

Our Place...Our Future

Long Term Financial Plan 2020 - 2030



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INTRODUCTION

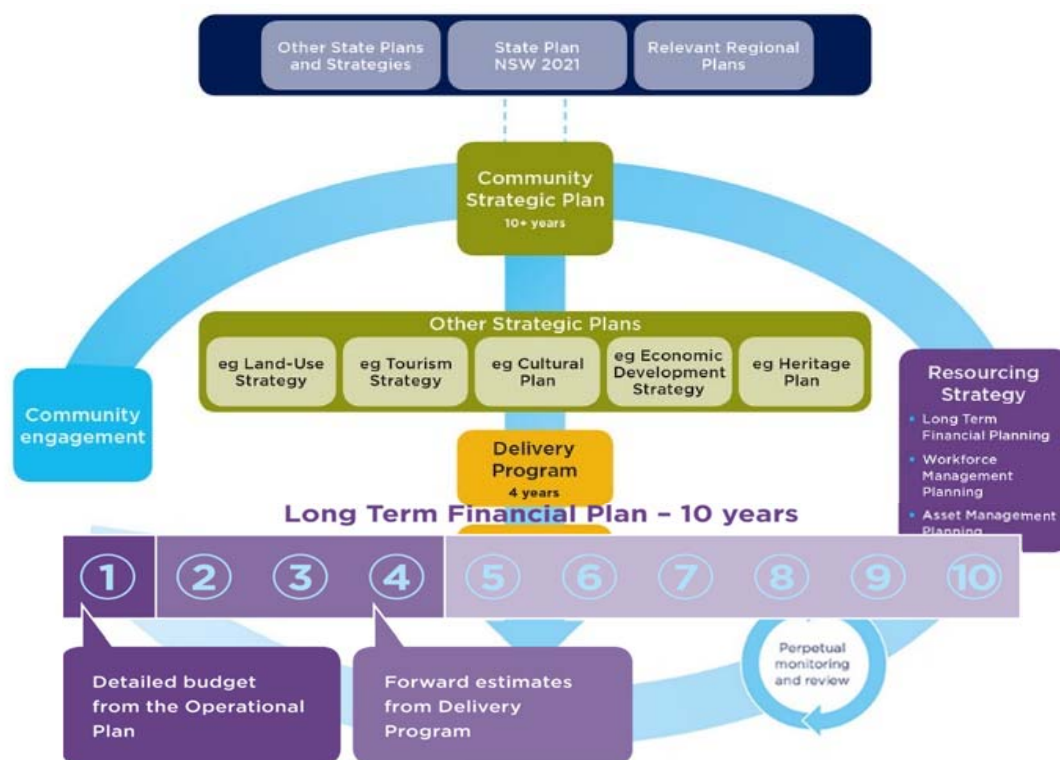
The Long Term Financial Plan 2020-2030 is a decision making tool for stakeholders (Council and the community) to use in determining the resources which Council needs to apply to deliver on community outcomes and aspirations contained within the Lithgow Community Strategic Plan. It ensures that Council can identify future financial issues at an early stage and understand and mitigate future impacts as required.

This Long Term Financial Plan supports Council in addressing the following dilemmas:

- Leading the change required to support a community and economy in transition;
- Initiating opportunities for future income and economic growth; and
- To source revenue to deliver the infrastructure required for a sustainable future.

In particular, this plan models the financial implications of the Lithgow Community Strategic Plan and Delivery Program, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within known constraints.

The Long Term Financial Plan is one component of Council's resourcing strategy which underpins the Lithgow Community Strategic Plan along with the Workforce Management Plan and Asset Management Plan. These documents are all interrelated with Council's four-year Delivery Program and provide inputs and outputs for one another. The suite of documents should be viewed together as Council's overall strategy.



FINANCIAL SUSTAINABILITY

A financially sustainable council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without imposing excessive debt or large rate increases on future generations. This definition has been translated into four key financial sustainability principles which Council is committed to:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation
- Council must maintain sufficient cash reserves to ensure it can meet short term working capital requirements
- Council must have an appropriately funded capital program where the source of funding is identified and secured for capital renewal, upgrade and new capital works
- Council must maintain its asset base by renewing aging infrastructure which is identified, and by ensuring cash reserves are set aside for those works which are yet to be identified

The Office of Local Government (OLG) includes a number of financial performance measures in the Code of Accounting Practice. Council reports its performance against these measures in the annual financial statements. These indicators assist to assess the financial sustainability of councils.

Council has reviewed its Long Term Financial Plan against the OLG indicators as part of assessing the long term financial health of the organisation and its capacity to fund the proposed delivery program. The following section shows the starting point for the plan.

CURRENT POSITION

In the 2018/19 year, Council achieved the OLG's benchmarks for the following operating performance measures:

- Own source operating revenue ratio;
- Unrestricted current ratio;
- Debt service cover ratio;
- Rates, annual charges, interest and extra charges outstanding percentage; and
- Cash expense cover ratio.

In 2018/19 Council did not meet the OLG's operating performance ratio benchmark of >0.00%. With costs rising faster than revenue, Council has only achieved the operating performance ratio benchmark once in the past four years.

In recent years, Council has not managed to achieve any of the OLG's benchmarks for the infrastructure asset performance indicators:

- Buildings and infrastructure renewals ratio;
- Infrastructure backlog ratio; and
- Asset maintenance ratio.

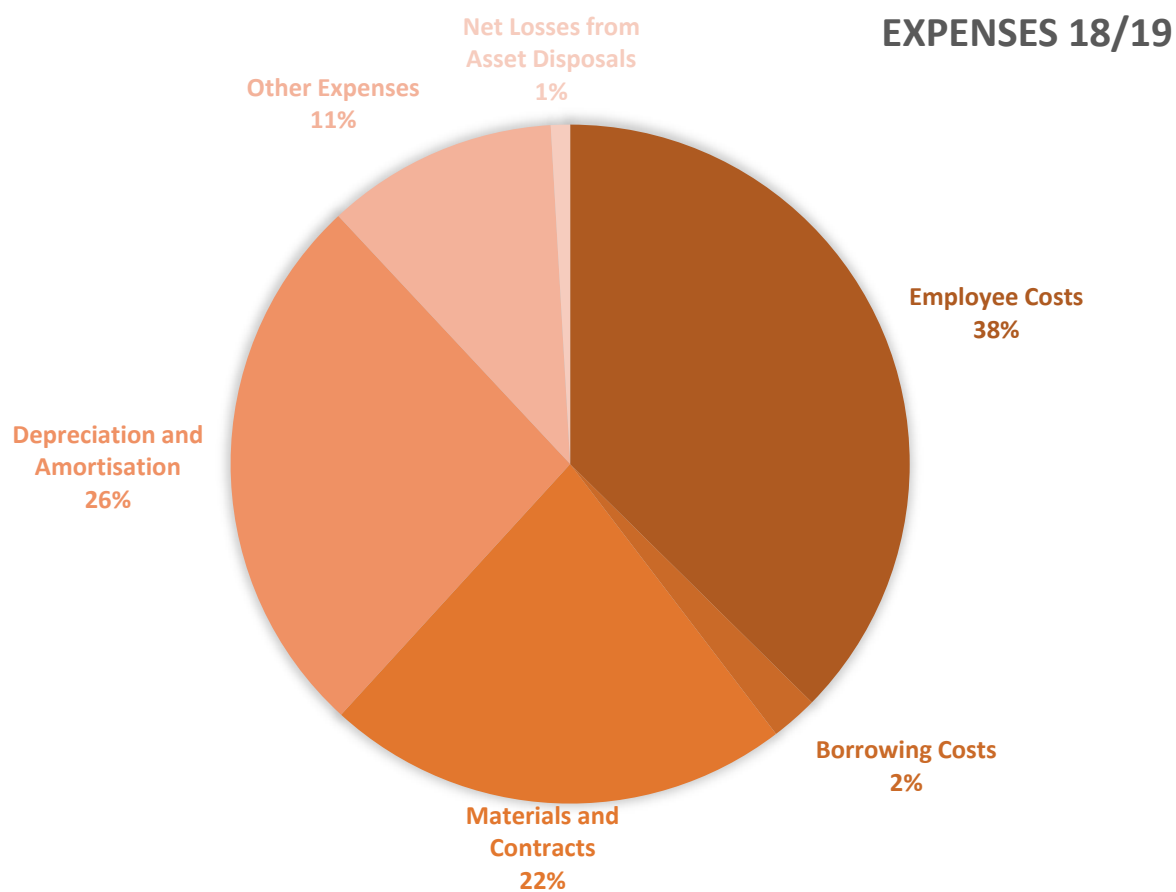
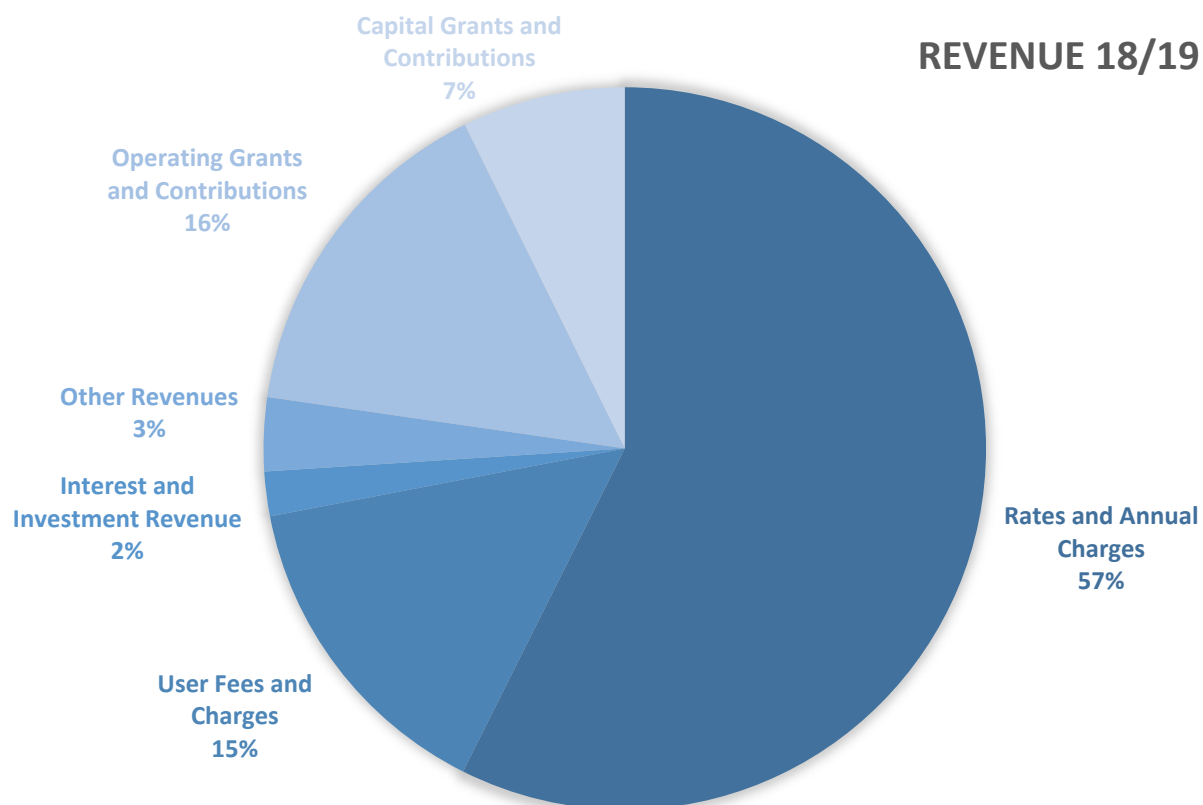
Further information of key performance indicators is included below.

In recent years, Council has made submissions and has received assessments under the Fit for the Future (FFTF) process. These assessments have stated that Council is 'not fit' based on financial projections and ensuing key performance indicator results. Concern was also raised at that time about the quality of Council's financial projections and its financial management principles and practices.

Council has progressed in addressing its financial sustainability concerns by conducting a Financial Management Maturity Assessment and implementing 37 subsequent recommendations to improve Council's financial and asset management. Council is also implementing a multi-year Fit for the Future action plan.

Council has a strong balance sheet. As at 30 June 2019 Council had total general fund assets of \$430 million which included cash assets of \$21.2 million. Total general fund liabilities were \$21.7 million including external borrowings of \$4.2 million. The comparative data for Council's consolidated position (water and sewer fund included) was total assets of \$556 million including cash assets of \$30 million with total liabilities of \$35.7 million including external borrowings of \$17.7 million.

Below is Council's actual revenues and expenses by type for 2018/19.



KEY PERFORMANCE INDICATORS

Key performance indicators allow organisations to measure how effective and successful they have been at achieving business objectives and performance. The indicators below measure sustainability, effectiveness of asset management and liquidity. They are a combination of ratios set by the OLG and other ratios that Council considers critical to sustainable operations. These are the ratios Council will use to assess its 3 proposed Long Term Financial Plan scenarios.

OPERATING PERFORMANCE RATIO - Measures Council's ability to contain operating expenditure within operating revenue - Benchmark: > or equal to break-even (0%)	OWN SOURCE OPERATING REVENUE - Measures fiscal flexibility and degree of reliance on external funding sources - Benchmark: > or equal to 60%	ASSET RENEWAL RATIO - Assesses the rate at which assets are being renewed relative to the rate at which they are depreciating - Benchmark: > or equal to 100%
INFRASTRUCTURE BACKLOG RATIO - Indicates asset renewal backlog as a proportion of total asset infrastructure value - Benchmark: < or equal to 2%	ASSET MAINTENANCE RATIO - Reflects actual asset maintenance against require asset maintenance - Benchmark: > or equal to 100%	DEBT SERVICE RATIO - Measures the availability of operating cash to service debt - Benchmark: > 0% and less than or equal to 20%
UNRESTRICTED CURRENT RATIO - Reflects Council's ability to meet debt payments as they become due - Benchmark: > or equal to 1.5	RATES AND ANNUAL CHARGES OUTSTANDING - Reflects Council's ability to meet debt payments as they become due - Benchmark: < or equal to 10%	REAL OPERATING EXPENDITURE PER CAPITA - Reflects Council's ability to meet debt payments as they become due - Benchmark: Decreasing over time

Below is Council's consolidated 2018/19 actual performance for these ratios.

MEASURE/BENCHMARK	ACTUAL 2018/19 PERFORMANCE	ACHIEVES BENCHMARK?
Operating Performance Ratio	-3.08%	✗
Own Source Operating Revenue	75.47%	✓
Building and Infrastructure Asset Renewal Ratio	74.09%	✗
Infrastructure Backlog Ratio	5.82%	✗
Asset Maintenance Ratio	87.03%	✗
Debt Service Ratio	7.59%	✓
Unrestricted Current Ratio	1.81	✓
Rates and Annual Charges Outstanding	5.92%	✓
Real Operating Expenditure per Capita	Increasing	✗

FOUNDATIONS OF THE PLAN

The long term financial model requires Council to identify all material items of revenue and expenditure, and determine the external and internal influences which could significantly impact on Council's finances.

SERVICE LEVELS

Council's base case scenario assumes service levels continuing at historic levels into the future. Scenario 2 and 3 include Council's improvement program and service reviews to be implemented which may lead to some changes to services. Estimates of efficiency savings have been included in Scenarios 2 and 3.

POPULATION FORECASTS

Lithgow's population is estimated to be 21,600 in 2021 and this is projected to decrease to 20,800 by 2041 per NSW Department of Planning, Industry and Environment. At the same time the number of households in Lithgow is projected to grow from 9,100 to 9,550 during this time period. This is due to a decline in the average number of occupants in each dwelling.

In this LTFP, conservative estimates have been used to convert the growth in the number of properties into an increase in rateable properties. No allowance has been made for additional rate revenues for Council as a result of population growth.

Council faces a degree of uncertainty in terms of its ongoing rate revenues over the life of the plan. It is for this reason that no major charges (including an allowance for rating base growth) have been included at this stage.

INCOME & EXPENDITURE INDEXATION

Council has applied considered indices to future years' income and expenditure for modelling purposes. Below are the indices used.

ASSUMPTIONS	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Rates and Annual Charges									
Scenario 1 & 2	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Scenario 3	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees and Charges									
Scenario 1 & 2	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Scenario 3	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest and Investment Revenue									
Scenario 1 & 2	0.75%	0.75%	1.00%	1.00%	1.00%	1.50%	1.50%	1.50%	2.00%
Scenario 3	0.75%	0.75%	1.00%	1.00%	1.00%	1.50%	1.50%	1.50%	2.00%
Other Revenues									
Scenario 1 & 2	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Scenario 3	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants and Contributions									
Scenario 1 & 2	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

Scenario 3	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Capital Grants and Contributions									
Scenario 1 & 2	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Scenario 3	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Employee Costs									
Scenario 1 & 2	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Scenario 3	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Contracts									
Scenario 1 & 2	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Scenario 3	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Other Expenses									
Scenario 1 & 2	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Scenario 3	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%

Rating

Rates and annual charges account for a large portion of income in future years. Council relies on the annual rate pegging increase set by the Independent Pricing and Regulatory Tribunal (IPART). The Long Term Financial Plan assumes an annual increase of 2.5% from 2021/22 and for the remaining life of the plan. It is anticipated that inflation and the Local Government Cost Index will steadily increase during this period. Indications are that the population of the Local Government Area will be maintained but with an ageing population base. Council will need to consider the write off of rate income due to pension rebates and as a result issues for rating as a revenue source. The issues may be:

- income from rates and annual charges including general rates from residential, business, farmland, rural and mining, waste, and ongoing special infrastructure rate levy is restricted by annual rate pegging; and
- the ageing population is likely to limit scope to raise income due to the populations' ability to pay and the fact that more pensioner rebates will be being processed resulting in lower rate revenue.

Scenario 3 includes an additional permanent 5% SRV from 1 July 2023 to provide additional funding for asset renewal and maintenance and thus ensure that Council can meet the OLG's benchmarks for the infrastructure asset performance indicators.

Fees and Charges

Services and facilities provided by Council are offered on a partial or full 'user pays' basis. This assumption applies through the duration of the plan with an estimated annual increase of 2.5%.

Interest and Investments

Interest on investments is assumed at between 0.75% at the beginning of the plan up to 2% at the end of the Long Term Financial Plan. Interest rates across the financial markets have been lower in recent times; a low expectation has been set to ensure conservative revenue forecasts. Interest has been calculated on the average balance of funds invested for the year.

Grants and Subsidies

Operating grants and contributions, specifically the financial assistance grant, is partly based on the population of the local government area and the current stagnant population growth could affect the level of funding available in the future. The assumption has been to apply a lower inflator to the

levels of operating grants and contributions over the life of the plan. This sees revenues from Grants and Contributions increasing at a rate 1% lower than other costs and revenues in this plan.

Borrowings

Council intends to use borrowings to fund some major projects over the next 10 years. The interest on existing loans is as provided for in the loan agreements and the interest assumed on new loans has been calculated between 2.00% and 4.00% for loans with a tenure of up to 30 years. This interest rate is typical of the interest rates that were on offer in the market place at the time the Long Term Financial Plan was updated, and is consistent with current Reserve Bank of Australia interest rate projections. Council's policy on loan borrowings is included below.

The planned borrowings included in Scenario 3 are:

Year	Amount	Purpose
20/21	\$1,400,000	Inventory Store Rebuild
21/22	\$2,000,000	Cullen Bullen Sewerage Scheme
26/27	\$2,000,000	Strategic Property Development
28/29	\$10,000,000	Oakey Park WTP Major Upgrade/Renewal
29/30	\$10,000,000	Oakey Park WTP Major Upgrade/Renewal

Cash Reserves

An alternative funding source then borrowings is Council's own cash reserves. Council holds internally restricted reserves for Plant and Equipment Replacement, Land and Building Replacements and Development, Asset Replacement and Capital Programs.

Expenditure Forecasts

The Long Term Financial Plan also provides for indexed expenditure at rates in the assumptions indices table above as well as the additional cost of operations and maintenance of newly constructed or upgraded assets. Should unplanned major increases be experienced it will affect the Long Term Financial Plan.

Scenario 3 includes cost constraint measures for materials and contracts.

LOAN BORROWINGS POLICY

Council recognises that borrowings for capital works are an important funding source for Local Government and that the full cost of new infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. This principle is known as inter-generational equity.

Council will restrict all borrowings to fund the delivery of capital projects that are considered by Council to be of the highest priority and which are unable to be funded from general revenue. Under no circumstances should Council borrow funds for recurrent expenditure or asset renewal.

The proceeds of any loan borrowings may only be utilised to fund the following:

- Land acquisitions;
- Asset acquisitions for strategic property holding;
- New infrastructure asset construction, e.g. new water & wastewater infrastructure; or
- A specific and significant one time asset renewal, i.e. replacement or refurbishment of significant asset components.

Council must ensure that the total amount of loan borrowings is sustainable in terms of Councils ability to meet future repayments and budgetary obligations. Council should ensure that it continues to consistently meet the OLG's benchmark of > 2.00x for the debt service cover ratio.

SCENARIOS

Council considered a range of options and settled on three scenarios or options. The options considered in developing this LTFP were:

- **Scenario 1 – Base Case**

This is the base case and represents the continuation of ‘status quo’ or ‘do nothing’ situation where Council delivers existing services without applying a range of improvement strategies and without the addition of extra asset renewal expenditure to ensure the asset ratio benchmarks are achieved. Council cannot be considered to be financially sustainable, with general fund cash reserves trending downward, and it is not able to achieve the key fit for the future (FFTF) benchmarks without adopting a range of improvement measures.

It is based from the draft 2020/21 draft budget, applying planning assumptions to outer years’ revenue and expenditure.

- **Scenario 2 – Improvement Plan**

This takes the base case and adjusts the financial projections based on a number of improvement opportunities that have been identified. These improvement opportunities were ascertained in consultation with Morrison and Low in 2017 and involve a number of departmental service reviews which should result in operating efficiency gains throughout Council. With the improvements proposed, Council is able to meet the operating performance ratios for the consolidated entity under this scenario but does not have sufficient funds for asset renewal nor to clear the infrastructure backlog. It also does not meet the minimum unrestricted current ratio benchmark. Council would not be deemed ‘fit for the future’ under this scenario.

- **Scenario 3 – Sustainable Council**

This takes the revised financial projections in Scenario 2 but deploys asset renewal expenditure in a sustainable manner over the 10 years of the plan so that the asset benchmarks are met or trending toward meeting the ratios during the term of the LTFP for the general fund.

This scenario also includes the following strategies to enable financial sustainability over the 10 year plan:

- o Reduction in employment costs: expenditure has been rising above CPI growth in recent years, following an organisational restructure and the addition of key roles. To contain employment costs, the need to retain a position in the organisational structure will be considered when vacancies arise. Together with deferred recruitment action and productivity improvements, a saving of \$100,000 p.a. has been included in this scenario.
- o Internal plant hire rates will be increased from July 2021 to rebuild the plant replacement reserve.
- o An additional permanent 5% SRV from 1 July 2023: Council applied for an 11.7% SRV from 1 July 2019 to fund asset renewal and maintenance. The planned SRV would have enabled Council to meet all of the OLG’s financial sustainability ratios. The SRV was only partially approved at 9% including rate peg. As the approved SRV partially replaced an expiring SRV, the effective increase in rates above the rate peg was only 1.53%.

In its SRV determination, IPART stated:

“Our decision will still enable the Council to undertake additional operating and capital expenditure to maintain service levels at acceptable standards, fund the maintenance and renewal of infrastructure assets, address the infrastructure backlog and improve its financial sustainability. **If it chooses, the Council may apply for an SV in the future.**”

With the cost of funding asset maintenance and renewal rising faster than revenue, Council has considered options for increasing revenue, which have been included in Scenarios 2 and 3. Council is still left with a shortfall in funding required for necessary asset renewal and maintenance. A 5% SRV commencing in 2023 will provide capacity for Council to meet all of the OLG asset performance indicators over the 10-year term of the LTFP.

Scenario 3 enables Council to become financially sustainable over the 10-year plan.

SENSITIVITY ANALYSIS

Council has undertaken sensitivity analysis for the three scenarios it has modelled. In the appendices attached are the results from the key performance indicators for each scenario.

The analysis identifies the impacts of not taking planned actions or if the future SRV is not approved. The assumptions used are our current informed estimates; however, they are fundamentally ambiguous especially in the current economic climate. If they are incorrect, some will have limited impact. Others may have a more material impact on Council's plans.

APPENDICES

On the following pages, you will find the financial reports for Council's proposed Long Term Financial Plan Sustainable Council scenario (scenario 3). The suite of reports includes:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Equity Statement
- Capital Works Program; and
- Key Performance Indicators Statement

The reports above will also be provided for each separate fund in addition to a consolidated version.

Income Statement – Consolidated

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - CONSOLIDATED

Scenario: Sustainable Council

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	27,607,256	28,297,438	29,004,874	30,452,785	31,214,104	31,994,457	32,794,318	33,614,176	34,454,531	35,315,894
User Charges & Fees	8,015,905	8,941,490	9,165,028	9,394,153	9,629,007	9,869,732	10,116,476	10,369,388	10,628,622	10,894,338
Interest & Investment Revenue	705,000	299,553	312,301	406,067	450,938	486,438	731,886	846,238	887,186	1,206,680
Other Revenues	1,702,701	1,318,613	1,351,578	1,385,367	1,420,002	1,455,502	1,491,889	1,529,186	1,567,416	1,606,601
Grants & Contributions provided for Operating Purposes	8,827,845	7,668,781	7,783,813	7,900,570	8,019,078	8,139,364	8,261,455	8,385,377	8,511,157	8,638,825
Grants & Contributions provided for Capital Purposes	3,861,275	6,208,725	4,617,796	4,927,003	4,951,348	4,976,058	5,001,139	5,026,596	5,052,435	5,078,662
Other Income:										
Net gains from the disposal of assets	1,016,377	25,200	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	51,736,359	52,759,799	52,235,388	54,465,944	55,684,477	56,921,551	58,397,163	59,770,961	61,101,347	62,740,999
Expenses from Continuing Operations										
Employee Benefits & On-Costs	18,574,205	18,966,491	19,345,821	19,829,467	20,325,203	20,833,333	21,354,167	21,888,021	22,435,222	22,996,102
Borrowing Costs	604,054	537,222	474,792	423,045	398,464	374,039	400,899	390,730	659,170	1,020,643
Materials & Contracts	9,794,141	10,130,266	10,406,881	10,155,314	9,784,054	9,797,039	9,913,960	10,030,949	10,175,919	10,322,272
Depreciation & Amortisation	12,454,446	12,763,811	12,900,495	12,995,541	13,065,770	13,136,490	13,207,706	13,279,422	13,351,642	13,424,370
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,946,324	5,197,027	5,027,619	5,126,742	5,227,873	5,481,055	5,436,329	5,543,738	5,653,328	5,915,144
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	0	0	0	0	0	0	0	0
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	46,373,170	47,594,817	48,155,607	48,530,109	48,801,365	49,621,957	50,313,060	51,132,861	52,275,281	53,678,532
Operating Result from Continuing Operations	5,363,188	5,164,982	4,079,781	5,935,835	6,883,113	7,299,595	8,084,102	8,638,101	8,826,066	9,062,467
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,363,188	5,164,982	4,079,781	5,935,835	6,883,113	7,299,595	8,084,102	8,638,101	8,826,066	9,062,467
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,501,913	(1,043,743)	(538,015)	1,008,832	1,931,765	2,323,537	3,082,963	3,611,505	3,773,631	3,983,806

Balance Sheet – Consolidated

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

BALANCE SHEET - CONSOLIDATED

Scenario: Sustainable Council

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Infrastructure, Property, Plant & Equipment	528,987,208	533,508,157	536,374,263	537,643,322	538,526,153	542,885,264	547,593,158	552,351,337	566,809,295	580,367,526
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Investment Property	5,560,000	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	534,809,708	539,355,857	542,221,963	543,491,022	544,373,853	548,732,964	553,440,858	558,199,037	572,656,995	586,215,226
TOTAL ASSETS	564,740,288	570,601,943	573,656,810	578,841,674	584,772,815	591,366,823	600,606,715	608,400,587	626,223,865	643,778,101
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	4,961,260	5,132,800	5,078,040	5,084,241	5,089,264	5,187,205	5,223,128	5,302,642	5,384,238	5,524,296
Income received in advance	3,402,067	3,524,707	3,587,662	3,651,814	3,717,186	3,783,803	3,851,691	3,920,876	3,991,384	4,063,242
Borrowings	1,472,513	933,082	721,482	746,064	770,490	795,673	893,269	923,520	1,135,931	1,356,777
Provisions	3,592,634	3,593,925	3,595,216	3,596,507	3,600,076	3,601,367	3,602,658	3,603,949	3,605,240	3,611,088
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,428,474	13,184,514	12,982,400	13,078,625	13,177,015	13,368,048	13,570,746	13,750,987	14,116,793	14,555,402
Non-Current Liabilities										
Payables	15,555	15,525	15,499	15,658	15,836	16,181	16,392	16,734	17,083	17,548
Income received in advance	-	-	-	-	-	-	-	-	-	-
Borrowings	13,422,937	14,464,890	13,743,408	12,997,343	12,226,853	11,431,180	12,485,351	11,561,831	20,294,179	28,805,681
Provisions	8,103,516	8,002,225	7,900,934	7,799,643	7,519,594	7,418,303	7,317,012	7,215,721	7,114,430	6,655,623
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	21,542,008	22,482,640	21,659,841	20,812,645	19,762,283	18,865,664	19,818,755	18,794,286	27,425,693	35,478,852
TOTAL LIABILITIES	34,970,482	35,667,155	34,642,241	33,891,270	32,939,298	32,233,712	33,389,501	32,545,273	41,542,485	50,034,254
Net Assets	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380	593,743,847
EQUITY										
Retained Earnings	218,899,806	224,064,788	228,144,569	234,080,404	240,963,516	248,263,111	256,347,213	264,985,314	273,811,380	282,873,847
Revaluation Reserves	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000	310,870,000
	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380	593,743,847
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380	593,743,847

Cash Flow Statement – Consolidated

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	2024/25	2025/26	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	27,534,340	28,266,988	28,973,663	30,397,380	31,180,728	31,960,246	32,759,253	33,578,234	34,417,690	35,278,132
User Charges & Fees	7,951,724	8,864,173	9,122,773	9,350,842	9,584,613	9,824,229	10,069,834	10,321,580	10,579,620	10,844,110
Interest & Investment Revenue Received	723,374	289,420	295,102	366,215	420,423	474,151	708,343	834,020	871,377	1,185,347
Grants & Contributions	12,178,411	13,568,798	13,015,618	12,693,122	12,953,151	13,097,888	13,244,796	13,393,908	13,545,257	13,698,876
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	2,006,412	1,471,382	1,396,921	1,431,556	1,467,053	1,503,432	1,540,717	1,578,930	1,618,093	1,658,230
Payments:										
Employee Benefits & On-Costs	(18,568,010)	(18,974,385)	(19,343,359)	(19,826,328)	(20,321,986)	(20,830,036)	(21,350,787)	(21,884,556)	(22,431,670)	(22,992,462)
Materials & Contracts	(10,060,141)	(9,998,728)	(10,455,413)	(10,130,148)	(9,757,520)	(9,706,457)	(9,910,990)	(9,968,640)	(10,113,533)	(10,205,737)
Borrowing Costs	(613,036)	(545,648)	(478,042)	(423,849)	(399,288)	(374,883)	(381,191)	(392,380)	(660,871)	(1,022,395)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(5,668,575)	(5,296,873)	(5,127,600)	(5,226,751)	(5,504,357)	(5,581,000)	(5,536,324)	(5,643,689)	(5,753,278)	(6,368,013)
Net Cash provided (or used in) Operating Activities	15,544,500	17,645,127	17,399,583	18,638,039	19,622,816	20,367,570	21,143,651	21,817,407	22,072,684	22,076,088
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,237,000	1,231,400	876,400	1,732,400	1,642,400	166,400	166,400	166,400	166,400	166,400
Payments:										
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(19,208,378)	(18,516,160)	(16,643,001)	(15,997,001)	(15,591,001)	(17,662,001)	(18,082,001)	(18,204,001)	(27,976,001)	(27,149,001)
Net Cash provided (or used in) Investing Activities	(17,971,378)	(17,284,760)	(15,766,601)	(14,264,601)	(13,948,601)	(17,495,601)	(17,915,601)	(18,037,601)	(27,809,601)	(26,982,601)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,400,000	2,000,000	-	-	-	-	2,000,000	-	10,000,000	10,000,000
Payments:										
Repayment of Borrowings & Advances	(2,911,036)	(1,497,477)	(933,082)	(721,482)	(746,064)	(770,490)	(848,233)	(893,269)	(1,055,241)	(1,267,652)
Net Cash Flow provided (used in) Financing Activities	(1,511,036)	502,523	(933,082)	(721,482)	(746,064)	(770,490)	1,151,767	(893,269)	8,944,759	8,732,348
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,937,914)	862,889	699,900	3,651,956	4,928,151	2,101,479	4,379,818	2,886,537	3,207,842	3,825,835
plus: Cash, Cash Equivalents & Investments – beginning of year	26,750,074	22,812,161	23,675,050	24,374,950	28,026,906	32,955,057	35,056,536	39,436,353	42,322,890	45,530,732
Cash & Cash Equivalents – end of the year	22,812,161	23,675,050	24,374,950	28,026,906	32,955,057	35,056,536	39,436,353	42,322,890	45,530,732	49,356,568
Cash & Cash Equivalents – end of the year	22,812,161	23,675,050	24,374,950	28,026,906	32,955,057	35,056,536	39,436,353	42,322,890	45,530,732	49,356,568
Investments – end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments – end of the year	22,812,161	23,675,050	24,374,950	28,026,906	32,955,057	35,056,536	39,436,353	42,322,890	45,530,732	49,356,568
Representing:										
- External Restrictions	9,781,587	12,020,756	12,420,248	14,979,309	18,022,602	20,984,513	23,004,435	27,475,487	31,755,589	35,504,006
- Internal Restrictions	8,954,930	8,907,557	7,504,251	8,818,477	10,778,249	11,062,580	11,247,485	11,432,377	11,619,071	11,605,784
- Unrestricted	4,075,643	2,746,737	4,450,451	4,229,120	4,154,205	3,009,443	5,184,434	3,414,427	2,156,073	2,246,778
22,812,161	23,675,050	24,374,950	28,026,906	32,955,057	35,056,536	39,436,353	42,322,890	45,530,732	49,356,568	

Equity Statement – Consolidated

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - CONSOLIDATED

Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	2024/25	2025/26	\$	\$	\$	\$
Opening Balance	524,406,618	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380
Adjustments to opening balance										
Restated Opening Balance	524,406,618	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380
Net Operating Result for the Year	5,363,188	5,164,982	4,079,781	5,935,835	6,883,113	7,299,595	8,084,102	8,638,101	8,826,066	9,062,467
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	5,363,188	5,164,982	4,079,781	5,935,835	6,883,113	7,299,595	8,084,102	8,638,101	8,826,066	9,062,467
Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-
Total Recognised Income & Expenses	5,363,188	5,164,982	4,079,781	5,935,835	6,883,113	7,299,595	8,084,102	8,638,101	8,826,066	9,062,467
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	529,769,806	534,934,788	539,014,569	544,950,404	551,833,516	559,133,111	567,217,213	575,855,314	584,681,380	593,743,847

Capital Works Program – All Funds

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Buildings and Infrastructure										
New Assets	5,670	853	-	-	-	-	-	-	-	-
Asset Renewals	7,500	9,854	9,400	10,016	10,606	12,637	13,268	13,398	13,129	12,260
Other Assets										
New Assets	690	-	661	1,035	-	-	-	-	-	-
Asset Renewals	870	853	856	859	862	865	868	872	875	878
Water Assets										
New Assets	-	-	-	-	-	-	-	-	-	-
Asset Renewals	750	1,622	1,732	1,749	1,766	1,783	1,800	1,768	11,786	11,804
Sewer Assets										
New Assets	1,800	3,150	1,575	-	-	-	-	-	-	-
Asset Renewals	2,450	2,185	2,419	2,338	2,357	2,377	2,146	2,166	2,186	2,207
Total	19,730	18,517	16,643	15,997	15,591	17,662	18,082	18,204	27,976	27,149

Key Performance Indicators – Consolidated

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Performance Ratio	 1.04%	 -2.30%	 -1.13%	 2.04%	 3.81%	 4.47%	 5.77%	 6.60%	 6.73%	 6.91%
Own Source Operating Revenue	 74.98%	 73.68%	 76.26%	 76.45%	 76.71%	 76.96%	 77.29%	 77.56%	 77.80%	 78.14%
Building and Infrastructure Asset Renewal Ratio	 89.63%	 112.29%	 108.82%	 111.13%	 114.05%	 127.66%	 128.05%	 126.24%	 193.29%	 181.64%
Infrastructure Backlog Ratio	 0.06	 0.05	 0.05	 0.05	 0.04	 0.04	 0.03	 0.02	 0.01	 0.01
Asset Maintenance Ratio	 1.04	 1.08	 1.12	 1.14	 1.19	 1.21	 1.23	 1.25	 1.28	 1.30
Debt Service Ratio	 7.50%	 4.37%	 2.96%	 2.31%	 2.26%	 2.20%	 2.34%	 2.35%	 3.06%	 3.97%
Unrestricted Current Ratio	 1.66	 1.57	 1.65	 1.75	 1.93	 1.82	 2.03	 1.86	 1.74	 1.72
Rates and Annual Charges Outstanding	 5.35%	 5.36%	 5.36%	 5.35%	 5.34%	 5.34%	 5.35%	 5.35%	 5.35%	 5.35%
Real Operating Expenditure per Capita	 2,101	 2,110	 2,083	 2,048	 2,007	 1,988	 1,966	 1,947	 1,937	 1,935

Income Statement – General Fund

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - GENERAL FUND

Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	18,536,316	18,999,724	19,474,717	20,684,374	21,201,483	21,731,520	22,274,808	22,831,678	23,402,470	23,987,532
User Charges & Fees	2,164,615	2,943,918	3,017,516	3,092,954	3,170,278	3,249,535	3,330,773	3,414,043	3,499,394	3,586,879
Interest & Investment Revenue	675,000	220,897	226,319	299,593	332,067	351,289	515,890	529,144	540,734	724,382
Other Revenues	1,702,701	1,318,613	1,351,578	1,385,367	1,420,002	1,455,502	1,491,889	1,529,186	1,567,416	1,606,601
Grants & Contributions provided for Operating Purposes	8,639,047	7,477,150	7,589,308	7,703,147	7,818,695	7,935,975	8,055,015	8,175,840	8,298,477	8,422,955
Grants & Contributions provided for Capital Purposes	1,996,275	3,647,750	3,652,906	3,658,140	3,663,452	3,668,844	3,674,316	3,679,871	3,685,509	3,691,232
Other Income:										
Net gains from the disposal of assets	1,016,377	25,200	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	34,730,330	34,633,251	35,312,343	36,823,575	37,605,976	38,392,664	39,342,692	40,159,763	40,994,001	42,019,581
Expenses from Continuing Operations										
Employee Benefits & On-Costs	13,929,925	14,516,309	14,806,635	15,176,801	15,556,221	15,945,126	16,343,755	16,752,348	17,171,157	17,600,436
Borrowing Costs	160,421	123,454	68,463	36,676	34,751	32,803	82,844	95,986	91,289	86,465
Materials & Contracts	4,323,007	4,306,282	4,207,787	4,045,108	3,900,370	3,831,241	3,864,604	3,922,573	3,981,412	4,041,133
Depreciation & Amortisation	8,900,363	9,145,307	9,195,525	9,229,053	9,262,706	9,296,485	9,330,390	9,364,422	9,398,581	9,432,868
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,301,919	4,538,740	4,355,147	4,439,779	4,526,105	4,764,159	4,703,978	4,795,597	4,889,055	5,134,387
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	0	0	0	0	0	0	0	0
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	31,615,636	32,630,091	32,633,558	32,927,417	33,280,152	33,869,814	34,325,571	34,930,928	35,531,495	36,295,290
Operating Result from Continuing Operations	3,114,694	2,003,160	2,678,785	3,896,158	4,325,824	4,522,850	5,017,121	5,228,834	5,462,506	5,724,291
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,114,694	2,003,160	2,678,785	3,896,158	4,325,824	4,522,850	5,017,121	5,228,834	5,462,506	5,724,291
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,118,419	(1,644,590)	(974,121)	238,018	662,372	854,007	1,342,804	1,548,963	1,776,997	2,033,059

Balance Sheet – General Fund

Lithgow City Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	2024/25	2025/26	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681	30,416,015
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	2,991,556	3,061,308	3,123,641	3,232,998	3,311,165	3,372,117	3,445,360	3,508,336	3,575,986	3,650,266
Inventories	664,919	701,332	695,828	684,080	674,153	671,730	679,438	689,629	699,374	710,474
Other	300,572	317,066	310,560	309,611	309,213	315,006	315,502	320,807	326,203	335,767
Non-current assets classified as "held for sale"	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500
Total Current Assets	21,528,118	21,705,714	23,111,711	25,952,746	29,438,262	29,900,890	32,142,111	32,518,816	33,427,344	35,200,021
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	409,932,270	411,115,191	411,960,266	412,908,813	413,471,707	417,510,822	422,150,032	426,889,209	431,328,228	434,866,959
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Investment Property	5,580,000	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200	5,585,200
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500	262,500
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	415,754,770	416,962,891	417,807,966	418,756,513	419,319,407	423,358,522	427,997,732	432,736,909	437,175,928	440,714,659
TOTAL ASSETS	437,282,888	438,668,605	440,919,676	444,709,258	448,757,669	453,259,412	460,139,843	465,255,726	470,603,272	475,914,680
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	4,791,644	4,952,064	4,872,003	4,880,213	4,894,828	4,989,881	5,022,857	5,099,950	5,178,483	5,315,439
Income received in advance	3,287,181	3,406,948	3,466,959	3,528,093	3,590,372	3,653,819	3,718,458	3,784,312	3,851,406	3,919,764
Borrowings	797,601	307,638	76,079	78,005	79,953	81,955	156,240	160,937	165,761	170,740
Provisions	3,592,634	3,593,925	3,595,216	3,596,507	3,600,076	3,601,367	3,602,658	3,603,949	3,605,240	3,611,088
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	12,469,059	12,260,575	12,010,257	12,082,818	12,165,229	12,327,023	12,500,213	12,649,147	12,800,890	13,017,089
Non-Current Liabilities										
Payables	15,555	15,525	15,499	15,658	15,836	16,181	16,392	16,734	17,083	17,548
Income received in advance	-	-	-	-	-	-	-	-	-	-
Borrowings	1,878,628	1,570,990	1,494,911	1,416,906	1,336,953	1,254,998	3,046,199	2,885,262	2,719,501	2,548,761
Provisions	8,103,516	8,002,225	7,900,934	7,799,643	7,519,594	7,418,303	7,317,012	7,215,721	7,114,430	6,655,623
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,997,700	9,588,741	9,411,345	9,232,207	8,872,383	8,689,482	10,379,603	10,117,717	9,851,014	9,221,932
TOTAL LIABILITIES	22,466,759	21,849,316	21,421,602	21,315,026	21,037,612	21,016,505	22,879,815	22,766,864	22,651,904	22,239,022
Net Assets	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368	453,675,659
EQUITY										
Retained Earnings	163,687,129	165,690,289	168,369,075	172,265,233	176,591,057	181,113,907	186,131,028	191,359,862	196,822,368	202,546,659
Revaluation Reserves	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000	251,129,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368	453,675,659
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-
Total Equity	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368	453,675,659

Cash Flow Statement – General Fund

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	18,523,768	18,984,712	19,459,330	20,645,188	21,184,732	21,714,350	22,257,209	22,813,639	23,383,980	23,968,580
User Charges & Fees	2,131,112	2,904,162	3,013,762	3,089,106	3,166,333	3,245,492	3,326,629	3,409,795	3,495,040	3,582,416
Interest & Investment Revenue Received	693,374	210,764	209,120	259,741	301,552	339,002	492,347	516,926	524,325	703,050
Grants & Contributions	10,767,974	11,089,921	11,233,832	11,352,780	11,473,511	11,596,054	11,720,435	11,846,681	11,974,821	12,104,884
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	2,004,239	1,468,510	1,393,977	1,428,538	1,463,960	1,500,262	1,537,468	1,575,599	1,614,679	1,654,731
Payments:										
Employee Benefits & On-Costs	(13,923,730)	(14,524,203)	(14,804,173)	(15,173,662)	(15,553,003)	(15,941,829)	(16,340,374)	(16,748,884)	(17,167,606)	(17,596,796)
Materials & Contracts	(4,554,168)	(4,182,633)	(4,275,014)	(4,026,369)	(3,877,648)	(3,741,714)	(3,862,713)	(3,862,499)	(3,920,172)	(3,925,695)
Borrowing Costs	(169,403)	(131,880)	(71,713)	(37,479)	(35,575)	(33,647)	(63,137)	(97,637)	(92,990)	(88,216)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(5,024,170)	(4,638,586)	(4,455,208)	(4,539,788)	(4,802,588)	(4,864,105)	(4,803,973)	(4,895,548)	(4,989,004)	(5,587,257)
Net Cash provided (or used in) Operating Activities	10,448,997	11,180,767	11,703,911	12,998,054	13,321,274	13,813,865	14,263,890	14,558,073	14,823,674	14,815,695
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,237,000	1,231,400	876,400	1,732,400	1,642,400	166,400	166,400	166,400	166,400	166,400
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(14,208,377)	(11,559,628)	(10,917,000)	(11,910,000)	(11,468,000)	(13,502,000)	(14,136,000)	(14,270,000)	(14,004,000)	(13,138,000)
Net Cash provided (or used in) Investing Activities	(12,971,377)	(10,328,228)	(10,040,600)	(10,177,600)	(9,825,600)	(13,335,600)	(13,969,600)	(14,103,600)	(13,837,600)	(12,971,600)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,400,000	-	-	-	-	-	2,000,000	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,250,199)	(797,601)	(307,638)	(76,079)	(78,005)	(79,953)	(134,515)	(156,240)	(160,937)	(165,761)
Net Cash Flow provided (used in) Financing Activities	(850,199)	(797,601)	(307,638)	(76,079)	(78,005)	(79,953)	1,865,485	(156,240)	(160,937)	(165,761)
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,372,579)	54,938	1,355,673	2,744,375	3,417,668	398,311	2,159,775	298,233	825,137	1,678,334
plus: Cash, Cash Equivalents & Investments – beginning of year	20,856,150	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681
Cash & Cash Equivalents – end of the year	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681	30,416,015
Cash & Cash Equivalents – end of the year	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681	30,416,015
Investments – end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments – end of the year	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681	30,416,015
Representing:										
- External Restrictions	4,452,997	5,884,214	6,939,479	8,590,959	10,123,770	11,382,513	11,182,392	13,065,140	14,962,537	16,563,453
- Internal Restrictions	8,954,930	8,907,557	7,504,251	8,818,477	10,778,249	11,062,580	11,247,485	11,432,977	11,619,071	11,605,784
- Unrestricted	4,075,643	2,746,737	4,450,451	4,229,120	4,154,205	3,009,443	5,184,434	3,414,427	2,156,073	2,246,778
	17,483,571	17,538,508	18,894,182	21,638,556	25,056,225	25,454,536	27,614,311	27,912,544	28,737,681	30,416,015

Equity Statement – General Fund

Lithgow City Council

10 Year Financial Plan for the Years ending 30 June 2030

EQUITY STATEMENT - GENERAL FUND

Scenario: Sustainable Council

	2020/21	2021/22	2022/23	2023/24	Projected Years		2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	2024/25	2025/26	\$	\$	\$	\$
Opening Balance	411,701,435	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-
Restated Opening Balance	411,701,435	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368
Net Operating Result for the Year	3,114,694	2,003,160	2,678,785	3,896,158	4,325,824	4,522,850	5,017,121	5,228,834	5,462,506	5,724,291
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-
Restated Net Operating Result for the Year	3,114,694	2,003,160	2,678,785	3,896,158	4,325,824	4,522,850	5,017,121	5,228,834	5,462,506	5,724,291
Current Year Income & Expenses Recognised direct to Equity										
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-
Total Recognised Income & Expenses	3,114,694	2,003,160	2,678,785	3,896,158	4,325,824	4,522,850	5,017,121	5,228,834	5,462,506	5,724,291
Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	414,816,129	416,819,289	419,498,075	423,394,233	427,720,057	432,242,907	437,260,028	442,488,862	447,951,368	453,675,659

Key Performance Indicators – General Fund

	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating Performance Ratio	 0.32%	 -5.39%	 -3.08%	 0.72%	 1.95%	 2.46%	 3.76%	 4.25%	 4.76%	 5.30%
Own Source Operating Revenue	 68.45%	 67.85%	 68.16%	 69.15%	 69.47%	 69.77%	 70.19%	 70.48%	 70.77%	 71.17%
Building and Infrastructure Asset Renewal Ratio	 89.12%	 113.61%	 105.98%	 110.86%	 115.15%	 134.35%	 137.59%	 135.59%	 129.68%	 118.38%
Infrastructure Backlog Ratio	 0.06	 0.06	 0.06	 0.06	 0.05	 0.04	 0.03	 0.02	 0.02	 0.01
Asset Maintenance Ratio	 1.24	 1.25	 1.27	 1.29	 1.31	 1.33	 1.35	 1.37	 1.39	 1.41
Debt Service Ratio	 7.60%	 2.97%	 1.19%	 0.34%	 0.33%	 0.32%	 0.61%	 0.69%	 0.68%	 0.66%
Unrestricted Current Ratio	 1.68	 1.59	 1.66	 1.77	 1.96	 1.85	 2.05	 1.88	 1.76	 1.74
Rates and Annual Charges Outstanding	 4.85%	 4.85%	 4.85%	 4.86%	 4.86%	 4.86%	 4.86%	 4.86%	 4.86%	 4.86%
Real Operating Expenditure per Capita	 1,433	 1,446	 1,412	 1,389	 1,369	 1,357	 1,341	 1,330	 1,317	 1,309