

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - GENERAL CONSOLIDATED

Scenario: Model 1 Long Term Financial Plan 2018 -2019 (Business SRV included)	Current Year					Projected Years					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	34,247,600	35,111,281	39,056,302	40,110,507	41,194,505	42,308,072	43,316,115	44,487,500	45,690,841	46,924,324	48,191,586
User Charges & Fees	28,360,500	29,513,980	30,467,518	31,491,933	32,251,885	33,036,075	33,839,507	34,656,565	35,499,697	36,357,416	37,067,066
Interest & Investment Revenue	643,300	697,719	740,791	907,817	1,001,217	1,084,352	1,148,606	1,219,710	1,320,426	1,363,316	1,396,197
Other Revenues	3,135,500	2,742,003	2,813,519	2,882,563	2,956,430	3,029,168	3,105,568	3,180,056	3,259,447	3,337,680	3,358,399
Grants & Contributions provided for Operating Purposes	9,478,400	10,134,194	10,085,858	10,108,354	10,189,842	10,273,474	10,359,304	10,447,287	10,522,253	10,621,130	10,722,493
Grants & Contributions provided for Capital Purposes	9,642,100	9,054,849	9,646,424	11,978,823	2,012,163	2,046,359	2,081,327	2,117,383	2,154,246	2,192,231	2,229,537
Other Income:											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	85,507,400	87,254,027	92,810,414	97,479,997	89,606,041	91,777,499	93,850,426	96,108,501	98,446,909	100,796,097	102,965,278
Expenses from Continuing Operations											
Employee Benefits & On-Costs	30,553,300	30,957,971	31,664,025	32,374,831	33,172,461	33,970,020	34,806,814	35,643,750	36,515,052	37,387,206	38,227,425
Borrowing Costs	1,778,200	1,762,200	1,633,172	1,417,019	1,211,344	997,949	807,239	635,317	491,486	376,849	370,711
Materials & Contracts	23,902,300	21,755,734	21,806,418	22,092,121	21,960,330	22,466,153	23,033,209	23,540,345	24,172,135	24,718,412	25,249,798
Depreciation & Amortisation	14,760,300	15,089,519	15,455,496	15,827,767	16,209,443	16,600,558	17,001,448	17,412,358	17,833,640	18,265,421	18,707,997
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,888,100	4,842,319	4,970,075	5,345,254	5,207,521	5,318,151	5,462,815	5,945,090	5,718,654	5,831,952	5,969,561
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	875,600	866,844	858,176	849,594	841,098	832,687	824,360	816,116	807,955	807,955	807,955
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	76,757,800	75,274,587	76,387,361	77,906,585	78,602,197	80,185,518	81,935,885	83,992,977	85,538,923	87,387,795	89,333,446
Operating Result from Continuing Operations	8,749,600	11,979,440	16,423,053	19,573,412	11,003,844	11,591,981	11,914,541	12,115,524	12,907,986	13,408,302	13,631,832
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,749,600	11,979,440	16,423,053	19,573,412	11,003,844	11,591,981	11,914,541	12,115,524	12,907,986	13,408,302	13,631,832
Net Operating Result before Grants and Contributions provided for Capital Purposes	(892,500)	2,924,591	6,776,629	7,594,588	8,991,681	9,545,623	9,833,214	9,998,141	10,753,741	11,216,071	11,402,295

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

BALANCE SHEET - GENERAL CONSOLIDATED

Scenario: Model 1 Long Term Financial Plan 2018 -2019 (Business

SRV included)

Current Year

Projected Years

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	10,095,183	8,681,951	8,764,532	10,837,860	13,342,949	18,462,215	23,766,149	29,362,165	36,591,320	44,318,537	52,747,518
Investments	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798	3,990,798
Receivables	9,875,671	9,660,323	10,166,943	10,512,881	10,640,260	11,050,722	11,457,974	11,883,708	12,370,807	12,871,934	13,278,101
Inventories	4,238,777	4,000,734	4,006,322	4,041,835	4,024,188	4,087,730	4,159,068	4,222,777	4,302,358	4,371,038	4,438,701
Other	64,857	60,375	60,773	62,300	61,651	63,074	64,720	67,015	67,945	69,468	71,033
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	28,265,285	26,394,181	26,989,368	29,445,675	32,059,845	37,654,539	43,438,710	49,526,464	57,323,228	65,621,775	74,526,150
Non-Current Assets											
Investments	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202	1,222,202
Receivables	1,291,079	1,316,077	1,433,862	1,465,610	1,498,245	1,531,756	1,562,147	1,597,392	1,633,612	1,670,724	1,708,584
Inventories	132,270	132,270	132,270	132,270	132,270	132,270	132,270	132,270	132,270	132,270	132,270
Infrastructure, Property, Plant & Equipment	874,087,900	887,088,176	899,833,244	914,480,453	916,648,175	919,935,828	923,478,336	927,418,499	930,323,915	933,875,028	937,273,115
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	215,400	212,800	210,200	207,600	205,000	202,400	199,800	197,200	194,600	192,000	189,400
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	876,948,851	889,971,526	902,831,779	917,508,135	919,705,892	923,024,457	926,594,756	930,567,564	933,506,599	937,092,224	940,525,571
TOTAL ASSETS	905,214,137	916,365,707	929,821,147	946,953,810	951,765,737	960,678,996	970,033,465	980,094,028	990,829,827	1,002,714,000	1,015,051,721
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	15,310,037	14,339,968	14,333,355	15,043,106	12,284,890	12,762,367	13,106,595	13,525,334	13,456,447	13,584,017	13,784,207
Borrowings	-	-	-	3,433,700	3,156,200	2,904,300	2,473,700	2,103,300	1,651,700	1,494,300	979,400
Provisions	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672	7,510,672
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	22,820,709	21,850,639	21,844,027	25,987,478	22,951,761	23,177,339	23,090,967	23,139,305	22,618,818	22,588,988	22,274,279
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	27,589,500	27,731,700	24,770,700	18,186,500	15,030,300	12,126,000	9,652,300	7,549,000	5,897,300	4,403,000	3,423,600
Provisions	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328	2,131,328
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,720,828	29,863,028	26,902,028	20,317,828	17,161,628	14,257,328	11,783,628	9,680,328	8,028,628	6,534,328	5,554,928
TOTAL LIABILITIES	52,541,537	51,713,668	48,746,055	46,305,306	40,113,390	37,434,667	34,874,595	32,819,634	30,647,447	29,123,317	27,829,207
Net Assets	852,672,600	864,652,040	881,075,092	900,648,504	911,652,348	923,244,329	935,158,870	947,274,394	960,182,380	973,590,683	987,222,514
EQUITY											
Retained Earnings	399,487,600	411,467,040	427,890,092	447,463,504	458,467,348	470,059,329	481,973,870	494,089,394	506,997,380	520,405,683	534,037,514
Revaluation Reserves	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000	453,185,000
Council Equity Interest	852,672,600	864,652,040	881,075,092	900,648,504	911,652,348	923,244,329	935,158,870	947,274,394	960,182,380	973,590,683	987,222,514
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	852,672,600	864,652,040	881,075,092	900,648,504	911,652,348	923,244,329	935,158,870	947,274,394	960,182,380	973,590,683	987,222,514

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

CASH FLOW STATEMENT - GENERAL CONSOLIDATED

Scenario: Model 1 Long Term Financial Plan 2018 -2019 (Business SRV included)

	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	33,965,191	35,035,260	38,709,092	40,017,718	41,099,093	42,210,058	43,227,379	44,384,389	45,584,917	46,815,748	48,080,055
User Charges & Fees	28,291,487	29,496,707	30,453,361	31,476,673	32,240,810	33,024,635	33,827,780	34,644,639	35,487,378	36,344,885	37,055,868
Interest & Investment Revenue Received	1,127,683	645,401	645,352	836,903	916,374	908,330	977,549	1,036,388	1,087,889	1,117,140	1,132,158
Grants & Contributions	19,120,500	19,189,043	19,732,282	22,087,177	12,202,005	12,319,833	12,440,631	12,564,670	12,676,498	12,813,361	12,952,030
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	5,872,314	3,078,938	2,648,685	2,684,991	2,988,765	2,871,719	2,940,444	3,018,534	3,088,041	3,167,880	3,302,279
Payments:											
Employee Benefits & On-Costs	(30,553,300)	(30,957,971)	(31,664,025)	(32,374,831)	(33,172,461)	(33,970,020)	(34,806,814)	(35,643,750)	(36,515,052)	(37,387,206)	(38,227,425)
Materials & Contracts	(24,350,012)	(21,820,196)	(21,741,318)	(21,926,545)	(21,999,731)	(22,393,544)	(22,944,949)	(23,324,767)	(24,223,291)	(24,642,114)	(25,161,989)
Borrowing Costs	(1,778,200)	(1,762,200)	(1,633,172)	(1,417,019)	(1,211,344)	(997,949)	(807,239)	(635,317)	(491,486)	(376,849)	(370,711)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(4,888,100)	(4,842,319)	(4,970,075)	(5,345,254)	(5,207,521)	(5,318,151)	(5,462,815)	(5,945,090)	(5,718,654)	(5,831,952)	(5,969,561)
Net Cash provided (or used in) Operating Activities	26,807,564	28,062,662	32,180,182	36,039,814	27,855,991	28,654,910	29,391,964	30,099,696	30,976,241	32,020,894	32,792,705
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	1,541,900	1,559,600	1,100,800	1,124,000	1,048,800	1,081,300	1,261,300	1,081,300	1,261,300	100,000	-
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	(29,912,781)	(31,177,694)	(30,237,401)	(31,939,986)	(22,966,002)	(21,460,743)	(22,445,031)	(23,111,279)	(22,905,087)	(22,741,977)	(22,869,424)
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	(28,370,881)	(29,618,094)	(29,136,601)	(30,815,986)	(21,917,202)	(20,379,443)	(21,183,731)	(22,029,979)	(21,643,787)	(22,641,977)	(22,869,424)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	2,245,300	3,673,000	551,000	150,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(3,427,800)	(3,530,800)	(3,512,000)	(3,300,500)	(3,433,700)	(3,156,200)	(2,904,300)	(2,473,700)	(2,103,300)	(1,651,700)	(1,494,300)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,182,500)	142,200	(2,961,000)	(3,150,500)	(3,433,700)	(3,156,200)	(2,904,300)	(2,473,700)	(2,103,300)	(1,651,700)	(1,494,300)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,745,817)	(1,413,232)	82,581	2,073,328	2,505,088	5,119,267	5,303,934	5,596,016	7,229,155	7,727,217	8,428,981
plus: Cash, Cash Equivalents & Investments - beginning of year	12,841,000	10,095,183	8,681,951	8,764,532	10,837,860	13,342,949	18,462,215	23,766,149	29,362,165	36,591,320	44,318,537
Cash & Cash Equivalents - end of the year	10,095,183	8,681,951	8,764,532	10,837,860	13,342,949	18,462,215	23,766,149	29,362,165	36,591,320	44,318,537	52,747,518
Cash & Cash Equivalents - end of the year	10,095,183	8,681,951	8,764,532	10,837,860	13,342,949	18,462,215	23,766,149	29,362,165	36,591,320	44,318,537	52,747,518
Investments - end of the year	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000	5,213,000
Cash, Cash Equivalents & Investments - end of the year	15,308,183	13,894,951	13,977,532	16,050,860	18,555,949	23,675,215	28,979,149	34,575,165	41,804,320	49,531,537	57,960,518

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

KEY PERFORMANCE INDICATORS - GENERAL CONSOLIDATED

Scenario: Model 1 Long Term

Financial Plan 2018 -2019 (Business SRV included)

		Current Year	Projected Years									
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Operating Performance Ratio	Snapshot											
	Actual Ratio	-0.02%	4.85%	9.18%	9.88%	11.23%	11.57%	11.61%	11.51%	12.01%	12.19%	12.12%
Own Source Operating Revenue Ratio	Snapshot											
	Actual Ratio	77.64%	78.01%	78.74%	77.34%	86.38%	86.58%	86.74%	86.93%	87.12%	87.29%	87.42%
Debt Service Cover Ratio	Snapshot											
	Actual Ratio	3.17	3.90	4.81	5.45	5.87	6.73	7.67	9.28	11.52	15.12	16.78
Building & Infrastructure Renewals Ratio	Snapshot											
	Actual Ratio	80.52%	78.02%	97.76%	100.85%	80.71%	80.78%	81.42%	85.70%	84.84%	85.00%	84.32%
Infrastructure Backlog Ratio	Snapshot											
	Actual Ratio	0.12	0.11	0.10	0.08	0.09	0.09	0.09	0.10	0.10	0.10	0.11
Asset Maintenance Ratio	Snapshot											
	Actual Ratio	1.14	1.14	1.15	1.15	1.15	1.16	1.17	1.18	1.19	1.20	1.20
Real Operating Expenditure Ratio	Actual Ratio	1.57	1.49	1.47	1.46	1.43	1.42	1.41	1.41	1.39	1.39	1.38

- Within green benchmark (green min and/or green max)
- Not within benchmark (amber min and/or amber max)
- Within green benchmark
- above amber maximum
- below amber minimum

Benchmarks- Key	Measure
Operating Performance Ratio	>0%
Own Source Operating Revenue Ratio	>60%
Debt Service Cover Ratio	>2%
Building & Infrastructure Renewals Ratio	>100%
Infrastructure Backlog Ratio	<2%
Asset Maintenance Ratio	>100%
Real Operating Expenditure	Reducing Over Period