

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

	2019/20	2020/21	2021/22	2022/23	Projected Years		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 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
Scenario: Model 3 - Long Term Financial Plan - 2019/29

	2019/20	2020/21	2021/22	2022/23	Projected Years		2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
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	1,442,177,084	1,447,611,531	1,453,189,678	1,458,850,365	1,464,448,766
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	-	-	-	-	-	-	-	-	-	-
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

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

	2019/20	2020/21	2021/22	2022/23	Projected Years		2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	2023/24	2024/25	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	54,186,135	55,454,688	56,621,235	57,774,892	58,952,468	60,154,565	61,381,648	62,631,708	63,907,419	65,203,579
User Charges & Fees	30,432,741	31,824,687	32,652,993	33,399,015	34,167,560	34,953,781	35,751,954	36,574,126	37,409,165	38,208,594
Interest & Investment Revenue Received	1,616,699	1,611,831	1,711,759	1,809,082	1,930,324	2,212,504	2,347,432	2,331,880	2,410,926	2,459,291
Grants & Contributions	25,132,707	19,387,533	17,309,513	13,068,319	13,130,460	13,240,853	13,338,598	13,460,025	13,584,372	13,683,748
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	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	4,103,377
Payments:										
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)
Materials & Contracts	(36,322,162)	(35,017,934)	(35,234,703)	(34,978,923)	(35,844,255)	(36,455,864)	(37,552,668)	(38,191,751)	(38,953,980)	(39,771,418)
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)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(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)
Net 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	36,999,789
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	5,500,000	5,000,000	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	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	100,000
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	(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)	(24,437,228)
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	(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)	(24,337,228)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	5,000,000	4,873,000	4,000,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(8,474,600)	(5,551,000)	(5,994,400)	(6,286,000)	(6,607,300)	(5,983,100)	(5,778,500)	(5,515,200)	(5,305,400)	(4,883,500)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net 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)	(4,883,500)
Net 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	7,779,060
plus: 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
Cash & 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	48,457,163
Cash & 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	48,457,163
Investments - 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
Cash, 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	66,957,163

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

		Projected Years									
		2019/20	2020/21	2021/22	2022/23	2023/24	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	Benchmark
Operating Performance Ratio	Greater than 0%
Own Source Revenue Ratio	Greater than 60%
Unrestricted Ratio	Greater than 1.5
Debt Service Cover Ratio	Greater than 2
Rates, Annual Charges, Interest & Extra Charges	Less than 10%
Building & Infrastructure Renewals Ratio	Greater than 100%
Infrastructure Backlog Ratio	Less than 2
Asset Maintenance Ratio	Greater than 1
Cash Expense Ratio	Greater than 3