

Torres Strait Island Regional Council

Statement of Financial Position

For the period July 2018 to June 2028

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2023 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Adjusted Budget Review 30 June 2018 \$'000 | Original Budget 30 June 2019 \$'000 | Forecast 30 June 2020 \$'000 | Forecast 30 June 2021 \$'000 | Forecast 30 June 2022 \$'000 | Forecast 30 June 2023 \$'000 | Forecast 30 June 2024 \$'000 | Forecast 30 June 2025 \$'000 | Forecast 30 June 2026 \$'000 | Forecast 30 June 2027 \$'000 | Forecast 30 June 2028 \$'000 |
|--------------------------------------|--|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Current assets | | | | | | | | | | | |
| Cash assets and cash equivalents | 41,261 | 28,354 | 17,874 | 18,791 | 19,702 | 20,747 | 20,103 | 19,457 | 18,813 | 17,933 | 16,671 |
| Inventories | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 |
| Receivables | 448 | 541 | 553 | 568 | 582 | 597 | 661 | 681 | 699 | 719 | 736 |
| Prepayments | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 |
| Other current assets | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 |
| Total current assets | 42,392 | 29,578 | 19,110 | 20,043 | 20,967 | 22,027 | 21,447 | 20,821 | 20,195 | 19,334 | 18,091 |
| Non-current assets | | | | | | | | | | | |
| Property, plant and equipment | 830,437 | 866,747 | 838,475 | 796,653 | 756,274 | 487,984 | 465,064 | 443,488 | 426,443 | 407,375 | 388,769 |
| Intangible assets | 248 | 33 | 6 | - | - | - | - | - | - | - | - |
| Capital works in progress | 21,775 | - | - | - | - | - | - | - | - | - | - |
| Other non-current assets | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 |
| Total non-current assets | 860,685 | 875,005 | 846,706 | 804,878 | 764,499 | 496,209 | 473,289 | 451,713 | 434,668 | 415,600 | 396,994 |
| Total assets | 903,077 | 904,583 | 865,816 | 824,921 | 785,466 | 518,236 | 494,736 | 472,534 | 454,863 | 434,935 | 415,085 |
| Current liabilities | | | | | | | | | | | |
| Trade and other payables | 1,829 | 1,815 | 1,821 | 1,869 | 1,915 | 1,947 | 1,883 | 1,933 | 1,972 | 2,022 | 2,072 |
| Borrowings | 57 | 63 | 68 | 39 | - | - | - | - | - | - | - |
| Provisions | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 |
| Total current liabilities | 3,030 | 3,022 | 3,033 | 3,053 | 3,059 | 3,091 | 3,027 | 3,077 | 3,116 | 3,166 | 3,216 |
| Non-current liabilities | | | | | | | | | | | |
| Loans | 173 | 108 | 39 | - | - | - | - | - | - | - | - |
| Provisions | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 |
| Total non-current liabilities | 5,264 | 5,199 | 5,130 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 |
| Total liabilities | 8,294 | 8,221 | 8,164 | 8,144 | 8,150 | 8,182 | 8,118 | 8,168 | 8,207 | 8,257 | 8,307 |
| Net community assets | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 | 406,778 |
| Community equity | | | | | | | | | | | |
| Asset revaluation reserve | 386,747 | 386,747 | 390,739 | 390,739 | 390,739 | 394,796 | 394,796 | 394,796 | 398,512 | 398,512 | 398,512 |
| Retained surplus (deficiency) | 508,036 | 509,615 | 466,912 | 426,038 | 386,576 | 115,258 | 91,822 | 69,570 | 48,145 | 28,166 | 8,266 |
| Total community equity | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 | 406,778 |

*Adjusted Budget Review 2018 figures are based on the Budget Review LTFM adopted in December 2017 and adjusted for additional ICCIP funding (\$8.9M) to be received and less ICCIP expenditure (\$5.1M) to be incurred in 17/18.

Torres Strait Island Regional Council

Statement of Cashflow

For the period July 2018 to June 2028

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2023 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Adjusted Budget Review 30 June 2018 \$'000 | Original Budget 30 June 2019 \$'000 | Forecast 30 June 2020 \$'000 | Forecast 30 June 2021 \$'000 | Forecast 30 June 2022 \$'000 | Forecast 30 June 2023 \$'000 | Forecast 30 June 2024 \$'000 | Forecast 30 June 2025 \$'000 | Forecast 30 June 2026 \$'000 | Forecast 30 June 2027 \$'000 | Forecast 30 June 2028 \$'000 |
|--|--|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Cash flows from operating activities: | | | | | | | | | | | |
| Receipts from customers | 65,802 | 37,287 | 38,150 | 38,932 | 39,735 | 40,528 | 41,911 | 42,815 | 43,696 | 44,594 | 45,515 |
| Receipt from rental income | 5,507 | 5,569 | 5,705 | 5,773 | 5,841 | 5,841 | - | - | - | - | - |
| Payment to suppliers and employees | (89,974) | (65,509) | (65,881) | (67,013) | (68,268) | (69,437) | (67,147) | (68,539) | (69,918) | (71,556) | (73,374) |
| | (18,665) | (22,653) | (22,026) | (22,308) | (22,692) | (23,068) | (25,236) | (25,724) | (26,222) | (26,962) | (27,859) |
| Interest received | 459 | 1,194 | 492 | 458 | 458 | 458 | 458 | 458 | 458 | 458 | 458 |
| Non-capital grants and contributions | 17,225 | 22,171 | 22,474 | 22,842 | 23,186 | 23,655 | 24,134 | 24,621 | 25,119 | 25,624 | 26,139 |
| Finance costs | (19) | (15) | (11) | (6) | (1) | - | - | - | - | - | - |
| Net cash inflow (outflow) from operating activities | (1,000) | 696 | 930 | 986 | 950 | 1,045 | (645) | (645) | (644) | (880) | (1,262) |
| Cash flows from investing activities: | | | | | | | | | | | |
| Payments for property, plant and equipment | (23,559) | (40,108) | (15,089) | - | - | - | - | - | - | - | - |
| Payments for intangible assets | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies, donations and contributions for new capital expenditure | 35,279 | 26,564 | 3,742 | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Net cash inflow (outflow) from investing activities | 11,720 | (13,545) | (11,346) | - | - | - | - | - | - | - | - |
| Cash flows from financing activities | | | | | | | | | | | |
| Proceeds from borrowings | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of borrowings | (53) | (59) | (63) | (68) | (39) | - | - | - | - | - | - |
| Net cash inflow (outflow) from financing activities | (53) | (59) | (63) | (68) | (39) | - | - | - | - | - | - |
| Net increase (decrease) in cash held | 10,667 | (12,907) | (10,480) | 918 | 911 | 1,045 | (645) | (645) | (644) | (880) | (1,262) |
| Cash at beginning of reporting period | 30,594 | 41,261 | 28,353 | 17,873 | 18,791 | 19,702 | 20,747 | 20,102 | 19,457 | 18,813 | 17,933 |
| Cash at end of reporting period | 41,261 | 28,353 | 17,873 | 18,791 | 19,702 | 20,747 | 20,102 | 19,457 | 18,813 | 17,933 | 16,671 |
| QTC recommended working capital | 21,290 | 16,378 | 16,474 | 16,767 | 17,079 | 17,367 | 16,771 | 17,147 | 17,489 | 17,901 | 18,356 |
| Variance | 19,970 | 11,976 | 1,399 | 2,024 | 2,623 | 3,380 | 3,332 | 2,310 | 1,323 | 31 | (1,685) |

*Adjusted Budget Review 2018 figures are based on the Budget Review LTFM adopted in December 2017 and adjusted for additional ICCIP funding (\$8.9M) to be received and less ICCIP expenditure (\$5.1M) to be incurred in 17/18.

Torres Strait Island Regional Council

Statement of Income and Expenditure

For the period July 2018 to June 2028

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2023 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Adjusted Budget Review 30 June 2018 \$'000 | Original Budget 30 June 2019 \$'000 | Forecast 30 June 2020 \$'000 | Forecast 30 June 2021 \$'000 | Forecast 30 June 2022 \$'000 | Forecast 30 June 2023 \$'000 | Forecast 30 June 2024 \$'000 | Forecast 30 June 2025 \$'000 | Forecast 30 June 2026 \$'000 | Forecast 30 June 2027 \$'000 | Forecast 30 June 2028 \$'000 |
|---|--|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Revenue | | | | | | | | | | | |
| Recurrent revenue: | | | | | | | | | | | |
| Net rates and utility charges | 1,113 | 1,167 | 1,225 | 1,287 | 1,351 | 1,419 | 2,112 | 2,217 | 2,328 | 2,444 | 2,567 |
| Fees and charges | 3,279 | 3,627 | 3,696 | 3,767 | 3,838 | 3,911 | 3,985 | 4,061 | 4,138 | 4,217 | 4,297 |
| Sales - contract and recoverable works | 47,708 | 27,402 | 27,922 | 28,453 | 28,993 | 29,544 | 30,106 | 30,678 | 31,261 | 31,855 | 32,460 |
| Sales - other | 3,337 | 4,517 | 4,642 | 4,755 | 4,872 | 4,964 | 5,058 | 5,154 | 5,253 | 5,352 | 5,454 |
| Grants, subsidies, contributions and donations | 17,176 | 22,171 | 22,474 | 22,842 | 23,186 | 23,655 | 24,134 | 24,621 | 25,119 | 25,624 | 26,139 |
| Interest received | 459 | 1,194 | 492 | 458 | 458 | 458 | 458 | 458 | 458 | 458 | 458 |
| Rental income | 5,507 | 5,569 | 5,705 | 5,773 | 5,841 | 5,841 | - | - | - | - | - |
| Other recurrent income | 747 | 667 | 676 | 685 | 695 | 704 | 714 | 724 | 734 | 745 | 755 |
| Total recurrent revenue | 79,326 | 66,314 | 66,833 | 68,020 | 69,233 | 70,497 | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |
| Capital revenue: | | | | | | | | | | | |
| Government subsidies and grants | 44,109 | 52,480 | 10,298 | 6,753 | 6,956 | 7,164 | - | - | - | - | - |
| Total capital revenue | 44,109 | 52,480 | 10,298 | 6,753 | 6,956 | 7,164 | - | - | - | - | - |
| Total income | 123,435 | 118,794 | 77,131 | 74,773 | 76,189 | 77,661 | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |
| Expenses | | | | | | | | | | | |
| Recurrent expenses: | | | | | | | | | | | |
| Employee benefits | 25,145 | 24,387 | 25,234 | 26,020 | 26,828 | 27,302 | 27,311 | 28,030 | 28,739 | 29,630 | 30,548 |
| Materials and services | 57,577 | 38,984 | 38,736 | 39,385 | 40,098 | 40,774 | 39,545 | 40,330 | 40,987 | 41,742 | 42,640 |
| Depreciation and amortisation | 45,209 | 44,205 | 50,436 | 45,081 | 43,836 | 42,755 | 22,920 | 21,576 | 20,760 | 19,068 | 18,606 |
| Finance costs | 2,439 | 2,140 | 1,928 | 1,662 | 1,389 | 1,392 | 226 | 229 | 231 | 233 | 236 |
| Total recurrent expenses | 130,371 | 109,715 | 116,334 | 112,147 | 112,151 | 112,223 | 90,003 | 90,165 | 90,718 | 90,673 | 92,030 |
| Capital expenses: | | | | | | | | | | | |
| Other capital expenses | 3,500 | 7,500 | 3,500 | 3,500 | 3,500 | 236,756 | - | - | - | - | - |
| Total capital expenses | 3,500 | 7,500 | 3,500 | 3,500 | 3,500 | 236,756 | - | - | - | - | - |
| Total expenses | 133,871 | 117,215 | 119,834 | 115,647 | 115,651 | 348,979 | 90,003 | 90,165 | 90,718 | 90,673 | 92,030 |
| Net operating surplus/(deficit) exc capital and depreciation | (5,836) | 804 | 935 | 953 | 918 | 1,028 | (516) | (676) | (665) | (911) | (1,294) |
| Net operating surplus/(deficit) inc depreciation | (51,045) | (43,401) | (49,501) | (44,128) | (42,918) | (41,727) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Net result attributable to Council | (10,436) | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |

*Adjusted Budget Review 2018 figures are based on the Budget Review LTFM adopted in December 2017 and adjusted for additional ICCIP funding (\$8.9M) to be received and less ICCIP expenditure (\$5.1M) to be incurred in 17/18.

Torres Strait Island Regional Council

Rates and Utility charges

For the period July 2018 to June 2021

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2023 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Adjusted Budget Review 30 June 2018 \$'000 | Original Budget 30 June 2019 \$'000 | Forecast 30 June 2020 \$'000 | Forecast 30 June 2021 \$'000 |
|---|--|---|------------------------------------|------------------------------------|
| Rates and utility charges | | | | |
| General rates | - | - | - | - |
| Separate rates | - | - | - | - |
| Levies | 34 | 34 | 35 | 37 |
| Water | 312 | 327 | 344 | 361 |
| Sewerage | 622 | 653 | 686 | 721 |
| Waste management | 145 | 153 | 160 | 168 |
| Other rates and utilities revenue | - | - | - | - |
| Total rates and utility charge revenue | 1,113 | 1,167 | 1,225 | 1,287 |

| | Adjusted Budget Review 30 June 2018 \$'000 | Original Budget 30 June 2019 \$'000 | Variance \$'000 | Variance % |
|--|--|---|--------------------|---------------|
| Rates and utility charges - value of change | | | | |
| Gross rates and utility charges | 1,113 | 1,167 | 54 | 4.85% |

*Adjusted Budget Review 2018 figures are based on the Budget Review LTFM adopted in December 2017 and adjusted for additional ICCIP funding (\$8.9M) to be received and less ICCIP expenditure (\$5.1M) to be incurred in 17/18.

Torres Strait Island Regional Council

Statement of Changes in Equity

For the period July 2018 to June 2028

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2023 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Total \$'000 | Retained surplus \$'000 | Asset revaluation reserve \$'000 | Other reserves \$'000 |
|--|-----------------|----------------------------|--|--------------------------|
| Balance at 30 Jun 2017 | 905,219 | 518,472 | 386,747 | - |
| Net result for the period | (10,436) | (10,436) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2018 Adjusted Budget Review | 894,783 | 508,036 | 386,747 | - |
| Net result for the period | 1,579 | 1,579 | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2019 Original Budget | 896,362 | 509,615 | 386,747 | - |
| Net result for the period | (42,702) | (42,702) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | 3,992 | - | 3,992 | - |
| Balance at 30 Jun 2020 Forecast | 857,652 | 466,913 | 390,739 | - |
| Net result for the period | (40,875) | (40,875) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2021 Forecast | 816,777 | 426,038 | 390,739 | - |
| Net result for the period | (39,462) | (39,462) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2022 Forecast | 777,315 | 386,576 | 390,739 | - |
| Net result for the period | (271,318) | (271,318) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | 4,057 | - | 4,057 | - |
| Balance at 30 Jun 2023 Forecast | 510,054 | 115,258 | 394,796 | - |
| Net result for the period | (23,436) | (23,436) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2024 Forecast | 486,618 | 91,822 | 394,796 | - |
| Net result for the period | (22,252) | (22,252) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2025 Forecast | 464,366 | 69,570 | 394,796 | - |
| Net result for the period | (21,425) | (21,425) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | 3,715 | - | 3,715 | - |
| Balance at 30 Jun 2026 Forecast | 446,656 | 48,145 | 398,511 | - |
| Net result for the period | (19,978) | (19,978) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2027 Forecast | 426,678 | 28,167 | 398,511 | - |
| Net result for the period | (19,900) | (19,900) | - | - |
| Transfers to reserves | - | - | - | - |
| Transfers from reserves | - | - | - | - |
| Asset revaluation adjustment | - | - | - | - |
| Balance at 30 Jun 2028 Forecast | 406,778 | 8,267 | 398,511 | - |

*Adjusted Budget Review 2018 figures are based on the Budget Review LTFM adopted in December 2017 and adjusted for additional ICCIP funding (\$8.9M) to be received and less ICCIP expenditure (\$5.1M) to be incurred in 17/18.



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|---|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Income | | | | | | | | | | | | | | | |
| Revenue | | | | | | | | | | | | | | | |
| Operating revenue | | | | | | | | | | | | | | | |
| General rates | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Separate rates | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Levies | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Water | 204 | 234 | 416 | 244 | 312 | 327 | 344 | 361 | 379 | 398 | 418 | 439 | 461 | 484 | 508 |
| Water consumption, rental and sundries | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Sewerage | 522 | 588 | 587 | 701 | 622 | 653 | 686 | 720 | 756 | 794 | 834 | 875 | 919 | 965 | 1,013 |
| Sewerage trade waste | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Waste management | 215 | 219 | 220 | 139 | 145 | 153 | 160 | 168 | 177 | 186 | 195 | 205 | 215 | 226 | 237 |
| Garbage charges | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other rates, levies and charges | - | - | - | 34 | 34 | 34 | 36 | 37 | 39 | 41 | 665 | 699 | 734 | 770 | 809 |
| Less: discounts | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Less: pensioner remissions | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net rates, levies and charges | 941 | 1,041 | 1,223 | 1,118 | 1,113 | 1,167 | 1,225 | 1,287 | 1,351 | 1,419 | 2,112 | 2,217 | 2,328 | 2,444 | 2,567 |
| Building and development fees | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Infringements | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Licences and registrations | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other fees and charges | 921 | 3,499 | 3,082 | 3,394 | 3,279 | 3,627 | 3,696 | 3,767 | 3,838 | 3,911 | 3,985 | 4,061 | 4,138 | 4,217 | 4,297 |
| Fees and charges | 921 | 3,499 | 3,082 | 3,394 | 3,279 | 3,627 | 3,696 | 3,767 | 3,838 | 3,911 | 3,985 | 4,061 | 4,138 | 4,217 | 4,297 |
| Other rental income | 4,225 | 5,884 | 5,952 | 5,387 | 5,507 | 5,569 | 5,705 | 5,773 | 5,841 | 5,841 | - | - | - | - | - |
| Rental income | 4,225 | 5,884 | 5,952 | 5,387 | 5,507 | 5,569 | 5,705 | 5,773 | 5,841 | 5,841 | - | - | - | - | - |
| Interest from overdue rates, levies and charges | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Interest received from investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other interest received | 440 | 313 | 440 | 269 | 459 | 1,194 | 492 | 458 | 458 | 458 | 458 | 458 | 458 | 458 | 458 |
| Interest received | 440 | 313 | 440 | 269 | 459 | 1,194 | 492 | 458 | 458 | 458 | 458 | 458 | 458 | 458 | 458 |
| Contract and recoverable works | 21,553 | 21,547 | 24,645 | 43,110 | 47,708 | 27,402 | 27,922 | 28,453 | 28,993 | 29,544 | 30,106 | 30,678 | 31,261 | 31,855 | 32,460 |
| Gain/(loss) on sale of land held as inventory | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Gain/(loss) on sale of inventory held for sale | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Gain/(loss) on sale of non-current assets held as inventory | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|--|----------------|---------------|---------------|----------------|----------------|----------------|---------------|---------------|---------------|------------------|---------------|---------------|---------------|---------------|---------------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Other sales revenue | 2,930 | 3,184 | 2,913 | 2,905 | 3,337 | 4,517 | 4,642 | 4,755 | 4,872 | 4,964 | 5,058 | 5,154 | 5,253 | 5,352 | 5,454 |
| Sales revenue | 24,483 | 24,731 | 27,558 | 46,015 | 51,046 | 31,918 | 32,564 | 33,208 | 33,865 | 34,508 | 35,164 | 35,832 | 36,514 | 37,207 | 37,914 |
| Profit (loss) from joint ventures & associates | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Profit (loss) from controlled entities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Profit (loss) from other investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Profit from investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| External dividends received | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges received | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other income | 582 | 1,489 | 1,257 | 576 | 747 | 667 | 676 | 685 | 695 | 704 | 714 | 724 | 734 | 745 | 755 |
| Other income | 582 | 1,489 | 1,257 | 576 | 747 | 667 | 676 | 685 | 695 | 704 | 714 | 724 | 734 | 745 | 755 |
| General purpose grants | 6,263 | 10,329 | 9,983 | 15,273 | 5,542 | 10,947 | 11,155 | 11,367 | 11,583 | 11,803 | 12,028 | 12,256 | 12,489 | 12,726 | 12,968 |
| State subsidies and grants—operating | 7,996 | 8,722 | 8,636 | 8,659 | 9,424 | 9,517 | 9,669 | 9,793 | 9,889 | 10,106 | 10,327 | 10,552 | 10,783 | 11,015 | 11,253 |
| Commonwealth subsidies and grants—operating | 4,313 | 3,974 | 3,289 | 3,807 | 2,196 | 1,707 | 1,650 | 1,681 | 1,713 | 1,746 | 1,779 | 1,813 | 1,847 | 1,882 | 1,918 |
| Other non-government subsidies and grants | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Donations—operating | - | - | - | - | 14 | - | - | - | - | - | - | - | - | - | - |
| Contributions—operating | 545 | - | 48 | - | - | - | - | - | - | - | - | - | - | - | - |
| Grants, subsidies, contributions and donations | 19,117 | 23,025 | 21,956 | 27,738 | 17,176 | 22,171 | 22,474 | 22,842 | 23,186 | 23,655 | 24,134 | 24,621 | 25,119 | 25,624 | 26,139 |
| Total operating revenue | 50,709 | 59,982 | 61,468 | 84,497 | 79,326 | 66,314 | 66,833 | 68,020 | 69,233 | 70,497 | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |
| Capital revenue | | | | | | | | | | | | | | | |
| Government subsidies and grants—capital | 4,904 | 6,034 | 8,926 | 24,007 | 44,109 | 26,564 | 3,742 | - | - | - | - | - | - | - | - |
| Donations—capital | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Contributions—capital | - | - | - | - | - | 25,916 | 6,556 | 6,753 | 6,956 | 7,164 | - | - | - | - | - |
| Other capital contributions | - | 941 | 766 | 2,848 | - | - | - | - | - | - | - | - | - | - | - |
| Grants, subsidies, contributions and donations | 4,904 | 6,975 | 9,692 | 26,855 | 44,109 | 52,480 | 10,298 | 6,753 | 6,956 | 7,164 | - | - | - | - | - |
| Total revenue | 55,613 | 66,957 | 71,160 | 111,352 | 123,435 | 118,794 | 77,131 | 74,773 | 76,189 | 77,661 | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |
| Capital income | | | | | | | | | | | | | | | |
| Total capital income | 47,709 | 9,883 | 11,164 | 18,723 | - | (7,500) | (3,500) | (3,500) | (3,500) | (236,756) | - | - | - | - | - |
| Total income | 103,322 | 76,840 | 82,324 | 130,076 | 123,435 | 111,294 | 73,631 | 71,273 | 72,689 | (159,095) | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

[Print Summary](#)

| Line item | Annual result | | | | | | | | | | | | | | |
|--|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Expenses | | | | | | | | | | | | | | | |
| Operating expenses | | | | | | | | | | | | | | | |
| Total staff wages and salaries | 12,916 | 14,339 | 15,325 | 16,046 | 18,666 | 18,009 | 18,647 | 19,238 | 19,845 | 20,193 | 20,181 | 20,718 | 21,247 | 21,916 | 22,607 |
| Councillors' remuneration | 775 | 819 | 878 | 962 | 936 | 1,019 | 1,038 | 1,058 | 1,078 | 1,099 | 1,119 | 1,141 | 1,162 | 1,184 | 1,207 |
| Employee provision expense | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other employee related expenses | 5,973 | 4,725 | 5,655 | 5,199 | 5,543 | 5,359 | 5,548 | 5,724 | 5,905 | 6,011 | 6,011 | 6,172 | 6,330 | 6,529 | 6,735 |
| Less: capitalised employee expenses | (532) | (1,145) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Employee benefits | 19,132 | 18,738 | 21,858 | 22,207 | 25,145 | 24,387 | 25,234 | 26,020 | 26,828 | 27,302 | 27,311 | 28,030 | 28,739 | 29,630 | 30,548 |
| M&S—sales contract & recoverable works | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M&S—administration supplies | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M&S—audit services | 262 | 193 | 216 | 220 | 235 | 217 | 221 | 225 | 229 | 233 | 238 | 242 | 247 | 252 | 256 |
| M&S—communication & IT | 1,589 | 1,834 | 1,576 | 1,441 | 1,593 | 1,826 | 1,678 | 1,710 | 1,742 | 1,775 | 1,809 | 1,843 | 1,878 | 1,914 | 1,950 |
| M&S—consultants | 457 | 390 | 707 | 665 | 1,138 | 1,032 | 472 | 481 | 573 | 498 | 507 | 603 | 527 | 537 | 637 |
| M&S—contractors | 8,638 | 6,024 | 10,640 | 23,186 | 33,625 | 14,748 | 15,028 | 15,313 | 15,604 | 15,901 | 16,203 | 16,511 | 16,825 | 17,144 | 17,470 |
| M&S—electricity | 1,199 | 1,189 | 1,262 | 1,312 | 1,071 | 1,244 | 1,267 | 1,291 | 1,316 | 1,341 | 1,366 | 1,392 | 1,419 | 1,446 | 1,473 |
| M&S—council maintenance | 6,673 | 6,902 | 8,049 | 9,445 | 6,296 | 5,355 | 5,457 | 5,561 | 5,666 | 5,774 | 6,032 | 6,147 | 6,263 | 6,382 | 6,504 |
| M&S—travel | 2,654 | 2,989 | 3,330 | 3,199 | 2,882 | 2,754 | 2,806 | 2,772 | 2,707 | 2,758 | 2,425 | 2,471 | 2,518 | 2,566 | 2,615 |
| M&S—other | 6,602 | 6,291 | 11,035 | 10,717 | 10,737 | 11,808 | 11,808 | 12,032 | 12,261 | 12,493 | 10,965 | 11,121 | 11,310 | 11,501 | 11,734 |
| Materials and services | 28,074 | 25,812 | 36,815 | 50,186 | 57,577 | 38,984 | 38,736 | 39,385 | 40,098 | 40,774 | 39,545 | 40,330 | 40,987 | 41,742 | 42,640 |
| Finance costs charged by QTC | 28 | - | - | 23 | - | 15 | 11 | 6 | 1 | - | - | - | - | - | - |
| Interest paid on overdraft | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Bank charges | 41 | 44 | 51 | 56 | 58 | 95 | 102 | 109 | 116 | 120 | 122 | 125 | 127 | 129 | 132 |
| Interest on finance leases | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other finance costs | 12 | 2,739 | 2,875 | 3,897 | 2,381 | 2,029 | 1,815 | 1,547 | 1,272 | 1,272 | 104 | 104 | 104 | 104 | 104 |
| Finance costs | 81 | 2,783 | 2,926 | 3,975 | 2,439 | 2,140 | 1,928 | 1,662 | 1,389 | 1,392 | 226 | 229 | 231 | 233 | 236 |
| Depreciation and amortisation | 25,482 | 40,065 | 40,675 | 40,791 | 45,209 | 44,205 | 50,436 | 45,081 | 43,836 | 42,755 | 22,920 | 21,576 | 20,760 | 19,068 | 18,606 |
| Bad and doubtful debts | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Rentals & operating leases | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Payments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Restructuring provision expense | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other provision expense | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|--|---------------|-----------------|-----------------|----------------|-----------------|----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Other expenses | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other expenses | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total operating expenses | 72,769 | 87,398 | 102,274 | 117,160 | 130,371 | 109,715 | 116,334 | 112,147 | 112,151 | 112,223 | 90,003 | 90,165 | 90,718 | 90,673 | 92,030 |
| Capital expenses | | | | | | | | | | | | | | | |
| Loss on impairment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Restoration & rehabilitation provision expense | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Revaluation decrement | 943 | 63 | - | 299 | - | - | - | - | - | - | - | - | - | - | - |
| Other capital expenses | 20,569 | 5,509 | 4,064 | 5,721 | 3,500 | - | - | - | - | - | - | - | - | - | - |
| Total capital expenses | 21,512 | 5,572 | 4,064 | 6,020 | 3,500 | - | - | - | - | - | - | - | - | - | - |
| Total expenses | 94,281 | 92,970 | 106,338 | 123,180 | 133,871 | 109,715 | 116,334 | 112,147 | 112,151 | 112,223 | 90,003 | 90,165 | 90,718 | 90,673 | 92,030 |
| Net result | 9,041 | (16,130) | (24,014) | 6,896 | (10,436) | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Tax equivalents | | | | | | | | | | | | | | | |
| Net result before tax equivalents | 9,041 | (16,130) | (24,014) | 6,896 | (10,436) | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Tax equivalents payable | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net result after tax equivalents | 9,041 | (16,130) | (24,014) | 6,896 | (10,436) | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Other comprehensive income | | | | | | | | | | | | | | | |
| Items that will not be reclassified to net result | | | | | | | | | | | | | | | |
| Increase (decrease) in asset revaluation surplus | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Miscellaneous comprehensive income | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total other comprehensive income for the year | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total comprehensive income for the year | 9,041 | (16,130) | (24,014) | 6,896 | (10,436) | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Operating result | | | | | | | | | | | | | | | |
| Operating revenue | 50,709 | 59,982 | 61,468 | 84,497 | 79,326 | 66,314 | 66,833 | 68,020 | 69,233 | 70,497 | 66,567 | 67,914 | 69,292 | 70,695 | 72,130 |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|--------------------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Operating expenses | 72,769 | 87,398 | 102,274 | 117,160 | 130,371 | 109,715 | 116,334 | 112,147 | 112,151 | 112,223 | 90,003 | 90,165 | 90,718 | 90,673 | 92,030 |
| Operating result | (22,060) | (27,416) | (40,806) | (32,663) | (51,045) | (43,401) | (49,501) | (44,128) | (42,918) | (41,727) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Assets | | | | | | | | | | | | | | | |
| Current assets | | | | | | | | | | | | | | | |
| Internally restricted component | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Externally restricted component | 57 | 59 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Unrestricted component | 17,216 | 14,802 | 15,344 | 30,593 | 41,261 | 28,354 | 17,874 | 18,791 | 19,702 | 20,747 | 20,103 | 19,457 | 18,813 | 17,933 | 16,671 |
| Cash and cash equivalents | 17,273 | 14,861 | 15,344 | 30,593 | 41,261 | 28,354 | 17,874 | 18,791 | 19,702 | 20,747 | 20,103 | 19,457 | 18,813 | 17,933 | 16,671 |
| General trade and other receivables | 9,164 | 13,511 | 10,793 | 10,116 | 448 | 541 | 553 | 568 | 582 | 597 | 661 | 681 | 699 | 719 | 736 |
| Internal loans outstanding | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Trade and other receivables | 9,164 | 13,511 | 10,793 | 10,116 | 448 | 541 | 553 | 568 | 582 | 597 | 661 | 681 | 699 | 719 | 736 |
| Inventories held for sale | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories held for distribution | 418 | 473 | 306 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 |
| Land held for development or sale | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories | 418 | 473 | 306 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 | 256 |
| Tax equivalent assets | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Prepayments | - | - | 162 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 |
| Other current assets | 98 | 152 | 177 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 | 267 |
| Other current assets | 98 | 152 | 339 | 427 | 427 | 427 | 427 | 427 | 427 | 427 | 427 | 427 | 427 | 427 | 427 |
| Non-current assets held for sale | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total current assets | 26,953 | 28,997 | 26,782 | 41,391 | 42,392 | 29,578 | 19,110 | 20,043 | 20,967 | 22,027 | 21,447 | 20,821 | 20,195 | 19,334 | 18,091 |
| Non-current assets | | | | | | | | | | | | | | | |
| Land held for development for sale | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Inventories | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| General trade and other receivables | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Internal loans outstanding | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Trade and other receivables | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Joint ventures & associates | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Controlled entities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|----------------------------------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Other investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Investment property | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Investments | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Land | 630 | 567 | 567 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 |
| Land improvements | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Buildings | 344,919 | 326,806 | 310,532 | 361,466 | 348,627 | 338,803 | 320,361 | 301,213 | 282,364 | 31,039 | 28,018 | 25,138 | 22,848 | 20,618 | 18,529 |
| Plant & equipment | 4,296 | 3,182 | 2,969 | 2,662 | 2,573 | 4,183 | 3,425 | 2,650 | 2,149 | 1,778 | 1,387 | 1,028 | 682 | 603 | 533 |
| Furniture & fittings | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Roads, drainage & bridge network | 143,601 | 147,116 | 145,587 | 200,110 | 169,563 | 167,904 | 162,671 | 157,380 | 152,372 | 147,715 | 143,224 | 139,212 | 135,627 | 132,030 | 128,466 |
| Water | 83,210 | 78,787 | 75,641 | 122,984 | 117,192 | 142,914 | 143,057 | 135,976 | 128,975 | 124,136 | 117,514 | 111,152 | 106,615 | 100,422 | 94,384 |
| Sewerage | 88,052 | 83,552 | 79,071 | 145,260 | 138,402 | 147,304 | 150,150 | 142,964 | 136,143 | 130,737 | 124,289 | 118,240 | 113,382 | 108,081 | 102,871 |
| Miscellaneous | 19,789 | 17,664 | 18,460 | 29,342 | 53,560 | 65,119 | 58,291 | 55,951 | 53,751 | 52,060 | 50,113 | 48,198 | 46,769 | 45,101 | 43,467 |
| Work in progress | 3,606 | 7,950 | 12,267 | 5,973 | 21,775 | - | - | - | - | - | - | - | - | - | - |
| Property, plant & equipment | 688,103 | 665,624 | 645,094 | 868,318 | 852,212 | 866,747 | 838,475 | 796,653 | 756,274 | 487,984 | 465,064 | 443,488 | 426,443 | 407,375 | 388,769 |
| Intangible assets | 1,199 | 1,014 | 678 | 463 | 248 | 33 | 6 | - | - | - | - | - | - | - | - |
| Other non-current assets | 2,589 | 4,999 | 5,704 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 |
| Other non-current assets | 3,788 | 6,013 | 6,382 | 8,688 | 8,473 | 8,258 | 8,231 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 | 8,225 |
| Total non-current assets | 691,891 | 671,637 | 651,476 | 877,006 | 860,685 | 875,005 | 846,706 | 804,878 | 764,499 | 496,209 | 473,289 | 451,713 | 434,668 | 415,600 | 396,994 |
| Total assets | 718,844 | 700,634 | 678,258 | 918,397 | 903,077 | 904,583 | 865,816 | 824,921 | 785,466 | 518,236 | 494,736 | 472,534 | 454,863 | 434,935 | 415,085 |

| Liabilities | | | | | | | | | | | | | | | |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Current liabilities | | | | | | | | | | | | | | | |
| Overdraft | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Employee payables | 1,926 | 2,148 | 2,296 | 2,330 | 964 | 935 | 965 | 998 | 1,029 | 1,047 | 1,045 | 1,075 | 1,102 | 1,136 | 1,169 |
| Other payables | 4,584 | 3,166 | 4,645 | 4,330 | 865 | 879 | 856 | 871 | 886 | 900 | 838 | 857 | 870 | 885 | 904 |
| Trade and other payables | 6,510 | 5,314 | 6,941 | 6,661 | 1,829 | 1,815 | 1,821 | 1,869 | 1,915 | 1,947 | 1,883 | 1,933 | 1,972 | 2,022 | 2,072 |
| Loans | 44 | 45 | 124 | 56 | 57 | 63 | 68 | 39 | - | - | - | - | - | - | - |
| Finance leases | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

[Print Summary](#)

| Line item | Annual result | | | | | | | | | | | | | | |
|--------------------------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Borrowings | 44 | 45 | 124 | 56 | 57 | 63 | 68 | 39 | - | - | - | - | - | - | - |
| Employee | 796 | 861 | 1,038 | 955 | 955 | 955 | 955 | 955 | 955 | 955 | 955 | 955 | 955 | 955 | 955 |
| Restoration & rehabilitation | - | - | - | 189 | 189 | 189 | 189 | 189 | 189 | 189 | 189 | 189 | 189 | 189 | 189 |
| Restructuring | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Provisions | 796 | 861 | 1,038 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 | 1,144 |
| Tax equivalent liabilities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other current liabilities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total current liabilities | 7,350 | 6,220 | 8,103 | 7,861 | 3,030 | 3,022 | 3,033 | 3,053 | 3,059 | 3,091 | 3,027 | 3,077 | 3,116 | 3,166 | 3,216 |
| Non-current liabilities | | | | | | | | | | | | | | | |
| Trade and other payables | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Loans | 378 | 333 | 282 | 227 | 173 | 108 | 39 | - | - | - | - | - | - | - | - |
| Finance leases | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 378 | 333 | 282 | 227 | 173 | 108 | 39 | - | - | - | - | - | - | - | - |
| Employee | 275 | 306 | 286 | 354 | 354 | 354 | 354 | 354 | 354 | 354 | 354 | 354 | 354 | 354 | 354 |
| Restoration & rehabilitation | 2,947 | 3,915 | 3,742 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 | 4,737 |
| Restructuring | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Provisions | 3,222 | 4,221 | 4,028 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 |
| Other non-current liabilities | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total non-current liabilities | 3,600 | 4,554 | 4,310 | 5,317 | 5,264 | 5,199 | 5,130 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 | 5,091 |
| Total liabilities | 10,950 | 10,774 | 12,413 | 13,178 | 8,294 | 8,221 | 8,164 | 8,144 | 8,150 | 8,182 | 8,118 | 8,168 | 8,207 | 8,257 | 8,307 |
| Net community assets | 707,894 | 689,860 | 665,845 | 905,219 | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 | 406,778 |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 4
- [Inactive BU] 2
- [Inactive BU] 5
- [Inactive BU] 3
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Community equity | | | | | | | | | | | | | | | |
| Asset revaluation surplus | 159,140 | 154,269 | 154,269 | 386,747 | 386,747 | 386,747 | 390,739 | 390,739 | 390,739 | 394,796 | 394,796 | 394,796 | 398,512 | 398,512 | 398,512 |
| Retained surplus | 548,754 | 535,591 | 511,576 | 518,472 | 508,036 | 509,615 | 466,912 | 426,038 | 386,576 | 115,258 | 91,822 | 69,570 | 48,145 | 28,166 | 8,266 |
| Total community equity | 707,894 | 689,860 | 665,845 | 905,219 | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 | 406,778 |
| Reconciliation | | | | | | | | | | | | | | | |
| Net community assets to community equity | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

[Print Summary](#)

| Line item | Annual result | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
|---|---------------|----------------|----------------|----------------|--------------|----------------|-----------------|-----------------|------------|------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Cash flows from operating activities | | | | | | | | | | | | | | | | |
| Receipts from customers | | 29,291 | 26,833 | 38,244 | 54,291 | 65,802 | 37,287 | 38,150 | 38,932 | 39,735 | 40,528 | 41,911 | 42,815 | 43,696 | 44,594 | 45,515 |
| Payments to suppliers and employees | | (43,576) | (45,973) | (56,587) | (72,512) | (89,974) | (65,509) | (65,881) | (67,013) | (68,268) | (69,437) | (67,147) | (68,539) | (69,918) | (71,556) | (73,374) |
| Payments for land held as inventory | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of land held as inventory | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dividend received | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Interest received | | 440 | 313 | 440 | 269 | 459 | 1,194 | 492 | 458 | 458 | 458 | 458 | 458 | 458 | 458 | 458 |
| Rental income | | - | - | - | - | 5,507 | 5,569 | 5,705 | 5,773 | 5,841 | 5,841 | - | - | - | - | - |
| Non-capital grants and contributions | | 19,117 | 23,025 | 21,956 | 27,738 | 17,225 | 22,171 | 22,474 | 22,842 | 23,186 | 23,655 | 24,134 | 24,621 | 25,119 | 25,624 | 26,139 |
| Borrowing costs | | (29) | (26) | (25) | (23) | (19) | (15) | (11) | (6) | (1) | - | - | - | - | - | - |
| Tax equivalents paid to General | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dividend paid to General | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Payment of provision | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other cash flows from operating activities | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net cash inflow from operating activities | | 5,243 | 4,172 | 4,028 | 9,763 | (1,000) | 696 | 930 | 986 | 950 | 1,045 | (645) | (645) | (644) | (880) | (1,262) |
| Cash flows from investing activities | | | | | | | | | | | | | | | | |
| Payments for property, plant and equipment | | (6,962) | (13,876) | (12,686) | (19,795) | (23,559) | (40,108) | (15,089) | - | - | - | - | - | - | - | - |
| Payments for intangible assets | | (258) | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Net movement in loans and advances | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of property, plant and equipment | | 94 | 54 | 81 | 1,104 | 1 | - | - | - | - | - | - | - | - | - | - |
| Grants, subsidies, contributions and donations | | 4,903 | 7,147 | 8,926 | 24,007 | 35,278 | 26,564 | 3,742 | - | - | - | - | - | - | - | - |
| Other cash flows from investing activities | | 68 | 135 | 178 | 221 | - | - | - | - | - | - | - | - | - | - | - |
| Net cash inflow from investing activities | | (2,155) | (6,540) | (3,501) | 5,537 | 11,720 | (13,545) | (11,346) | - | - | - | - | - | - | - | - |
| Cash flows from financing activities | | | | | | | | | | | | | | | | |
| Proceeds from borrowings | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of borrowings | | (41) | (44) | (44) | (51) | (53) | (59) | (63) | (68) | (39) | - | - | - | - | - | - |
| Repayments made on finance leases | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. Select Scenario

Base case ▼

2. Whole of Council or Business Units?

- Whole of Council
- Selected Business Units

3. Select Business Units

- Whole of Council
- [Inactive BU] 2
- [Inactive BU] 3
- [Inactive BU] 4
- [Inactive BU] 5
- [Inactive BU] 6

4. Normalise Results

- Use median cash balance for ratios
- Normalise for selected grant program

NDRRA—operating ▼

5. Print

Print Summary

| Line item | Annual result | | | | | | | | | | | | | | |
|---|---------------|---------|---------|---------|---------|----------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Net cash inflow from financing activities | (41) | (44) | (44) | (51) | (53) | (59) | (63) | (68) | (39) | - | - | - | - | - | - |
| Total cash flows | <hr/> | | | | | | | | | | | | | | |
| Net increase in cash and cash equivalent held | 3,047 | (2,412) | 483 | 15,250 | 10,667 | (12,907) | (10,480) | 918 | 911 | 1,045 | (645) | (645) | (644) | (880) | (1,262) |
| Opening cash and cash equivalents | 14,226 | 17,273 | 14,861 | 15,344 | 30,594 | 41,261 | 28,354 | 17,874 | 18,791 | 19,702 | 20,747 | 20,103 | 19,457 | 18,813 | 17,933 |
| Closing cash and cash equivalents | 17,273 | 14,861 | 15,344 | 30,594 | 41,261 | 28,354 | 17,874 | 18,791 | 19,702 | 20,747 | 20,103 | 19,457 | 18,813 | 17,933 | 16,671 |
| Reconciliation | <hr/> | | | | | | | | | | | | | | |
| Closing cash balance to Statement of Financial Position | - | - | - | (0) | - | - | - | - | - | - | - | - | - | - | - |



2 warnings identified—Whole of Council active

Control Panel

1. **Select Scenario**
 ▼

2. **Whole of Council or Business Units?**
 Whole of Council
 Selected Business Units

3. **Select Business Units**
 Whole of Council [Inactive BU] 4
 [Inactive BU] 2 [Inactive BU] 5
 [Inactive BU] 3 [Inactive BU] 6

4. **Normalise Results**
 Use median cash balance for ratios
 Normalise for selected grant program
 ▼

5. **Print**

| Line item | Annual result | | | | | | | | | | | | | | |
|---------------------------------------|---------------|---------|---------|---------|---------|---------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|
| | Jun-14A | Jun-15A | Jun-16A | Jun-17A | Jun-18A | Jun-19B | Jun-20F | Jun-21F | Jun-22F | Jun-23F | Jun-24F | Jun-25F | Jun-26F | Jun-27F | Jun-28F |
| Asset revaluation surplus | | | | | | | | | | | | | | | |
| Opening balance | | | | | | 386,747 | 386,747 | 390,739 | 390,739 | 390,739 | 394,796 | 394,796 | 394,796 | 398,512 | 398,512 |
| Net result | | | | | | na | na | na | na | na | na | na | na | na | na |
| Increase in asset revaluation surplus | | | | | | - | 3,992 | - | - | 4,057 | - | - | 3,715 | - | - |
| Internal payments made | | | | | | na | na | na | na | na | na | na | na | na | na |
| Closing balance | | | | | 386,747 | 386,747 | 390,739 | 390,739 | 390,739 | 394,796 | 394,796 | 394,796 | 398,512 | 398,512 | 398,512 |
| Retained surplus | | | | | | | | | | | | | | | |
| Opening balance | | | | | | 508,036 | 509,615 | 466,912 | 426,038 | 386,576 | 115,258 | 91,822 | 69,570 | 48,145 | 28,166 |
| Net result | | | | | | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Increase in asset revaluation surplus | | | | | | na | na | na | na | na | na | na | na | na | na |
| Internal payments made | | | | | | - | - | - | - | - | - | - | - | - | - |
| Closing balance | | | | | 508,036 | 509,615 | 466,912 | 426,038 | 386,576 | 115,258 | 91,822 | 69,570 | 48,145 | 28,166 | 8,266 |
| Total | | | | | | | | | | | | | | | |
| Opening balance | | | | | | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 |
| Net result | | | | | | 1,579 | (42,702) | (40,875) | (39,462) | (271,318) | (23,436) | (22,252) | (21,425) | (19,978) | (19,900) |
| Increase in asset revaluation surplus | | | | | | - | 3,992 | - | - | 4,057 | - | - | 3,715 | - | - |
| Internal payments made | | | | | | - | - | - | - | - | - | - | - | - | - |
| Closing balance | | | | | 894,783 | 896,362 | 857,652 | 816,777 | 777,315 | 510,054 | 486,618 | 464,367 | 446,656 | 426,678 | 406,778 |

Torres Strait Island Regional Council

Statement of Key Sustainability Ratios

For the period July 2018 to June 2028

Model 1 – Same Service Level - Internal Tenancy Management until 1 July 2022 then Housing Authority Arrangement - Confirmed sources of capital funding

| | Estimated 30 June 2018 \$ | Forecast 30 June 2019 \$ | Forecast 30 June 2020 \$ | Forecast 30 June 2021 \$ | Forecast 30 June 2022 \$ | Forecast 30 June 2023 \$ | Forecast 30 June 2024 \$ | Forecast 30 June 2025 \$ | Forecast 30 June 2026 \$ | Forecast 30 June 2027 \$ | Forecast 30 June 2028 \$ |
|--|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1 Operating Surplus Ratio | | | | | | | | | | | |
| (Net Operating Surplus / Total Operating Revenue) (%) | (64)% | (65)% | (74)% | (65)% | (62)% | (59)% | (35)% | (33)% | (31)% | (28)% | (28)% |
| (Net Operating Surplus / (Total Operating Revenue - Depreciation Expense on Community Housing)) (%) | (41)% | (38)% | (46)% | (37)% | (35)% | (32)% | (35)% | (33)% | (31)% | (28)% | (28)% |
| Target is between 0% and 10% (on average over the long-term) | | | | | | | | | | | |
| This is an indicator of the extent to which revenues raised cover operational expenses or are available for capital funding purposes. | | | | | | | | | | | |
| The percentage indicates the percentage increase in Operating Revenue needed to break-even. | | | | | | | | | | | |
| A negative ratio result indicates that Council is expecting to not be able to generate sufficient revenue to cover operating expenses (including depreciation) or fund from own sources capital items | | | | | | | | | | | |
| This ratio includes Depreciation Expense of \$45M for the 17/18 financial year and \$44M for the 18/19 financial year. | | | | | | | | | | | |
| A secondary Operating Surplus Ratio has been calculated removing depreciation expense on community housing. A significant improvement on average of 15% can be seen in Council's Operating Surplus Ratio with the removal of Community Housing depreciation. Which accounts for approximately \$18.2m in 17/18 and \$18.2m in 18/19. | | | | | | | | | | | |
| 2 Net Financial Asset / Liability Ratio | | | | | | | | | | | |
| ((Total Liabilities - Current Assets) / Total Operating Revenue) | (43)% | (32)% | (16)% | (17)% | (19)% | (20)% | (20)% | (19)% | (17)% | (16)% | (14)% |
| Target is <60% (on average over the long-term) | | | | | | | | | | | |
| This is an indicator of the extent to which net financial liabilities can be serviced/repaid from operating revenues. | | | | | | | | | | | |
| A negative indicator is favourable as it is below the target of 60% | | | | | | | | | | | |
| The negative indicators shows that Council has more current assets than liabilities as a percentage of Total Operating Revenue. | | | | | | | | | | | |
| 3 Asset Sustainability Ratio | | | | | | | | | | | |
| (Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) | 37% | 145% | 43% | 15% | 16% | 17% | 0% | 0% | 0% | 0% | 0% |
| Target is >90% (on average over the long-term) | | | | | | | | | | | |
| This is the extent to which assets are being replaced as they reach the end of their useful life. | | | | | | | | | | | |
| Council is dependant on State and Federal funding for renewal of infrastructure assets. Timing of renewal programs do not always coincide with the annual allocation of depreciation. | | | | | | | | | | | |

