

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

	Current Year					Projected Years					
Scenario: Model 2 Long Term Financial Plan 2018 - 2028 (Business SRV excluded)	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	34,991,281	38,933,002	39,983,817	41,064,330	42,174,317	43,314,482	44,485,823	45,689,117	46,922,553	48,189,766
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	87,134,027	92,687,114	97,353,306	89,475,866	91,643,745	93,848,793	96,106,823	98,445,185	100,794,326	102,963,458
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	21,635,734	21,683,418	21,966,046	21,831,103	22,333,696	23,033,240	23,540,376	24,172,167	24,718,445	25,249,832
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	75,154,587	76,264,361	77,780,510	78,472,971	80,053,060	81,935,916	83,993,008	85,538,955	87,387,828	89,333,481
Operating Result from Continuing Operations	8,749,600	11,979,440	16,422,753	19,572,796	11,002,896	11,590,684	11,912,877	12,113,815	12,906,230	13,406,498	13,629,978
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,749,600	11,979,440	16,422,753	19,572,796	11,002,896	11,590,684	11,912,877	12,113,815	12,906,230	13,406,498	13,629,978
Net Operating Result before Grants and Contributions provided for Capital Purposes	(892,500)	2,924,591	6,776,329	7,593,973	8,990,733	9,544,326	9,831,550	9,996,431	10,751,984	11,214,267	11,400,441

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

BALANCE SHEET - GENERAL CONSOLIDATED

Scenario: Model 2 Long Term Financial Plan 2018 - 2028 (Business SRV excluded)

	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	8,691,442	8,773,628	10,846,635	13,351,076	18,469,365	23,761,232	29,356,002	36,583,442	44,308,911	52,736,095
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	9,651,097	10,157,827	10,503,487	10,630,581	11,040,741	11,458,116	11,883,388	12,370,446	12,871,517	13,277,628
Inventories	4,238,777	3,985,454	3,990,660	4,025,782	4,007,734	4,070,864	4,159,072	4,222,781	4,302,363	4,371,043	4,438,705
Other	64,857	60,094	60,486	62,005	61,349	62,764	64,720	67,015	67,945	69,468	71,033
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	28,265,285	26,378,885	26,973,399	29,428,707	32,041,537	37,634,532	43,433,938	49,519,984	57,314,993	65,611,737	74,514,259
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	1,312,506	1,430,193	1,461,840	1,494,371	1,527,776	1,562,099	1,597,342	1,633,560	1,670,671	1,708,530
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	889,967,955	902,828,109	917,504,365	919,702,018	923,020,477	926,594,707	930,567,514	933,506,548	937,092,171	940,525,517
TOTAL ASSETS	905,214,137	916,346,840	929,801,508	946,933,072	951,743,555	960,655,009	970,028,645	980,087,498	990,821,541	1,002,703,909	1,015,039,777
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	15,310,037	14,321,100	14,314,016	15,023,284	12,264,571	12,741,540	13,106,599	13,525,338	13,456,451	13,584,021	13,784,211
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	21,831,772	21,824,688	25,967,655	22,931,443	23,156,512	23,090,971	23,139,309	22,618,822	22,588,993	22,274,283
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	51,694,800	48,726,716	46,285,484	40,093,071	37,413,840	34,874,599	32,819,638	30,647,451	29,123,321	27,829,211
Net Assets	852,672,600	864,652,040	881,074,792	900,647,588	911,650,484	923,241,168	935,154,045	947,267,860	960,174,090	973,580,588	987,210,565
EQUITY											
Retained Earnings	399,487,600	411,467,040	427,889,792	447,462,588	458,465,484	470,056,168	481,969,045	494,082,860	506,989,090	520,395,588	534,025,565
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	881,074,792	900,647,588	911,650,484	923,241,168	935,154,045	947,267,860	960,174,090	973,580,588	987,210,565
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	852,672,600	864,652,040	881,074,792	900,647,588	911,650,484	923,241,168	935,154,045	947,267,860	960,174,090	973,580,588	987,210,565

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

CASH FLOW STATEMENT - GENERAL CONSOLIDATED

Scenario: Model 2 Long Term Financial Plan 2018 - 2028 (Business SRV excluded)

	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	34,925,821	38,586,083	39,891,326	40,969,225	42,076,619	43,214,118	44,382,715	45,583,197	46,813,981	48,078,239
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	647,637	645,049	836,985	916,456	908,423	975,123	1,036,847	1,087,928	1,117,193	1,132,212
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	3,078,869	2,648,683	2,684,989	2,988,763	2,871,717	2,940,519	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)	(21,703,434)	(21,618,399)	(21,800,553)	(21,870,589)	(22,261,174)	(22,941,405)	(23,324,798)	(24,223,323)	(24,642,148)	(25,162,024)
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	28,072,153	32,179,787	36,039,493	27,855,344	28,653,931	29,379,897	30,098,450	30,974,527	32,019,146	32,790,908
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)	(1,403,741)	82,186	2,073,007	2,504,441	5,118,289	5,291,867	5,594,770	7,227,441	7,725,469	8,427,184
plus: Cash, Cash Equivalents & Investments - beginning of year	12,841,000	10,095,183	8,691,442	8,773,628	10,846,635	13,351,076	18,469,365	23,761,232	29,356,002	36,583,442	44,308,911
Cash & Cash Equivalents - end of the year	10,095,183	8,691,442	8,773,628	10,846,635	13,351,076	18,469,365	23,761,232	29,356,002	36,583,442	44,308,911	52,736,095
Cash & Cash Equivalents - end of the year	10,095,183	8,691,442	8,773,628	10,846,635	13,351,076	18,469,365	23,761,232	29,356,002	36,583,442	44,308,911	52,736,095
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	13,904,442	13,986,628	16,059,635	18,564,076	23,682,365	28,974,232	34,569,002	41,796,442	49,521,911	57,949,095

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2028

KEY PERFORMANCE INDICATORS - GENERAL CONSOLIDATED

Scenario: Model 2 Long Term Financial Plan 2018 - 2028 (Business SRV excluded)

		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%	4.86%	9.19%	9.89%	11.24%	11.58%	11.61%	11.50%	12.01%	12.19%	12.12%
Own Source Operating Revenue Ratio	Snapshot											
	Actual Ratio	77.64%	77.98%	78.71%	77.31%	86.36%	86.56%	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	1.37
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