LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2029 INCOME STATEMENT - CONSOLIDATED Separator Model 3 - Long Term Financial Plan - 2019/29

INCOME STATEMENT - CONSOLIDATED	Projected Years									
Scenario: Model 3 - Long Term Financial Plan - 2019/29	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	54,370,908	55,606,941	56,739,770	57,895,992	59,076,199	60,280,995	61,510,831	62,763,488	64,042,058	65,336,579
User Charges & Fees	30,628,008	32,008,183	32,744,580	33,492,727	34,263,577	35,052,090	35,852,535	36,677,180	37,514,604	38,303,629
Interest & Investment Revenue	1,521,995	1,690,199	1,728,934	1,823,832	1,973,197	2,266,003	2,418,510	2,390,128	2,481,213	2,549,611
Other Revenues	3,662,337	3,689,674	3,726,624	3,803,063	3,882,946	3,960,695	4,043,112	4,124,126	4,147,469	4,233,583
Grants & Contributions provided for Operating Purposes	10,343,663	10,339,030	10,405,889	10,474,274	10,544,222	10,615,768	10,673,625	10,754,761	10,837,601	10,922,181
Grants & Contributions provided for Capital Purposes	14,759,579	8,988,184	6,882,248	2,549,476	2,587,273	2,626,145	2,665,898	2,706,438	2,747,971	2,762,502
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	115,286,490	112,322,211	112,228,044	110,039,364	112,327,413	114,801,697	117,164,511	119,416,121	121,770,916	124,108,085
Expenses from Continuing Operations										
Employee Benefits & On-Costs	31,527,596	32,264,011	33,090,306	33,915,913	34,782,342	35,650,255	36,560,011	37,472,365	38,483,614	39,519,424
Borrowing Costs	3,198,300	3.098.500	2,994,900	2,732,700	2,388,400	2,064,700	1,755,600	1,484,800	1,213,400	1,012,800
Materials & Contracts	35,959,133	35,113,669	35,191,349	35,006,246	35,925,519	36,644,970	37,494,159	38,252,173	39,028,632	39,841,179
Depreciation & Amortisation	24,777,194	25,778,881	26,513,237	27,070,015	27,638,486	28,218,894	28,811,491	29,416,532	30,034,279	30,664,999
Impairment								,	-	-
Other Expenses	5,268,809	5,641,871	5,508,072	5,618,672	5,765,081	6,228,565	5,992,678	6,095,980	6,234,179	6,355,159
Interest & Investment Losses	-,,		-,,-	-	-		-	-	-, - , -	-,,
Net Losses from the Disposal of Assets	1,166,343	1,157,761	1,149,266	1,140,855	1,132,529	1,124,285	1,116,124	1,116,124	1,116,124	1,116,124
Joint Ventures & Associated Entities	-	-	-	-			-	-		-
Total Expenses from Continuing Operations	101,897,375	103,054,693	104,447,130	105,484,402	107,632,357	109,931,669	111,730,063	113,837,974	116,110,229	118,509,685
Operating Result from Continuing Operations	13,389,115	9,267,518	7,780,915	4,554,961	4,695,056	4,870,028	5,434,448	5,578,147	5,660,687	5,598,400
Discontinued Operations - Profit/(Loss)	_	_	_	_	_	_	_	_	_	_
Net Profit/(Loss) from Discontinued Operations										
Net From (Loss) from Discontinued Operations	-	-	-	-	_	-	-	-	_	_
Net Operating Result for the Year	13,389,115	9,267,518	7,780,915	4,554,961	4,695,056	4,870,028	5,434,448	5,578,147	5,660,687	5,598,400
Net Operating Result before Grants and Contributions provided for										
Capital Purposes	(1,370,463)	279,334	898,667	2,005,485	2,107,783	2,243,883	2,768,549	2,871,708	2,912,717	2,835,898

LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2029 BALANCE SHEET - CONSOLIDATED

BALANCE SHEET - CONSOLIDATED					•	ed Years				
Scenario: Model 3 - Long Term Financial Plan - 2019/29	2019/20	2020/21	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28	2028/29
400570	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	22,750,694	25,169,247	23,197,205	26,794,342	31,440,294	38,527,432	36,061,962	35,023,294	40,678,103	48,457,163
Investments	18,630,810	14,719,303	14,719,303	14,719,303	14,719,303	14,719,303	14,719,303	14,719,303	14,719,303	14,719,303
Receivables	13,416,407	13,591,896	13,742,551	13,880,035	14,187,570	14,506,336	14,852,015	15,187,331	15,459,231	15,828,056
Inventories	4,260,071	4,159,727	4,158,412	4,127,821	4,213,887	4,278,735	4,356,863	4,425,417	4,494,961	4,568,065
Other	69,609	67,847	67,325	66,510	68,404	70,617	71,420	72,828	74,311	75,825
Non-current assets classified as "held for sale"		-			-	-	-	-	-	
Total Current Assets	59,127,591	57,708,021	55,884,797	59,588,012	64,629,459	72,102,424	70,061,564	69,428,173	75,425,910	83,648,412
Non-Current Assets										
Investments	4,869,190	3,780,697	3,780,697	3,780,697	3,780,697	3,780,697	3,780,697	3,780,697	3,780,697	3,780,697
Receivables	3,485,767	3,601,952	3,676,189	3,752,541	3,830,640	3,910,466	3,992,134	4,075,534	4,160,146	4,241,436
Inventories	131,928	131,928	131,928	131,928	131,928	131,928	131,928	131,928	131,928	131,928
Infrastructure, Property, Plant & Equipment	1,431,242,114	1,440,132,106	1,446,761,294	1,440,283,175	1,433,559,650	1,425,092,237	1,426,830,025	1,427,570,195	1,422,031,911	1,414,545,266
Investments Accounted for using the equity method	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000	1,166,000
Investment Property	, , , <u>-</u>	, , , , <u>-</u>	, , , <u>-</u>	· · · -	-	, , , <u>-</u>	-	, , , <u>-</u>	, , , <u>-</u>	· · · -
Intangible Assets	146,000	146,000	146,000	146,000	146,000	146,000	146,000	146,000	146,000	146,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	_	_	-	_	-	-	_	_
Total Non-Current Assets	1,441,040,999	1,448,958,682	1,455,662,108	1,449,260,341	1,442,614,915	1,434,227,329	1,436,046,785	1,436,870,354	1,431,416,681	1,424,011,327
TOTAL ASSETS	1,500,168,590	1,506,666,703	1,511,546,905	1,508,848,352	1,507,244,373	1,506,329,753	1,506,108,349	1,506,298,527	1,506,842,591	1,507,659,739
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	14,458,348	12,366,044	11,459,209	10,491,126	10,798,801	10,996,654	11,118,694	11,245,301	11,433,508	11,535,137
Income received in advance	24,467	25,366	25,888	26,457	27,047	27,645	28,254	28,879	29,448	30,067
Borrowings	1,170,900	1,219,100	6,286,000	6,607,300	5,983,100	5,778,500	5,515,200	5,305,400	4,883,500	3,804,600
Provisions	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899	7,251,899
Liabilities associated with assets classified as "held for sale"		-	-	-	-	-	-	-	-	-
Total Current Liabilities	22,905,614	20,862,409	25,022,996	24,376,782	24,060,847	24,054,698	23,914,046	23,831,478	23,598,355	22,621,702
Non-Current Liabilities										
Payables	_	_	_	_	_	_	_	_	_	_
Income received in advance	_	_	_	_	_	_	_	_	_	_
Borrowings	63,936,270	63,210,070	56,148,770	49,541,470	43,558,370	37,779,870	32,264,670	26,959,270	22,075,770	18,271,170
Provisions	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101	2,318,101
Investments Accounted for using the equity method	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101	2,010,101
Liabilities associated with assets classified as "held for sale"	_	_	_	_				_	_	_
Total Non-Current Liabilities	66,254,371	65,528,171	58,466,871	51,859,571	45,876,471	40,097,971	34,582,771	29,277,371	24,393,871	20,589,271
TOTAL LIABILITIES	89,159,985	86,390,580	83,489,867	76,236,353	69,937,318	64,152,669	58,496,818	53,108,849	47,992,226	43,210,973
Net Assets	1,411,008,605	1,420,276,123	1,428,057,038	1,432,611,999	1,437,307,055		1,447,611,531	1,453,189,678	1,458,850,365	1,464,448,766
THE ASSES	1,411,000,003	1,420,270,120	1,420,037,000	1,402,011,000	1,407,007,000	1,442,177,004	1,447,011,001	1,433,103,070	1,430,030,303	1,404,440,700
EQUITY										
Retained Earnings	523,481,605	532,749,123	540,530,038	545,084,999	549,780,055	554,650,084	560,084,531	565,662,678	571,323,365	576,921,766
Revaluation Reserves	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000	887,527,000
Council Equity Interest	1,411,008,605	1,420,276,123	1,428,057,038	1,432,611,999	1,437,307,055	1,442,177,084	1,447,611,531	1,453,189,678	1,458,850,365	1,464,448,766
Minority Equity Interest	-, , 500, 500	.,0,_, 0, 1_0	-,0,507,000	., .0=,011,000	-,, 507, 000	-,, , , , , , , , , , ,	.,,511,001	-, 100,100,070	-, .00,000,000	.,, 1-10,700
Total Equity	1,411,008,605	1,420,276,123	1,428,057,038	1,432,611,999	1,437,307,055	1,442,177,084	1,447,611,531	1,453,189,678	1,458,850,365	1,464,448,766
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Security	10 Year Financial Plan for the Years ending 30 June 2029 CASH FLOW STATEMENT - CONSOLIDATED					Projected					
Cash Flows from Operating Activities Recisplas: Raine & Final Recisplas	Scenario: Model 3 - Long Term Financial Plan - 2019/29										2028/2
Page	Cash Flows from Operating Activities	4	•	4	4	· ·	Ą	•	•	· ·	
Interest & Combinement Revenue Received											65,203,579
Same & Combinations 2,514,2707 19,87,533 17,389,613 13,080,8319 13,304,680 13,340,650 13,460,025 13,460,025 13,460,025 13,467,											38,208,594
Total Septiments Concess Conce											2,459,291 13,683,748
The property of the property o		23,132,707	19,507,555	- 17,309,513	10,000,019	13,130,400	13,240,033	-	13,400,023	10,504,572	13,003,740
implying benefits & On-Costs (31,527,569) (32,546,011) (30,309,000) (3,915,511) (30,478,242) (36,566,505) (3,756,086) (39,478,242) (36,478,424) (36,547,424) (36,		7,221,454	3,752,698	3,708,174	3,774,788	3,761,556	3,841,998	3,918,141	4,000,291	4,103,092	4,103,37
Internise 68,222,162 05,077,995 05,287,705 05,4978,023 05,247,4705 05,247,005 05,248,005 05	ayments:										
Camering Codes Camering Selection Camering Se											(39,519,42
increase A Deposites Refunded himser (5,288,809) (5,641,871) (5,508,072) (5,716,691) (5,278,506) (6,992,276) (6,095,980) (6,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,224,179) (1,095,980) (1,28											(39,771,41)
ter Cash provided (or used in) Operating Activities 42 (272,869,809) (5,641,877) (5,508,072) (5,716,904) (2,728,568) (3,282,578) (6,095,580) (6,224,178) 42 (272,869) (3,009,122) (3,175,694) (3,279,388) (33,162,289) (34,004,319) (3,875,615) (35,733,134) (3,529,800) 42 (272,869) (3,009,122) (3,175,694) (3,279,388) (33,162,289) (34,004,319) (3,875,615) (35,733,134) (3,529,800) 42 (272,869) (3,009,122) (3,175,694) (3,279,388) (3,3162,289) (34,004,319) (3,875,615) (35,733,134) (3,529,800) 42 (272,869) (3,009,122) (3,175,694) (3,279,128) (3,180,209) (3,180,2		(3,198,300)	(3,098,500)	(2,994,900)	(2,732,700)	(2,388,400)	(2,064,700)	(1,755,600)	(1,484,800)	(1,213,400)	(1,012,80
tet Cash provided (or used in) Operating Activities as Flows from Investing Activities as Flows from Investing Activities as Flows from Investing Activities as of Investment Socurities as of Investment Property als of Real Estate Assests ale of Infrastructure, Property, Plant & Equipment ale of Infrastructure, Property, Plant & Equipment ale of Investment Socurities 5,500,000 5,000,000 1,137,400 1,285,900 1,388,700 1,180,200 1,417,500 1,49,000 1,400,000 1,417,500 149,000 1,000,000 1,417,500 149,000 1,000,000 1,417,500 149,000 1,000,000 1,417,500 1,49,000 1,400,000 1,4		(5.268.809)	(5.641.871)	(5.508.072)	(5.618.672)	(5.765.081)	(6.228.565)	(5.992.678)	(6.095.980)	(6.234.179)	(6,355,15
Ash Flows from Investing Activities dee of Investment Securities de of Investment Securities 5,500,000 5,000,000 ale of Investment Securities 5,500,000 5,000,000 ale of Investment Securities 4,000,000 ale of Interests in Joint Ventures & Associates 4,000,000 Associ											
seciptis: also of Investment Securities also of Investment Securities also fine Securities al	et Cash provided (or used in) Operating Activities	42,272,869	36,009,122	35,175,694	32,579,888	33,162,289	34,004,319	34,876,815	35,753,134	36,529,800	36,999,78
See Investment Securities S.500,000 S.000,000											
also of Investment Property also of Investment Property also of Real Estated Assets also of Infrastructure, Property, Plant & Equipment also of Disposal Groups also of Disposal Group		F F00 000	F 000 000								
also file Estate Assets also de l'Asset Assets also file file (Property, Plant & Equipment also		5,500,000	5,000,000								
ale of Infrastructure, Property, Plant & Equipment ale of Infrastructure, Property, Plant & Equipment ale of Infrastructure, Associates ale of Infrastructure, Associates ale of Infrastructure, Property and Infrastructure, Property, Plant & Equipment (47,318,006) (39,137,568) (36,290,737) (23,962,651) (23,217,737) (22,094,281) (32,981,285) (31,425,602) (25,689,591) (19,000) (19		-	_	-	-					_	
ale of Interests in Joint Ventures & Associates		1,212,700	1,225,000	1,137,400	1,265,900	1,308,700	1,160,200	1,417,500	149,000	100,000	100,00
Peter Peter Debtors Receipts		-	-	-	-	-	-	-	-	-	
sale of Disposal Groups stributions Regorded from Joint Ventures & Associates ther Investing Activity Receipts vurchase of Investment Securities turchase of Investment Property turchase of Interstructure, Property, Plant & Equipment (47,318,006) (39,137,568) (36,290,737) (23,962,651) (23,217,737) (22,094,281) (32,981,285) (31,425,602) (25,669,591) turchase of Interstructure, Property, Plant & Equipment turchase of Inte		-	-	-	-	-	-	-	-	-	
Institutions Received from Joint Ventures & Associates		-	-	-	-	-	-	-	-	-	
## Provided (or used in) Investing Activities ### Cash Frow from Financing Activities ### Cash Flow provided (used in) Financing Activities ###		-	-	-	-	-	-	-	-	-	
Second S			-	-	-	-	-			-	
Purchase of Investment Securities 1											
urchase of Infrastructure, Property, Plant & Equipment urchase urchased urcha		-	-	-	-	-	-	-	-	-	
Purchase of Real Estate Assets		-	-	-	-	-	-	-	-	-	
urchase of Intangible Assets efferend Debtors & Advances Made		(47,318,006)	(39,137,568)	(36,290,737)	(23,962,651)	(23,217,737)	(22,094,281)	(32,981,285)	(31,425,602)	(25,669,591)	(24,437,22
referred Debtors & Advances Made		-	-	-	-	-	-	-	-	-	
urchase of Interests in Joint Ventures & Associates on contributions Paid to Joint Ventures & Associates ther Investing Activity Payments (40,605,306) (32,912,568) (35,153,337) (22,696,751) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (21,909,037) (20,934,081) (20,934,081) (21,909,037) (20,934,081) (20,934,081) (20,934,081) (20,934,081) (20,934,081) (20,934,08											
Contributions Paid to Joint Ventures & Associates wither Investing Activity Payments Let Cash provided (or used in) Investing Activities Let Cash Flows from Financing Activities Let Cash Provided (or used in) Investing Activities Let Cash Flows from Financing Activities Let Cash Flow provided (used in) Financing		-	_	-	-					_	
ther Investing Activity Payments et Cash provided (or used in) Investing Activities (40,605,306) (32,912,568) (35,153,337) (22,696,751) (21,909,037) (20,934,081) (31,563,785) (31,276,602) (25,569,591) (ash Flows from Financing Activities ecelpts: roceeds from Borrowings & Advances roceeds from Finance Leases 5,000,000 4,873,000 4,000,000 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5		-	-	-	-	-	-	-	-		
Cash Flows from Financing Activities leceipts: roceeds from Borrowings & Advances roceeds from Borrowings & Advances 5,000,000		-	-	-	-	-	-	-	-	-	
Cash Flows from Financing Activities leceipts: **Proceeds from Borrowings & Advances **Proceeds from Borrowings & Advances **Proceeds from Finance Leases		(40 COE 20C)	(22.012.500)	(0E 1E0 007)	(00.000.751)	(01.000.007)	(00.004.004)	(04 E00 70E)	(01.076.600)	(0E ECO EO1)	(24,337,22)
Receipts: roceeds from Borrowings & Advances roceeds from Finance Leases		(40,605,306)	(32,912,566)	(35,153,337)	(22,090,751)	(21,909,037)	(20,934,061)	(31,363,765)	(31,276,602)	(25,569,591)	(24,337,22
roceeds from Borrowings & Advances roceeds from Borrowings & Advances roceeds from Finance Leases											
roceeds from Finance Leases		5.000.000	4.873.000	4.000.000	_	_	_	_	_	-	
ayments:		-	-	-	-	-	-	-	-	-	
Expanyment of Borrowings & Advances (8,474,600) (5,551,000) (5,591,000) (5,994,400) (6,286,000) (6,607,300) (5,983,100) (5,778,500) (5,515,200) (5,305,400) (5,3		-	-	-	-	-	-	-	-	-	
epayment of Finance Lease Liabilities istributions to Minority Interests is the Financing Activity Payments is the Cash Flow provided (used in) Financing Activities (3,474,600) (678,000) (1,994,400) (6,286,000) (6,607,300) (5,983,100) (5,778,500) (5,515,200) (5,305,400) is the Increase/(Decrease) in Cash & Cash Equivalents (1,807,038) 2,418,554 (1,972,042) 3,597,137 4,645,952 7,087,138 (2,465,470) (1,038,668) 5,654,809 is cash, Cash Equivalents & Investments - beginning of year 24,557,731 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,02											
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ther Financing Activity Payments (3,474,600) (678,000) (1,994,400) (6,286,000) (6,687,300) (5,983,100) (5,778,500) (5,515,200) (5,305,400) et Increase/(Decrease) in Cash & Cash Equivalents (1,807,038) 2,418,554 (1,972,042) 3,597,137 4,645,952 7,087,138 (2,465,470) (1,038,668) 5,654,809 us: Cash, Cash Equivalents & Investments - beginning of year 24,557,731 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103		-	-	-	-	-	-	-	-	-	
let Increase/(Decrease) in Cash & Cash Equivalents (1,807,038) 2,418,554 (1,972,042) 3,597,137 4,645,952 7,087,138 (2,465,470) (1,038,668) 5,654,809 lus: Cash, Cash Equivalents & Investments - beginning of year 24,557,731 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,1		-									
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Lus: Cash, Cash Equivalents & Investments - beginning of year 24,557,731 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103 ash & Cash Equivalents - end of the year 22,750,694 25											
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Eash & Cash Equivalents - end of the year 22,750,694 25,169,247 23,197,205 26,794,342 31,440,294 38,527,432 36,061,962 35,023,294 40,678,103	lus: Cash, Cash Equivalents & Investments - beginning of year	24,557,731	22,750,694	25,169,247	23,197,205	26,794,342	31,440,294	38,527,432	36,061,962	35,023,294	40,678,10
	ash & Cash Equivalents - end of the year	22,750,694	25,169,247	23,197,205	26,794,342	31,440,294	38,527,432	36,061,962	35,023,294	40,678,103	48,457,16
23 E00 000	ash & Cash Equivalents - end of the year	22,750,694	25,169,247	23,197,205	26,794,342	31,440,294	38,527,432	36,061,962	35,023,294	40,678,103	48,457,16
	nvestments - end of the year	23,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000	18,500,000
ash, Cash Equivalents & Investments - end of the year 46,250,694 43,669,247 41,697,205 45,294,342 49,940,294 57,027,432 54,561,962 53,523,294 59,178,103	ash, Cash Equivalents & Investments - end of the year	46,250,694	43,669,247	41,697,205	45,294,342	49,940,294	57,027,432	54,561,962	53,523,294	59,178,103	66,957,16

LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2029 KEY PERFORMANCE INDICATORS - CONSOLIDATED

Scenario: Model 3 - Long Term Financial Plan - 2019/29

		2019/20	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27	2027/28	2028/29
Operating Performance Ratio	Snapshot Actual Ratio	↓ -0.20%	— — 1.39%	— — 1.94%	– 2.93%	– 2.95%	— 3.00%	— 3.39%	— 3.42%	— 3.38%	— 3.26%
Own Source Operating Revenue Ratio	Snapshot Actual Ratio	— 78.23%	— 82.79%	— 84.60%	— 88.16%	— 88.31%	— 88.47%	— 88.61%	— 88.73%	— 88.84%	— 88.97%
Unrestricted Current Ratio	Snapshot Actual Ratio	1.40	1.39	1.01	0.98	0.99	1.02	1.09	1.13	1.20	1.30
Debt Service Cover Ratio	Snapshot Actual Ratio	2.38	3.50	3.51	3.65	3.70	4 .18	4.57	— 4.98	5.41	6.04
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot Actual Ratio	10.57%	10.62%	10.61%	10.62%	10.63%	10.63%	10.64%	10.64%	10.65%	10.65%
Cash Expense Cover Ratio	Snapshot Actual Ratio	— 3.22	— 3.70	— 3.36	— 3.85	— 4.42	— — 5.35	— — 4.94	— — 4.74	— — 5.41	— — 6.35
Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio	● ↓ 62.00%	→ 76.28%	→ 58.18%	● ↓ 62.00%	↓ 59.77%	↓ 56.79%	→ 97.94%	→ 96.04%	↓ 65.27%	↓ 64.10%
Infrastructure Backlog Ratio	Snapshot Actual Ratio	0.13	0.14	○ ↑ 0.15	0.16	↑ 0.17	0.18	0.18	○ ↑ 0.19	0.20	0.21
Asset Maintenance Ratio	Snapshot Actual Ratio	— — 1.08	1.09	1.11	— — 1.11	— — — 1.11	— — 1.10	1.10	— — 1.10	— — 1.09	— — 1.09
		Ratio Operating Performance Ratio Own Source Revenue Ratio Unrestricted Ratio Debt Service Cover Ratio Rates, Annual Charges, Interest & Extra Charges Building & Infrastructure Renewals Ratio Infrastructure Backlog Ratio Asset Maintenance Ratio Cash Expense Ratio							Benchmar Greater tha Greater tha Greater tha Less than 1 Greater tha Less than 2 Greater tha Greater tha	in 0% in 60% in 1.5 in 2 10% in 100% 2	

Projected Vears