145,455	1,174,727	974,951	989,718	1,023,839	1,043,907	1,113,090	1,130,514	1,156,562	1,196,277	1,323,858
Borrowings	234,330	356,986	303,650	246,102	261,504	277,448	121,504	126,109	130,749	135,737	140,762	157,559
Provisions	1,984,000	1,987,798	2,041,486	2,098,652	2,151,338	2,205,383	2,260,822	2,317,692	2,376,030	2,435,872	2,497,259	2,560,228
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,336,000	3,490,239	3,519,863	3,319,705	3,402,560	3,506,670	3,426,234	3,556,892	3,637,293	3,728,171	3,834,297	4,041,644
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	902,000	1,743,565	1,439,915	1,193,814	932,310	654,862	533,358	407,248	276,499	140,762	-	4,726,865
Provisions	228,000	230,464	237,509	244,755	252,113	259,655	267,387	27,053	27,734	28,432	29,149	29,884
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,130,000	1,974,029	1,677,424	1,438,568	1,184,422	914,517	800,745	434,301	304,233	169,194	29,149	4,756,748
TOTAL LIABILITIES	4,466,000	5,464,268	5,197,287	4,758,273	4,586,983	4,421,187	4,226,978	3,991,193	3,941,526	3,897,366	3,863,446	8,798,392
Net Assets	**259,896,000**	**266,324,703**	**271,962,257**	**274,456,559**	**277,273,094**	**280,305,316**	**280,966,072**	**281,628,502**	**282,515,808**	**283,604,944**	**284,961,919**	**286,386,679**
EQUITY												
Retained Earnings	79,073,000	85,501,703	91,139,257	93,633,559	96,450,094	99,482,316	100,143,072	100,805,502	101,692,808	102,781,944	104,138,919	105,563,679
Revaluation Reserves	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000	180,823,000
Council Equity Interest	259,896,000	266,324,703	271,962,257	274,456,559	277,273,094	280,305,316	280,966,072	281,628,502	282,515,808	283,604,944	284,961,919	286,386,679
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**259,896,000**	**266,324,703**	**271,962,257**	**274,456,559**	**277,273,094**	**280,305,316**	**280,966,072**	**281,628,502**	**282,515,808**	**283,604,944**	**284,961,919**	**286,386,679**

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - GENERAL FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	3,254,891	3,395,539	3,763,362	4,151,787	4,414,416	4,685,557	4,973,053	5,277,887	5,601,101	5,943,801	6,300,842
User Charges & Fees	-	1,149,702	1,463,472	1,369,429	1,367,676	1,396,433	1,213,650	1,208,210	1,239,737	1,271,874	1,305,175	1,339,191
Interest & Investment Revenue Received	-	126,705	200,667	189,947	191,174	215,236	230,728	243,761	262,464	291,001	325,600	378,681
Grants & Contributions	-	13,521,682	12,860,932	9,742,797	9,836,004	10,030,193	7,691,190	7,870,161	7,996,754	8,166,722	8,343,879	8,522,329
Bonds & Deposits Received	-	65,000	66,625	68,291	69,998	71,748	73,542	75,380	77,265	79,196	81,176	83,205
Other	-	353,205	384,572	382,850	391,943	394,711	400,923	415,768	426,745	437,822	449,332	461,152
Payments:												
Employee Benefits & On-Costs	-	(4,112,710)	(4,579,561)	(5,066,757)	(5,063,548)	(5,102,680)	(5,118,446)	(5,259,980)	(5,430,907)	(5,613,536)	(5,767,198)	(6,000,656)
Materials & Contracts	-	(2,958,069)	(2,977,736)	(2,536,173)	(2,442,739)	(2,538,126)	(2,639,158)	(2,907,385)	(2,928,865)	(2,951,571)	(3,044,501)	(3,107,621)
Borrowing Costs	-	(88,911)	(119,636)	(93,163)	(73,960)	(58,855)	(42,732)	(25,519)	(21,003)	(16,453)	(11,561)	(28,874)
Bonds & Deposits Refunded	-	(65,000)	(66,625)	(68,291)	(69,998)	(71,748)	(73,542)	(75,380)	(77,265)	(79,196)	(81,176)	(83,205)
Other	-	(1,232,297)	(1,201,156)	(1,231,186)	(1,261,965)	(1,293,513)	(1,325,850)	(1,599,995)	(1,392,971)	(1,427,795)	(1,463,489)	(1,500,076)
Net Cash provided (or used in) Operating Activities	-	10,014,197	9,427,094	6,521,105	7,096,373	7,457,815	5,095,862	4,918,075	5,429,842	5,759,167	6,081,039	6,364,968
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	100,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	1,885,063	1,567,000	1,615,000	1,655,000	1,696,000	1,738,000	1,781,000	1,826,000	1,872,000	1,872,000	1,872,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	6,978	1,714	1,714	1,594	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(14,183,671)	(12,422,346)	(7,819,112)	(8,291,553)	(8,359,031)	(6,078,447)	(6,142,757)	(6,200,342)	(6,361,739)	(6,480,392)	(11,292,136)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(148,352)	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(12,339,982)	(10,853,632)	(6,202,398)	(6,634,959)	(6,663,031)	(4,340,447)	(4,361,757)	(4,374,342)	(4,489,739)	(4,608,392)	(9,420,136)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,200,000	-	-	-	-	-	-	-	-	-	4,960,500
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(235,778)	(356,986)	(303,650)	(246,102)	(261,504)	(277,448)	(121,504)	(126,109)	(130,749)	(135,737)	(216,839)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	964,222	(356,986)	(303,650)	(246,102)	(261,504)	(277,448)	(121,504)	(126,109)	(130,749)	(135,737)	4,743,661
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,361,563)	(1,783,524)	15,057	215,312	533,280	477,967	434,814	929,390	1,138,679	1,336,910	1,686,493
plus: Cash, Cash Equivalents & Investments - beginning of year	-	7,693,000	6,331,437	4,547,913	4,562,969	4,778,281	5,311,561	5,789,529	6,224,343	7,153,733	8,292,411	9,629,321
Cash & Cash Equivalents - end of the year	-	**6,331,437**	**4,547,913**	**4,562,969**	**4,778,281**	**5,311,561**	**5,789,529**	**6,224,343**	**7,153,733**	**8,292,411**	**9,629,321**	**11,317,815**
Cash & Cash Equivalents - end of the year	7,693,000	6,331,437	4,547,913	4,562,969	4,778,281	5,311,561	5,789,529	6,224,343	7,153,733	8,292,411	9,629,321	11,317,815
Investments - end of the year	100,000	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	7,793,000	6,331,437	4,547,913	4,562,969	4,778,281	5,311,561	5,789,529	6,224,343	7,153,733	8,292,411	9,629,321	11,317,815
Representing:												
- External Restrictions	1,917,637	1,978,970	333,159	353,159	373,159	393,159	413,159	433,159	453,159	473,159	493,159	513,159
- Internal Restricitons	3,804,111	2,050,216	2,073,651	2,082,003	2,366,463	2,651,807	2,688,057	2,476,975	2,507,665	2,539,146	2,571,441	2,604,567
- Unrestricted	2,071,251	2,302,251	2,141,103	2,127,808	2,038,660	2,266,596	2,688,313	3,314,209	4,192,909	5,280,107	6,564,722	8,200,089
	7,793,000	6,331,437	4,547,913	4,562,969	4,778,281	5,311,561	5,789,529	6,224,343	7,153,733	8,292,411	9,629,321	11,317,815

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
FINANCIAL PERFORMANCE INDICATORS - WASTE FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Current Year	Projected Years									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
New Note 13 Ratios											
Operating Performance Ratio 1)	22.81%	19.37%	25.33%	27.73%	28.65%	31.46%	33.85%	35.83%	37.98%	39.85%	41.61%
Own Source Operating Revenue Ratio 1)	86.51%	87.67%	97.70%	97.79%	97.88%	97.96%	98.04%	98.13%	98.21%	98.29%	98.36%
Unrestricted Current Ratio	2.53	2.21	1.91	3.86	5.26	7.56	10.29	23.07	90.27	115.06	146.62
Debt Service Cover Ratio 1)	3.44	3.26	4.29	4.77	5.48	6.03	6.63	7.32	16.05	1171.43	1290.19
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.60%	4.60%	4.51%	4.40%	4.31%	4.22%	4.13%	4.04%	3.94%	3.85%	3.85%
Cash Expense Cover Ratio 1)	-4.77	-3.41	-2.93	-6.61	-6.54	-7.98	-12.17	-17.58	-24.61	-32.36	-40.54

1) **different** Calculation to TCorp's calculation for same ratio

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	195.74%	78.51%	142.93%	161.63%	159.35%	192.37%	198.18%	195.06%	192.33%	191.23%	185.71%
Infrastructure Backlog Ratio	0.00	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	1.10	1.10	1.10	1.10	1.10
Capital Expenditure Ratio	2.83	5.47	5.51	1.03	1.40	1.56	2.31	1.52	1.47	2.29	1.35
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	9.24%	8.37%	7.49%	7.10%	6.73%	6.40%	6.06%	5.74%	2.71%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	70.23%	72.12%	80.91%	80.81%	80.67%	80.67%	80.51%	80.18%	79.69%	79.16%	78.57%
TCorp Ratios											
Operating Performance Ratio 2)	22.81%	19.37%	25.33%	27.73%	28.65%	31.46%	33.85%	35.83%	37.98%	39.85%	41.61%
Own Source Operating Revenue Ratio 2)	83.53%	84.52%	94.51%	94.36%	94.17%	94.15%	93.94%	93.53%	92.94%	92.31%	91.60%
Unrestricted Current Ratio	2.53	2.21	1.91	3.86	5.26	7.56	10.29	23.07	90.27	115.06	146.62
Debt Service Cover Ratio 2)	3.44	3.26	4.29	4.77	5.48	6.03	6.63	7.32	16.05	1171.43	1290.19
Capital Expenditure Ratio	2.83	5.47	5.51	1.03	1.40	1.56	2.31	1.52	1.47	2.29	1.35
Infrastructure Backlog Ratio	0.00	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	1.10	1.10	1.10	1.10	1.10
Building & Infrastructure Renewals Ratio	195.74%	78.51%	142.93%	161.63%	159.35%	192.37%	198.18%	195.06%	192.33%	191.23%	185.71%
Cash Expense Cover Ratio 2)	5.45	3.97	3.26	7.31	8.57	10.40	13.92	19.27	25.77	32.36	40.54
Interest Cover Ratio	9.19	8.96	13.74	17.33	26.61	36.98	57.66	110.63	459.06	1171.43	1290.19

2) **different** Calculation to OLG's Note 13 calculation for same ratio

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - WASTE FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,257,000	1,431,646	1,602,736	1,803,054	1,896,771	1,995,216	2,098,626	2,207,249	2,321,346	2,441,191	2,567,073	2,699,294
User Charges & Fees	308,000	271,161	275,377	302,915	318,060	333,964	350,662	368,195	386,605	405,935	426,231	447,543
Interest & Investment Revenue	10,000	14,800	20,000	20,000	28,000	38,000	44,000	56,000	75,000	102,000	133,000	170,000
Other Revenues	64,000	46,000	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443
Grants & Contributions provided for Operating Purposes	51,000	54,430	54,100	51,191	51,790	52,396	53,009	53,629	54,258	54,892	55,534	56,184
Grants & Contributions provided for Capital Purposes	-	220,506	219,997	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**1,690,000**	**2,038,543**	**2,222,210**	**2,228,410**	**2,347,153**	**2,473,420**	**2,601,488**	**2,741,643**	**2,895,192**	**3,063,452**	**3,242,759**	**3,435,465**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	522,000	657,582	760,334	818,043	837,349	843,880	864,471	887,812	916,044	946,182	971,540	1,010,110
Borrowing Costs	97,000	62,831	63,319	53,214	46,886	33,850	26,764	18,897	10,865	2,893	1,250	1,250
Materials & Contracts	317,000	397,030	444,723	443,978	456,018	481,669	494,056	504,510	510,908	516,256	527,262	525,953
Depreciation & Amortisation	237,000	99,759	116,547	113,545	114,941	158,234	144,410	142,620	153,797	161,869	170,846	182,155
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	156,000	186,108	229,535	235,273	241,155	247,184	253,364	259,698	266,190	272,845	279,666	286,658
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**1,329,000**	**1,403,310**	**1,614,458**	**1,664,054**	**1,696,350**	**1,764,817**	**1,783,065**	**1,813,536**	**1,857,805**	**1,900,045**	**1,950,564**	**2,006,127**
Operating Result from Continuing Operations	**361,000**	**635,233**	**607,752**	**564,355**	**650,804**	**708,603**	**818,423**	**928,106**	**1,037,388**	**1,163,407**	**1,292,195**	**1,429,338**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**361,000**	**635,233**	**607,752**	**564,355**	**650,804**	**708,603**	**818,423**	**928,106**	**1,037,388**	**1,163,407**	**1,292,195**	**1,429,338**
Net Operating Result before Grants and Contributions provided for Capital Purposes	361,000	414,727	387,755	564,355	650,804	708,603	818,423	928,106	1,037,388	1,163,407	1,292,195	1,429,338

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - WASTE FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	205,000	563,640	474,231	406,211	934,967	1,123,374	1,397,080	1,916,562	2,719,550	3,725,946	4,795,585	6,158,045
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	92,000	72,386	79,160	85,160	87,673	90,211	92,771	95,348	97,938	100,535	103,134	108,429
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	297,000	636,026	553,391	491,371	1,022,640	1,213,585	1,489,850	2,011,909	2,817,488	3,826,482	4,898,720	6,266,473
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,512,000	1,694,115	2,214,991	2,726,596	2,730,054	2,793,625	2,874,585	3,061,565	3,141,268	3,217,099	3,438,338	3,501,182
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,512,000	1,694,115	2,214,991	2,726,596	2,730,054	2,793,625	2,874,585	3,061,565	3,141,268	3,217,099	3,438,338	3,501,182
TOTAL ASSETS	1,809,000	2,330,141	2,768,382	3,217,966	3,752,694	4,007,210	4,364,435	5,073,475	5,958,756	7,043,581	8,337,057	9,767,656
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	981	1,053	1,217	1,226	1,259	1,316	1,349	1,380	1,403	1,425	1,457	1,467
Borrowings	106,019	110,861	117,015	123,524	130,394	137,481	145,348	153,380	79,854	-	-	-
Provisions	140,000	138,848	131,349	131,633	132,579	91,301	50,023	40,620	40,779	40,938	41,098	41,257
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	247,000	250,761	249,581	256,383	264,232	230,098	196,720	195,379	122,036	42,363	42,555	42,724
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	997,000	886,995	769,980	646,456	516,062	378,581	233,234	79,854	-	-	-	-
Provisions	958,000	950,153	898,836	900,786	907,256	624,784	342,312	277,965	279,056	280,147	281,237	282,328
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,955,000	1,837,147	1,668,816	1,547,242	1,423,318	1,003,365	575,546	357,819	279,056	280,147	281,237	282,328
TOTAL LIABILITIES	2,202,000	2,087,908	1,918,397	1,803,626	1,687,550	1,233,463	772,265	553,198	401,092	322,510	323,792	325,052
Net Assets	**(393,000)**	**242,233**	**849,985**	**1,414,340**	**2,065,144**	**2,773,747**	**3,592,170**	**4,520,276**	**5,557,664**	**6,721,071**	**8,013,266**	**9,442,604**
EQUITY												
Retained Earnings	(689,000)	(53,767)	553,985	1,118,340	1,769,144	2,477,747	3,296,170	4,224,276	5,261,664	6,425,071	7,717,266	9,146,604
Revaluation Reserves	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000
Council Equity Interest	(393,000)	242,233	849,985	1,414,340	2,065,144	2,773,747	3,592,170	4,520,276	5,557,664	6,721,071	8,013,266	9,442,604
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**(393,000)**	**242,233**	**849,985**	**1,414,340**	**2,065,144**	**2,773,747**	**3,592,170**	**4,520,276**	**5,557,664**	**6,721,071**	**8,013,266**	**9,442,604**

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - WASTE FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,453,495	1,595,956	1,795,242	1,894,263	1,992,683	2,096,071	2,204,677	2,318,761	2,438,599	2,564,479	2,694,006
User Charges & Fees	-	271,161	275,377	302,915	318,060	333,964	350,662	368,195	386,605	405,935	426,231	447,543
Interest & Investment Revenue Received	-	14,800	20,000	20,000	28,000	38,000	44,000	56,000	75,000	102,000	133,000	170,000
Grants & Contributions	-	272,701	274,104	53,003	51,785	52,391	53,004	53,624	54,252	54,887	55,529	56,179
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	46,000	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443
Payments:												
Employee Benefits & On-Costs	-	(657,582)	(760,334)	(818,043)	(837,349)	(843,880)	(864,471)	(887,812)	(916,044)	(946,182)	(971,540)	(1,010,110)
Materials & Contracts	-	(396,958)	(444,559)	(443,969)	(455,985)	(481,612)	(494,022)	(504,479)	(510,885)	(516,235)	(527,230)	(525,943)
Borrowing Costs	-	(57,831)	(52,134)	(45,980)	(39,471)	(32,600)	(25,514)	(17,647)	(9,615)	(1,643)	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(200,108)	(299,535)	(240,273)	(241,155)	(572,184)	(578,364)	(334,698)	(266,190)	(272,845)	(279,666)	(286,658)
Net Cash provided (or used in) Operating Activities	-	745,678	658,875	674,144	770,680	540,606	636,557	994,429	1,189,868	1,323,950	1,461,724	1,607,459
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 Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(281,874)	(637,423)	(625,150)	(118,400)	(221,805)	(225,370)	(329,600)	(233,500)	(237,700)	(392,085)	(245,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(281,874)	(637,423)	(625,150)	(118,400)	(221,805)	(225,370)	(329,600)	(233,500)	(237,700)	(392,085)	(245,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(105,164)	(110,861)	(117,015)	(123,524)	(130,394)	(137,481)	(145,348)	(153,380)	(79,854)	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(105,164)	(110,861)	(117,015)	(123,524)	(130,394)	(137,481)	(145,348)	(153,380)	(79,854)	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	358,640	(89,409)	(68,020)	528,756	188,407	273,706	519,482	802,989	1,006,396	1,069,639	1,362,459
plus: Cash, Cash Equivalents & Investments - beginning of year	-	205,000	563,640	474,231	406,211	934,967	1,123,374	1,397,080	1,916,562	2,719,550	3,725,946	4,795,585
Cash & Cash Equivalents - end of the year	-	**563,640**	**474,231**	**406,211**	**934,967**	**1,123,374**	**1,397,080**	**1,916,562**	**2,719,550**	**3,725,946**	**4,795,585**	**6,158,045**
Cash & Cash Equivalents - end of the year	205,000	563,640	474,231	406,211	934,967	1,123,374	1,397,080	1,916,562	2,719,550	3,725,946	4,795,585	6,158,045
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	205,000	563,640	474,231	406,211	934,967	1,123,374	1,397,080	1,916,562	2,719,550	3,725,946	4,795,585	6,158,045
Representing:												
- External Restrictions	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
- Internal Restricitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	202,750	561,390	471,981	403,961	932,717	1,121,124	1,394,830	1,914,312	2,717,300	3,723,696	4,793,335	6,155,795
	205,000	563,640	474,231	406,211	934,967	1,123,374	1,397,080	1,916,562	2,719,550	3,725,946	4,795,585	6,158,045

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
FINANCIAL PERFORMANCE INDICATORS - STORMWATER FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Current Year					Projected Years					
	2014/15	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
New Note 13 Ratios											
Operating Performance Ratio 1)	-89.51%	-108.85%	-108.28%	-114.56%	-114.14%	-111.20%	-109.35%	-112.54%	-115.78%	-109.39%	-113.15%
Own Source Operating Revenue Ratio 1)	100.00%	100.00%	46.27%	45.88%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Unrestricted Current Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.57
Debt Service Cover Ratio 1)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.19
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.45%	4.58%	4.48%	4.39%	4.30%	4.21%	4.12%	4.03%	3.93%	3.84%	3.85%
Cash Expense Cover Ratio 1)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-396.06

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios											
Building & Infrastructure Renewals Ratio	32.60%	45.23%	113.39%	109.97%	12.66%	50.54%	0.00%	121.98%	0.00%	0.00%	204.60%
Infrastructure Backlog Ratio	0.15	0.14	0.11	0.09	0.09	0.08	0.08	0.05	0.05	0.05	0.00
Asset Maintenance Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	0.91	0.45	1.13	1.10	0.13	0.51	0.00	1.22	0.00	0.00	2.05
Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)											
Debt Service Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.16%
Rates & Annual Charges Coverage Ratio	85.43%	90.71%	41.97%	42.27%	90.71%	89.33%	87.98%	89.33%	89.33%	86.68%	84.19%
TCorp Ratios											
Operating Performance Ratio 2)	-89.51%	-108.85%	-108.28%	-114.56%	-114.14%	-111.20%	-109.35%	-112.54%	-115.78%	-109.39%	-113.15%
Own Source Operating Revenue Ratio 2)	85.43%	90.71%	41.97%	42.27%	90.71%	89.33%	87.98%	89.33%	89.33%	86.68%	84.19%
Unrestricted Current Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.57
Debt Service Cover Ratio 2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.19
Capital Expenditure Ratio	0.91	0.45	1.13	1.10	0.13	0.51	0.00	1.22	0.00	0.00	2.05
Infrastructure Backlog Ratio	0.15	0.14	0.11	0.09	0.09	0.08	0.08	0.05	0.05	0.05	0.00
Asset Maintenance Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio	32.60%	45.23%	113.39%	109.97%	12.66%	50.54%	0.00%	121.98%	0.00%	0.00%	204.60%
Cash Expense Cover Ratio 2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest Cover Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.23

2) **different** Calculation to OLG's Note 13 calculation for same ratio

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
INCOME STATEMENT - STORMWATER FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	61,000	58,625	58,575	58,575	58,575	58,575	58,575	58,575	58,575	58,575	58,575	58,575
User Charges & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	8,000	10,000	6,000	6,000	5,000	6,000	7,000	8,000	7,000	7,000	9,000	11,000
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	75,000	75,000	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**69,000**	**68,625**	**64,575**	**139,575**	**138,575**	**64,575**	**65,575**	**66,575**	**65,575**	**65,575**	**67,575**	**69,575**
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	6,803
Materials & Contracts	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & Amortisation	132,000	130,050	134,862	134,497	136,403	138,278	138,497	139,372	139,372	141,497	141,497	141,497
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**132,000**	**130,050**	**134,862**	**134,497**	**136,403**	**138,278**	**138,497**	**139,372**	**139,372**	**141,497**	**141,497**	**148,300**
Operating Result from Continuing Operations	**(63,000)**	**(61,425)**	**(70,287)**	**5,078**	**2,172**	**(73,703)**	**(72,922)**	**(72,797)**	**(73,797)**	**(75,922)**	**(73,922)**	**(78,725)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(63,000)**	**(61,425)**	**(70,287)**	**5,078**	**2,172**	**(73,703)**	**(72,922)**	**(72,797)**	**(73,797)**	**(75,922)**	**(73,922)**	**(78,725)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	(63,000)	(61,425)	(70,287)	(69,922)	(72,828)	(73,703)	(72,922)	(72,797)	(73,797)	(75,922)	(73,922)	(78,725)

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
BALANCE SHEET - STORMWATER FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
ASSETS												
Current Assets												
Cash & Cash Equivalents	242,000	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753	371,085
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	6,000	2,873	2,812	2,753	2,694	2,636	2,577	2,519	2,460	2,402	2,343	2,343
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	248,000	197,921	201,496	188,571	177,146	224,221	219,796	286,371	181,946	247,521	315,096	373,428
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	6,181,000	6,169,654	6,095,792	6,113,795	6,127,392	6,006,613	5,938,116	5,798,744	5,829,372	5,687,875	5,546,378	5,694,380
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	6,181,000	6,169,654	6,095,792	6,113,795	6,127,392	6,006,613	5,938,116	5,798,744	5,829,372	5,687,875	5,546,378	5,694,380
TOTAL ASSETS	6,429,000	6,367,575	6,297,288	6,302,366	6,304,538	6,230,834	6,157,912	6,085,115	6,011,318	5,935,396	5,861,474	6,067,808
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	9,195
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	9,195
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	275,865
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	275,865
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	285,060
Net Assets	**6,429,000**	**6,367,575**	**6,297,288**	**6,302,366**	**6,304,538**	**6,230,834**	**6,157,912**	**6,085,115**	**6,011,318**	**5,935,396**	**5,861,474**	**5,782,748**
EQUITY												
Retained Earnings	1,154,000	1,092,575	1,022,288	1,027,366	1,029,538	955,834	882,912	810,115	736,318	660,396	586,474	507,748
Revaluation Reserves	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000	5,275,000
Council Equity Interest	6,429,000	6,367,575	6,297,288	6,302,366	6,304,538	6,230,834	6,157,912	6,085,115	6,011,318	5,935,396	5,861,474	5,782,748
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**6,429,000**	**6,367,575**	**6,297,288**	**6,302,366**	**6,304,538**	**6,230,834**	**6,157,912**	**6,085,115**	**6,011,318**	**5,935,396**	**5,861,474**	**5,782,748**

Tenterfield Shire Council
10 Year Financial Plan for the Years ending 30 June 2025
CASH FLOW STATEMENT - STORMWATER FUND
Scenario: 3 - Fit for the Future 3% SRV + Rate Peg

	Actuals	Current Year					Projected Years					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	$	$	$	$	$	$	$	$	$	$	$	$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	61,752	58,636	58,634	58,634	58,634	58,634	58,634	58,634	58,634	58,634	58,575
User Charges & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue Received	-	10,000	6,000	6,000	5,000	6,000	7,000	8,000	7,000	7,000	9,000	11,000
Grants & Contributions	-	-	-	75,000	75,000	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	(6,803)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	71,752	64,636	139,634	138,634	64,634	65,634	66,634	65,634	65,634	67,634	62,772
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 Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(118,704)	(61,000)	(152,500)	(150,000)	(17,500)	(70,000)	-	(170,000)	-	-	(289,500)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(118,704)	(61,000)	(152,500)	(150,000)	(17,500)	(70,000)	-	(170,000)	-	-	(289,500)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	289,500
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	(4,440)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	285,060
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(46,952)	3,636	(12,866)	(11,366)	47,134	(4,366)	66,634	(104,366)	65,634	67,634	58,332
plus: Cash, Cash Equivalents & Investments - beginning of year	-	242,000	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753
Cash & Cash Equivalents - end of the year	-	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753	371,085
Cash & Cash Equivalents - end of the year	242,000	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753	371,085
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	242,000	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753	371,085
Representing:												
- External Restrictions	350	350	350	350	350	350	350	350	350	350	350	350
- Internal Restricitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	241,650	194,698	198,334	185,468	174,101	221,235	216,869	283,502	179,136	244,769	312,403	370,735
	242,000	195,048	198,684	185,818	174,451	221,585	217,219	283,852	179,486	245,119	312,753	371,085

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LONG TERM FINANCIAL PLAN PERFORMANCE MEASURES

Section 7 – Foundation Five – Performance Measures

7.0 Foundation Five – Performance Measures

7.1 Financial Strategies

Council has developed a number of strategies to ensure its long term financial sustainability.

Strategy 1

Achieve at least breakeven operating position.

Council needs to achieve at least a breakeven operating position on an on-going basis.

The future sustainability of Council is dependent upon generating sufficient funds to meet the costs of maintaining and renewing assets to deliver services.

In consultation with the community Council needs to develop options for revenue increases, reductions in expenditure and reviews of existing service levels and standards.

If Council desires to provide properly funded asset management programs, maintain an acceptable level of works and services and still be able to meet increasing costs associated in the form of meeting all statutory requirements and unfunded mandates, there is the need to increase the general purpose rating base and other revenue sources, or reduce recurrent service levels, or reduce operational costs, or any combination of these options.

Council must strategically insulate itself from any unhealthy reliance on uncertain non-rating income sources in order to meet its fundamental and core statutory commitments. The necessity to increase rate income as a percentage of total income is important if Council is to strategically and prudently place itself in a position of sustainable financial strength.

Strategy 2

Review depreciation rates, expenses and methodologies to ensure that assets are depreciated at the correct rate.

The annual depreciation expense can have a major impact on the achievement of operating surpluses.

Depreciation as a proportion of infrastructure asset values needs to be analysed to ensure that Council is depreciating assets at the correct rate.

Abnormalities such as accounting gains and losses when assets are replaced can also arise if incorrect depreciation rates are used.

Strategy 3

Continue to improve Councils Asset Management Planning to provide better integration between the Asset Management Plans and Long Term Financial Plan.

It can take a number of iterations before a high level of certainty can be attached to the outputs of the Asset Management Plan. Council needs to continue to focus on the quality of its Asset Management Plans so that Council can accurately forecast its future funding requirements and put in place appropriate funding strategies.

Strategy 4

Ensure that rates and charges are consistent with the cost increases of delivering services.

Future increases in rates and annual charges should be based on the underlying cost of delivering these services. The SRV (Special Rate Variation) methodology used by IPART (Independent Pricing & Regulatory Tribunal) allows Councils to seek rate increases over and above the rate peg increases granted each year. With the community consultation process, this provides an opportunity for constituents to determine their level of satisfactory service and their capacity to pay for this.

Strategy 5

Concentrate expenditure efforts upon capital renewal to meet industry benchmarks.

There are two (2) dimensions to this strategy:

1. Spending more on capital renewal (particularly in roads, bridges, water and wastewater) and

2. Making sure that what is spent is done more cost-effectively.

The need to spend money on renewing infrastructure continues to grow. More and more into the future, Council will need to find ways of funding this burgeoning requirement through reduced operational costs and increased revenue (particularly user fees, government grants and developer contributions).

In relation to greater cost-effectiveness, emphasis is being place upon the life cycle management of assets. Better managing and maintaining infrastructure is vital to ensuring optimum results from what is spent.

Strategy 6

Water and Sewer Funds should be self-sufficient and not incur financial deficits that undermine the overall position of Council.

Water and sewer services need to be provided on the basis that they generate sufficient funds to meet ongoing operating and capital costs.

Water and sewerage services are trading operations that need to be self-sustaining. Grants for major infrastructure works may not be relied upon in the future. Funds for water and sewerage services need to be able to build cash reserves to fund future infrastructure investment.

Strategy 7

Use borrowings where appropriate to address infrastructure backlogs and to share the burden of funding major capital projects among those who will receive the benefit in the future.

The use of debt is an efficient means of addressing Backlog issues, enhancing intergenerational equity and improving asset quality and services.

Where financial analysis supports capacity to service additional debt then increased use of borrowings should be considered.

Strategy 8

Improve management of liquidity

Council maintains a cash and property portfolio which generates income.

Like any investor, Council must carefully manage these investment assets to maximise returns within acceptable risk parameters and the contribution these assets make to funding works and services in the community.

Strategy 9

Meet industry performance Benchmark Ratio's as determined by the NSW Office of Local Government (Fit for the Future).

Benchmarks do not necessarily represent a pass or fail in respect of any particular area. One-off projects or events can impact a council's performance against a benchmark for a short period. Other factors such as the trends in results against the benchmarks are critical as well as the overall performance against all the benchmarks.

Ratio	Benchmark	2024/25
Operating Performance Ratio	Ratio greater than or equal to break-even average over 3 years	0.054 (3 year average 0.043)
Own Source Revenue	Ratio greater than 60% average over 3 years	80.8% (3 year average 80.4%)
Building and Infrastructure Asset Renewal	Ratio greater than 100% average over 3 years	190.0% (3 year av. 111.2%)
Infrastructure Backlog Ratio	Less than than 2%	0%
Asset Maintenance Ratio	Ratio greater than 100% average over 3 years	110% (3 year average 110%)
Debt Service Ratio	Ration greater than 0% and less than or equal to 20% average over 3 years)	1.80% (3 year av. 1.30%)
Real Operating Expenditure per capita	A decrease in Real Operating Expenditure per capita over time	Yes

The key performance indicators (KPI's) that will be used to measure Council's financial performance and the financial sustainability of its Delivery Program and ongoing operations. Council will review and report on its progress against these Key Performance Indicators on an annual basis.

7.2 Factors Influencing Financial Sustainability

Council supports the following considerations:

- Bolstering the Revenue Base:
  - Remove or phase out rate-pegging (the preference of the independent review panel).
  - Deregulate Fees and charges.
  - Establish more flexible rating categories.
  - Rate valuations were based on the improved value of land.

- It would help if Governments did any or all of the following:
  - Established an infrastructure fund or infrastructure bonds.
  - Provided no or low interest loans for infrastructure.
  - Reviewed the formula used for assessing disadvantage as part of FAGs.
  - Progressively re-distributed grant funding to provide greater. assistance to rural and remote councils with limited rating potential.
  - Established a State-wide Local Government Agency to bring down interest costs and assist with increased borrowings.
  - Created a Strategic Projects Fund for roads & bridges to help reduce the infrastructure backlog.
  - Maintained the Local infrastructure Renewal Scheme.
  - Gave councils greater flexibility to determine how natural disaster funding can be spent in restoring damaged infrastructure.
  - Reviewed the extent of non-rateable land.
  - Reduced the overall compliance and reporting burden on councils.
  - Fund councils directly to provide some State or Federal services, particularly in remote and rural areas.