

## **COFFS HARBOUR CITY COUNCIL**

## Long Term Financial Plan Update General Fund - June 2015



| Coffs Harbour City Council 10 Year Financial Plan for the Years ending 30 June 2025 |   |              |   |             |             |             |                                       |   |             |             |             |             |
|---|---|--------------|---|-------------|-------------|-------------|---------------------------------------|---|-------------|-------------|-------------|-------------|
| INCOME STATEMENT - GENERAL FUND   | Actuals                                 | Current Year |   |             |             |             | Projected                             | d Years                                 |             |             |             |             |
| Scenario: Sustainable Model   | 2013/14                                 | 2014/15      | 2015/16                                 | 2016/17     | 2017/18     | 2018/19     | 2019/20                               | 2020/21                                 | 2021/22     | 2022/23     | 2023/24     | 2024/25     |
| occination outstandable intensi   | \$                                      | \$           | \$                                      | \$          | \$          | \$          | \$                                    | \$                                      | \$          | \$          | \$          | \$          |
| Income from Continuing Operations   |   |              |   | •           | ·           | ·           | · · · · · · · · · · · · · · · · · · · |   | ·           | •           | ·           | ·           |
| Revenue:  |   |              |   |             |             |             |                                       |   |             |             |             |             |
| Rates & Annual Charges  | 50,520,000                              | 55,650,175   | 60,142,141                              | 64,536,091  | 67,096,910  | 69,771,050  | 72,426,925                            | 73,357,698                              | 76,186,742  | 79,136,211  | 81,293,887  | 84,473,736  |
| User Charges & Fees   | 16,152,000                              | 13,780,459   | 14,303,812                              | 14,982,996  | 16,044,911  | 17,060,972  | 17,538,614                            | 18,045,274                              | 18,516,509  | 19,036,949  | 19,587,681  | 20,104,301  |
| Interest & Investment Revenue   | 4,121,000                               | 2,266,216    | 1,927,709                               | 1,802,115   | 1,993,511   | 2,039,270   | 1,937,818                             | 1,994,805                               | 2,092,047   | 2,195,904   | 2,280,371   | 2,438,460   |
| Other Revenues  | 7,167,000                               | 6,423,983    | 12,164,408                              | 13,252,751  | 13,620,569  | 13,944,360  | 14,623,798                            | 16,934,505                              | 15,303,976  | 15,659,065  | 16,044,981  | 16,447,347  |
| Grants & Contributions provided for Operating Purposes                              | 16,641,000                              | 15,389,070   | 12,489,195                              | 12,624,309  | 12,756,116  | 13,055,683  | 13,369,925                            | 13,668,162                              | 13,973,712  | 14,286,770  | 14,607,534  | 14,937,408  |
| Grants & Contributions provided for Capital Purposes                                | 7,356,000                               | 16,508,341   | 9,970,394                               | 8,927,830   | 9,132,895   | 9,482,081   | 9,485,830                             | 9,709,703                               | 9,940,293   | 10,177,800  | 10,422,433  | 10,674,404  |
| Other Income:   | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | 12,222,211   | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | 2,2=1,222   | 5,15=,555   | -,,         | 2, 122,222                            | -,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | 5,5 15,=55  | , ,         | , ,         | , ,         |
| Net gains from the disposal of assets   | _                                       | _            | _                                       | _           | -           | _           | _                                     | _                                       | _           | _           | -           | _           |
| Joint Ventures & Associated Entities  | _                                       | _            | _                                       | _           | -           | _           | _                                     | _                                       | _           | _           | -           | _           |
| Total Income from Continuing Operations   | 101,957,000                             | 110,018,244  | 110,997,659                             | 116,126,092 | 120,644,912 | 125,353,416 | 129,382,909                           | 133,710,147                             | 136,013,280 | 140,492,699 | 144,236,887 | 149,075,656 |
| Expenses from Continuing Operations   |   |              |   |             |             |             |                                       |   |             |             |             |             |
| Employee Benefits & On-Costs  | 31,389,000                              | 32,077,223   | 33,242,441                              | 34,239,714  | 34,875,506  | 35,538,013  | 36,228,071                            | 36,942,610                              | 37,686,032  | 37,543,008  | 37,402,844  | 37,265,550  |
| Borrowing Costs   | 2,062,000                               | 1,863,243    | 1,607,279                               | 1,323,018   | 1,120,986   | 951,713     | 780,583                               | 616,537                                 | 501,548     | 396,557     | 323,933     | 275,596     |
| Materials & Contracts   | 39,105,000                              | 42,633,499   | 41,858,901                              | 41,468,567  | 41,773,013  | 43,255,431  | 44,351,857                            | 45,533,366                              | 46,700,424  | 48,265,225  | 49,579,229  | 51,392,358  |
| Depreciation & Amortisation   | 27,062,000                              | 24,041,106   | 24,949,681                              | 25,696,091  | 26,526,352  | 27,385,209  | 28,206,765                            | 29,052,968                              | 29,924,557  | 30,822,294  | 31,746,963  | 32,699,372  |
| Impairment  | 27,002,000                              | 24,041,100   | 24,040,001                              | 20,000,001  | 20,020,002  | 27,000,200  | 20,200,700                            | 23,002,000                              | 20,024,007  | -           | -           | 02,000,072  |
| Other Expenses  | 10,231,000                              | 4,770,466    | 6,254,013                               | 6,506,174   | 6,659,192   | 6,844,262   | 6,945,888                             | 7,113,424                               | 7,222,167   | 7,396,744   | 7,513,119   | 7,513,066   |
| Interest & Investment Losses  | 10,231,000                              | 4,770,400    | 0,204,010                               | 0,000,174   | 0,000,102   | 0,044,202   | 0,040,000                             | 7,110,424                               | 7,222,107   | 7,000,744   | 7,010,110   | 7,010,000   |
| Net Losses from the Disposal of Assets  | 2,246,000                               | _            |   | _           | _           | _           | _                                     | _                                       | _           | _           | _           | _           |
| Joint Ventures & Associated Entities  | 2,2 10,000                              | _            |   | _           | _           | _           | _                                     | _                                       | _           | _           | _           | _           |
| Total Expenses from Continuing Operations   | 112,095,000                             | 105,385,537  | 107,912,315                             | 109,233,565 | 110,955,048 | 113,974,629 | 116,513,164                           | 119,258,905                             | 122,034,728 | 124,423,828 | 126,566,089 | 129,145,942 |
| Operating Result from Continuing Operations   | (10,138,000)                            | 4,632,707    | 3,085,344                               | 6,892,527   | 9,689,864   | 11,378,787  | 12,869,746                            | 14,451,243                              | 13,978,552  | 16,068,871  | 17,670,798  | 19,929,714  |
| Discontinued Operations - Profit/(Loss)   |   |              |   |             |             |             |                                       |   |             |             |             |             |
| Net Profit/(Loss) from Discontinued Operations                                      | <u> </u>                                |              |   | _           | -           | -           | -                                     | -                                       | -           | -           | -           |             |
| Net From (Loss) from Discontinued Operations  | -                                       | -            | -                                       | -           | -           | -           | -                                     | -                                       | -           | -           | -           | -           |
| Net Operating Result for the Year   | (10,138,000)                            | 4,632,707    | 3,085,344                               | 6,892,527   | 9,689,864   | 11,378,787  | 12,869,746                            | 14,451,243                              | 13,978,552  | 16,068,871  | 17,670,798  | 19,929,714  |
| Net Operating Result before Grants and Contributions provided for                   | (17.49.49.5)                            | ,,, <b></b>  | /a aaa a==:                             | (0.00 mos.) |             |             |                                       |   |             |             |             |             |
| Capital Purposes  | (17,494,000)                            | (11,875,634) | (6,885,050)                             | (2,035,303) | 556,969     | 1,896,706   | 3,383,916                             | 4,741,540                               | 4,038,259   | 5,891,071   | 7,248,366   | 9,255,310   |

| O. W. Hada a O'r O. adl  |               |               |               |               |               |               |               |               |               |               |                |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| Coffs Harbour City Council                                       |               |               |               |               |               |               |               |               |               |               |                |               |
| 10 Year Financial Plan for the Years ending 30 June 2025         |               |               |               |               |               |               |               |               |               |               |                |               |
| BALANCE SHEET - GENERAL FUND                                     | Actuals       | Current Year  |               |               |               |               | Project       | ed Years      |               |               |                |               |
| Scenario: Sustainable Model                                      | 2013/14       | 2014/15       | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       | 2022/23       | 2023/24        | 2024/25       |
|  | \$            | \$            | \$            | \$            | \$            | \$            | \$            | \$            | \$            | \$            | \$             | \$            |
| ASSETS   |               |               |               |               |               |               |               |               |               |               |                |               |
| Current Assets   |               |               |               |               |               |               |               |               |               |               |                |               |
| Cash & Cash Equivalents  | 9,491,000     | 1,940,106     | 1,748,014     | 1,772,212     | 1,940,908     | 2,218,462     | 2,532,559     | 2,918,279     | 3,463,544     | 4,235,971     | 5,006,917      | 6,091,793     |
| Investments  | 4,234,000     | 6,890,347     | 6,208,126     | 6,294,064     | 6,893,193     | 7,878,935     | 8,994,461     | 10,364,357    | 12,300,882    | 15,044,180    | 17,782,219     | 21,635,188    |
| Receivables  | 13,639,000    | 14,608,095    | 15,079,119    | 15,785,425    | 16,417,738    | 17,076,042    | 17,795,159    | 18,997,331    | 18,962,489    | 19,741,397    | 20,495,185     | 21,379,430    |
| Inventories  | 1,333,000     | 2,067,730     | 2,028,407     | 2,025,127     | 2,049,139     | 2,116,749     | 2,182,475     | 2,242,128     | 2,301,628     | 2,377,001     | 2,443,094      | 2,521,887     |
| Other  | 638,000       | 1,132,237     | 1,141,403     | 1,144,672     | 1,159,724     | 1,197,313     | 1,232,328     | 1,265,575     | 1,297,599     | 1,338,885     | 1,374,372      | 1,413,971     |
| Non-current assets classified as "held for sale"                 | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000     | 1,487,000      | 1,487,000     |
| Total Current Assets   | 30,822,000    | 28,125,516    | 27,692,070    | 28,508,499    | 29,947,701    | 31,974,502    | 34,223,983    | 37,274,670    | 39,813,142    | 44,224,434    | 48,588,788     | 54,529,269    |
| Non-Current Assets   |               |               |               |               |               |               |               |               |               |               |                |               |
| Investments  | 49,090,000    | 29,971,676    | 27,004,146    | 27,377,957    | 29,984,052    | 34,271,842    | 39,124,163    | 45,082,944    | 53,506,450    | 65,439,265    | 77,349,207     | 94,108,875    |
| Receivables  | 1,835,000     | 1,691,138     | 1,561,164     | 1,591,891     | 1,615,675     | 1,656,309     | 1,688,922     | 1,695,968     | 1,739,885     | 1,800,213     | 1,847,076      | 1,911,774     |
| Inventories  | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             |
| Infrastructure, Property, Plant & Equipment                      | 1,170,825,000 | 1,196,352,489 | 1,197,338,020 | 1,199,296,787 | 1,202,195,970 | 1,204,685,686 | 1,207,763,116 | 1,211,286,148 | 1,212,309,971 | 1,210,502,606 | 1,211,095,194  | 1,207,698,493 |
| Investments Accounted for using the equity method                |               | -             | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             |
| Investment Property  | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000     | 3,712,000      | 3,712,000     |
| Intangible Assets  | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000     | 2,165,000      | 2,165,000     |
| Non-current assets classified as "held for sale"                 | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             |
| Other  |               |               |               | -             | -             | -             | -             | -             | -             | -             | -              |               |
| Total Non-Current Assets   | 1,227,627,000 | 1,233,892,302 | 1,231,780,330 | 1,234,143,635 | 1,239,672,697 | 1,246,490,837 | 1,254,453,200 | 1,263,942,060 | 1,273,433,307 | 1,283,619,083 | 1,296,168,477  | 1,309,596,142 |
| TOTAL ASSETS   | 1,258,449,000 | 1,262,017,818 | 1,259,472,400 | 1,262,652,135 | 1,269,620,398 | 1,278,465,339 | 1,288,677,183 | 1,301,216,730 | 1,313,246,448 | 1,327,843,517 | 1,344,757,265  | 1,364,125,411 |
| LIABILITIES  |               |               |               |               |               |               |               |               |               |               |                |               |
| Current Liabilities  |               |               |               |               |               |               |               |               |               |               |                |               |
| Bank Overdraft   | _             |               |               | _             | _             | _             | _             | _             | _             | _             | _              | _             |
| Payables   | 7,302,845     | 8,193,140     | 7,152,010     | 6,839,963     | 6,829,213     | 6,809,185     | 6,835,491     | 6,871,371     | 6,770,801     | 6,739,462     | 6,958,865      | 6,977,793     |
| Borrowings   | 4,143,155     | 4,603,201     | 3,410,406     | 2,722,527     | 2,535,313     | 2,704,834     | 1,967,653     | 1,868,060     | 1,456,857     | 990,401       | 596,217        | 541,623       |
| Provisions   | 12,965,000    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268    | 13,248,268     | 13,248,268    |
| Liabilities associated with assets classified as "held for sale" | -             |               | - 10,210,200  |               |               |               |               |               |               |               |                |               |
| Total Current Liabilities  | 24,411,000    | 26,044,609    | 23,810,684    | 22,810,758    | 22,612,794    | 22,762,287    | 22,051,412    | 21,987,699    | 21,475,926    | 20,978,131    | 20,803,351     | 20,767,684    |
| Non-Current Liabilities  |               |               |               |               |               |               |               |               |               |               |                |               |
| Payables   | 787,000       | 894,298       | 907,867       | 917,528       | 929,205       | 950,699       | 971,326       | 991,403       | 1,011,199     | 1,027,592     | 1,041,539      | 1,057,261     |
| Borrowings   | 24,404,000    | 21,882,472    | 18,472,066    | 15,749,539    | 13,214,226    | 10,509,392    | 8,541,739     | 6,673,679     | 5,216,822     | 4,226,421     | 3,630,204      | 3,088,581     |
| Provisions   | 6,071,000     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732     | 5,787,732      | 5,787,732     |
| Investments Accounted for using the equity method                |               |               | -             | -             | -             | -             | -             | -             | -             | -             | , , , <u>-</u> | -             |
| Liabilities associated with assets classified as "held for sale" |               |               |               | -             | -             | -             | -             | -             | -             | -             | _              | _             |
| Total Non-Current Liabilities                                    | 31,262,000    | 28,564,502    | 25,167,665    | 22,454,799    | 19,931,163    | 17,247,823    | 15,300,797    | 13,452,814    | 12,015,753    | 11,041,745    | 10,459,475     | 9,933,574     |
| TOTAL LIABILITIES  | 55,673,000    | 54,609,112    | 48,978,349    | 45,265,557    | 42,543,957    | 40,010,110    | 37,352,209    | 35,440,513    | 33,491,679    | 32,019,876    | 31,262,825     | 30,701,258    |
| Net Assets   | 1,202,776,000 | 1,207,408,707 | 1,210,494,051 | 1,217,386,578 | 1,227,076,441 | 1,238,455,229 | 1,251,324,974 |               |               |               |                |               |
| EQUITY   |               |               |               |               |               |               |               |               |               |               |                |               |
|  | 710 504 000   | 715 006 707   | 710 010 054   | 705 004 570   | 724 004 444   | 746 070 000   | 750 440 074   | 772 FOA 047   | 707 F70 770   | 000 644 644   | 004 040 400    | 044 040 450   |
| Retained Earnings  | 710,594,000   | 715,226,707   | 718,312,051   | 725,204,578   | 734,894,441   | 746,273,229   | 759,142,974   | 773,594,217   | 787,572,770   | 803,641,641   | 821,312,439    | 841,242,153   |
| Revaluation Reserves   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000   | 492,182,000    | 492,182,000   |
| Council Equity Interest  | 1,202,776,000 | 1,207,408,707 | 1,210,494,051 | 1,217,386,578 | 1,227,076,441 | 1,238,455,229 | 1,251,324,974 | 1,265,776,217 | 1,279,754,770 | 1,295,823,641 | 1,313,494,439  | 1,333,424,153 |
| Minority Equity Interest   | 4 000 770 000 | 4 007 400 707 | 4 040 404 054 | 4 047 000 570 | 4 007 070 111 | 4 000 455 000 | 4.054.004.071 | 4 005 770 047 | 4 070 754 770 | 4 005 000 041 | 4 040 404 400  | 4 222 404 452 |
| Total Equity   | 1,202,776,000 | 1,207,408,707 | 1,210,494,051 | 1,217,386,578 | 1,227,076,441 | 1,238,455,229 | 1,251,324,974 | 1,265,776,217 | 1,279,754,770 | 1,295,823,641 | 1,313,494,439  | 1,333,424,153 |

| Coffs Harbour City Council   |            |              |               |               |              |               |              |              |               |               |                |              |
|--|------------|--------------|---------------|---------------|--------------|---------------|--------------|--------------|---------------|---------------|----------------|--------------|
| 10 Year Financial Plan for the Years ending 30 June 2025 CASH FLOW STATEMENT - GENERAL FUND          | Actuals    | Current Year |               |               |              |               | Projected    | l Years      |               |               |                |              |
| Scenario: Sustainable Model  | 2013/14    | 2014/15      | 2015/16<br>\$ | 2016/17<br>\$ | 2017/18      | 2018/19<br>\$ | 2019/20      | 2020/21      | 2021/22<br>\$ | 2022/23<br>\$ | 2023/24<br>\$  | 2024/25      |
| Cash Flows from Operating Activities   | 2          | 2            | <b>.</b>      | - p           | \$           | - P           | - p          | <u> </u>     | <u> </u>      | - P           | Φ              | \$           |
| Receipts:  |            |              |               |               |              |               |              |              |               |               |                |              |
| Rates & Annual Charges   | -          | 55,703,683   | 59,905,356    | 64,304,472    | 66,961,921   | 69,630,088    | 72,286,925   | 73,308,634   | 76,037,614    | 78,980,735    | 81,180,149     | 84,306,116   |
| User Charges & Fees  | -          | 13,080,160   | 14,276,039    | 14,946,953    | 15,988,557   | 17,007,052    | 17,513,267   | 18,018,387   | 18,491,502    | 19,009,331    | 19,558,455     | 20,076,885   |
| Interest & Investment Revenue Received   | -          | 3,692,056    | 1,935,841     | 1,720,378     | 1,897,115    | 1,900,997     | 1,786,905    | 1,837,445    | 1,879,161     | 1,866,175     | 1,978,292      | 2,007,420    |
| Grants & Contributions   | -          | 30,634,912   | 24,232,711    | 21,674,175    | 21,873,968   | 22,504,144    | 22,844,616   | 23,344,855   | 23,880,186    | 24,429,920    | 24,994,463     | 25,575,301   |
| Bonds & Deposits Received  | -          | -            | -             | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Other Payments:  | -          | 5,549,491    | 10,506,918    | 12,850,035    | 13,323,831   | 13,677,213    | 14,280,976   | 16,064,766   | 15,740,315    | 15,453,508    | 15,804,248     | 16,259,334   |
| Employee Benefits & On-Costs   | _          | (32,167,131) | (33,233,280)  | (34,500,967)  | (34,875,506) | (35,538,013)  | (36,228,071) | (36,942,610) | (37,686,032)  | (37,543,008)  | (37,402,844)   | (37,265,550) |
| Materials & Contracts  | -          | (43,336,881) | (41,799,102)  | (41,452,986)  | (41,774,396) | (43,274,477)  | (44,371,717) | (45,548,958) | (46,717,010)  | (48,294,738)  | (49,606,051)   | (51,427,165) |
| Borrowing Costs  | -          | (1,798,059)  | (1,945,351)   | (1,573,488)   | (1,320,936)  | (1,137,914)   | (979,234)    | (761,047)    | (638,744)     | (503,553)     | (396,671)      | (319,384)    |
| Bonds & Deposits Refunded  | -          |              | -             | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Other  | -          | (4,770,466)  | (6,254,013)   | (6,506,174)   | (6,659,192)  | (6,844,262)   | (6,945,888)  | (7,113,424)  | (7,222,167)   | (7,396,744)   | (7,513,119)    | (7,513,066)  |
| Net Cash provided (or used in) Operating Activities  | -          | 26,587,764   | 27,625,118    | 31,462,398    | 35,415,363   | 37,924,829    | 40,187,779   | 42,208,048   | 43,764,826    | 46,001,626    | 48,596,921     | 51,699,891   |
| Cash Flows from Investing Activities   |            |              |               |               |              |               |              |              |               |               |                |              |
| Receipts:  |            |              |               |               |              |               |              |              |               |               |                |              |
| Sale of Investment Securities  | -          | 16,461,977   | 3,649,751     | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Sale of Investment Property  | -          |              |               | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Sale of Real Estate Assets Sale of Infrastructure, Property, Plant & Equipment                       |            | 2,923,900    | 1,592,029     | 1,215,238     | 1,276,400    | 1,180,090     | 1,591,037    | 1,227,803    | 1,336,507     | 1,083,208     | 1,873,625      | 2,406,272    |
| Sale of Intrastructure, Property, Plant & Equipment Sale of Interests in Joint Ventures & Associates |            | 2,923,900    | 1,592,029     | 1,213,236     | 1,270,400    | 1,180,090     | 1,591,057    | 1,227,003    | 1,330,307     | 1,063,206     | 1,073,023      | 2,400,272    |
| Sale of Intangible Assets  |            |              |               | _             | _            | _             | _            | -            | -             | _             | _              | _            |
| Deferred Debtors Receipts  | -          | 41,785       | 39,353        | 40,391        | 41,504       | 32,362        | 18,976       | 20,348       | 21,819        | 9,550         | -              | -            |
| Sale of Disposal Groups  | -          |              | ,             | ,             | ,            | ,             |              |              |               | ·             |                |              |
| Distributions Received from Joint Ventures & Associates  | -          | -            | -             | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Other Investing Activity Receipts  | -          |              |               |               |              |               |              |              |               |               |                |              |
| Payments:  |            |              |               |               |              |               |              |              |               |               |                |              |
| Purchase of Investment Securities  | -          | -            | -             | (459,749)     | (3,205,224)  | (5,273,533)   | (5,967,846)  | (7,328,677)  | (10,360,031)  | (14,676,113)  | (14,647,982)   | (20,612,637) |
| Purchase of Investment Property  | -          | (E4 E04 007) | (28,495,143)  | (20,022,676)  | (20,020,024) | (24.050.004)  | (22.044.044) | (33,774,148) | (32,349,796)  | (20.400.007)  | (24.064.247)   | (24 042 424) |
| Purchase of Infrastructure, Property, Plant & Equipment Purchase of Real Estate Assets               | -          | (51,504,837) | (28,495,143)  | (28,823,676)  | (30,636,821) | (31,050,881)  | (32,811,014) | (33,774,148) | (32,349,796)  | (30,188,987)  | (34,061,217)   | (31,812,434) |
| Purchase of Intangible Assets  |            |              |               | -             | -            | -             | _            | _            | _             | -             | -              | -            |
| Deferred Debtors & Advances Made   |            |              | _             | _             | _            | _             | _            |              |               | <u>-</u>      | _              | _            |
| 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  | -          | (32,077,176) | (23,214,010)  | (28,027,795)  | (32,524,140) | (35,111,962)  | (37,168,848) | (39,854,675) | (41,351,501)  | (43,772,342)  | (46,835,574)   | (50,018,798) |
| Cash Flows from Financing Activities   |            |              |               |               |              |               |              |              |               |               |                |              |
| Receipts:  |            |              |               |               |              |               |              |              |               |               |                |              |
| Proceeds from Borrowings & Advances  | -          | 2,200,000    | -             | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Proceeds from Finance Leases   | -          | -            | -             | -             | -            | -             | -            | -            | -             | -             | -              | -            |
| Other Financing Activity Receipts  | -          |              |               |               |              |               |              |              |               |               |                |              |
| Payments: Repayment of Borrowings & Advances   |            | (4.264.492)  | (4 602 204)   | (2.440.406)   | (2.722.527)  | (0 E0E 010)   | (2.704.924)  | (4.067.653)  | (1,868,060)   | (4 456 957)   | (000,404)      | (EOC 247)    |
| Repayment of Finance Lease Liabilities   |            | (4,261,482)  | (4,603,201)   | (3,410,406)   | (2,722,527)  | (2,535,313)   | (2,704,834)  | (1,967,653)  | (1,000,000)   | (1,456,857)   | (990,401)<br>- | (596,217)    |
| Distributions to Minority Interests  |            |              |               | -             | -            | -             | _            | <u>-</u>     | <u>-</u>      | -             | -              | _            |
| Other Financing Activity Payments  | -          |              |               |               |              |               |              |              |               |               |                |              |
| Net Cash Flow provided (used in) Financing Activities  | -          | (2,061,482)  | (4,603,201)   | (3,410,406)   | (2,722,527)  | (2,535,313)   | (2,704,834)  | (1,967,653)  | (1,868,060)   | (1,456,857)   | (990,401)      | (596,217)    |
| Net Increase/(Decrease) in Cash & Cash Equivalents   | -          | (7,550,894)  | (192,092)     | 24,197        | 168,696      | 277,554       | 314,097      | 385,720      | 545,265       | 772,427       | 770,946        | 1,084,876    |
| plus: Cash, Cash Equivalents & Investments - beginning of year                                       | -          | 9,491,000    | 1,940,106     | 1,748,014     | 1,772,212    | 1,940,908     | 2,218,462    | 2,532,559    | 2,918,279     | 3,463,544     | 4,235,971      | 5,006,917    |
| Cash & Cash Equivalents - end of the year  | 9,491,000  | 1,940,106    | 1,748,014     | 1,772,212     | 1,940,908    | 2,218,462     | 2,532,559    | 2,918,279    | 3,463,544     | 4,235,971     | 5,006,917      | 6,091,793    |
|  |            |              |               |               |              |               |              |              |               |               |                |              |
| Cash & Cash Equivalents - end of the year  | 9,491,000  | 1,940,106    | 1,748,014     | 1,772,212     | 1,940,908    | 2,218,462     | 2,532,559    | 2,918,279    | 3,463,544     | 4,235,971     | 5,006,917      | 6,091,793    |
| Investments - end of the year  | 53,324,000 | 36,862,023   | 33,212,272    | 33,672,021    | 36,877,244   | 42,150,777    | 48,118,624   | 55,447,301   | 65,807,332    | 80,483,445    | 95,131,426     | 115,744,063  |
| Cash, Cash Equivalents & Investments - end of the year   | 62,815,000 | 38,802,130   | 34,960,286    | 35,444,232    | 38,818,152   | 44,369,239    | 50,651,183   | 58,365,580   | 69,270,876    | 84,719,415    | 100,138,343    | 121,835,856  |
| Representing:  |            |              |               |               |              |               |              |              |               |               |                |              |
| - External Restrictions  | 13,834,040 | 12,826,038   | 12,416,566    | 12,446,423    | 11,842,578   | 11,053,253    | 13,999,040   | 13,238,020   | 15,452,453    | 20,576,711    | 26,123,673     | 34,361,675   |
| - Internal Restricitons  | 49,533,170 | 28,292,744   | 26,919,613    | 28,472,868    | 32,703,534   | 39,055,155    | 40,897,999   | 47,722,999   | 54,792,921    | 63,668,519    | 69,819,556     | 78,942,201   |
| - Unrestricted   | (552,210)  | (2,316,652)  | (4,375,893)   | (5,475,059)   | (5,727,960)  | (5,739,169)   | (4,245,856)  | (2,595,439)  | (974,498)     | 474,186       | 4,195,115      | 8,531,980    |
|  | 62,815,000 | 38,802,130   | 34,960,286    | 35,444,232    | 38,818,152   | 44,369,239    | 50,651,183   | 58,365,580   | 69,270,876    | 84,719,415    | 100,138,343    | 121,835,856  |

| Coffs Harbour City Council 10 Year Financial Plan for the Years ending 30 June 2025 EQUITY STATEMENT - GENERAL FUND Scenario: Sustainable Model   | Actuals<br>2013/14<br>\$                             | Current Year<br>2014/15<br>\$ | 2015/16<br>\$ | 2016/17<br>\$ | 2017/18<br>\$ | 2018/19<br>\$ | Projecte<br>2019/20<br>\$ | d Years<br>2020/21<br>\$ | 2021/22<br>\$ | 2022/23<br>\$ | 2023/24<br>\$ | 2024/25<br>\$ |
|---|--|-------------------------------|---------------|---------------|---------------|---------------|---------------------------|--------------------------|---------------|---------------|---------------|---------------|
| Opening Balance   | 1,162,765,000  | 1,202,776,000                 | 1,207,408,707 | 1,210,494,051 | 1,217,386,578 | 1,227,076,441 | 1,238,455,229             | 1,251,324,974            | 1,265,776,217 | 1,279,754,770 | 1,295,823,641 | 1,313,494,439 |
| a. 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 | 55,814,000<br>(263,000)<br>(7,359,000)<br>48,192,000 |                               |               |               |               |               |                           |                          |               |               |               | -             |
| b. Net Operating Result for the Year  | (8,181,000)  | 4,632,707                     | 3,085,344     | 6,892,527     | 9,689,864     | 11,378,787    | 12,869,746                | 14,451,243               | 13,978,552    | 16,068,871    | 17,670,798    | 19,929,714    |
| Total Recognised Income & Expenses (c&d)  | 40,011,000   | 4,632,707                     | 3,085,344     | 6,892,527     | 9,689,864     | 11,378,787    | 12,869,746                | 14,451,243               | 13,978,552    | 16,068,871    | 17,670,798    | 19,929,714    |
| c. Distributions to/(Contributions from) Minority Interests d. Transfers between Equity   | :  |                               |               |               |               |               |                           |                          |               |               |               |               |
| Equity - Balance at end of the reporting period   | 1,202,776,000  | 1,207,408,707                 | 1,210,494,051 | 1,217,386,578 | 1,227,076,441 | 1,238,455,229 | 1,251,324,974             | 1,265,776,217            | 1,279,754,770 | 1,295,823,641 | 1,313,494,439 | 1,333,424,153 |
|   |  |                               |               |               |               |               |                           |                          |               |               |               |               |

| FFTF Ratios   |                  |                     |                   |                     |                      |                     |                      |                    |                |               |               |               |
|---|------------------|---------------------|-------------------|---------------------|----------------------|---------------------|----------------------|--------------------|----------------|---------------|---------------|---------------|
|   | Previous         | Current             | Year 1            | Year 2              | Year 3               | Year 4              | Year 5               | Year 6             | Year 7         | Year 8        | Year 9        | Year 10       |
| Sustainability Measure  | 2013/2014        | 2014/2015           | 2015/2016         | 2016/2017           | 2017/2018            | 2018/2019           | 2019/2020            | 2020/2021          | 2021/2022      | 2022/2023     | 2023/2024     | 2024/2025     |
| Operating Performance Ratio   | -16.50%          | -12.70%             | -6.82%            | -1.90%              | 0.50%                | 1.64%               | 2.82%                | 3.82%              | 3.20%          | 4.52%         | 5.42%         | 6.69%         |
| Avg   | -17.72%          | -15.57%             | -12.54%           | -6.89%              | -2.62%               | 0.13%               | 1.68%                | 2.79%              | 3.29%          | 3.86%         | 4.40%         | 5.56%         |
| (Greater than or equal to break-even average over 3 years)                                    | Benchmark: TC    | orp recommended     | d at least break- | even over the lor   | nger term - ongoing  | g deficits are uns  | ustainable           |                    |                |               |               |               |
| Own Source Revenue Ratio  | 76.46%           | 71.01%              | 79.77%            | 81.44%              | 81.86%               | 82.02%              | 82.33%               | 82.52%             | 82.42%         | 82.59%        | 82.65%        | 82.82%        |
| Avg   | 73.30%           | 72.98%              | 75.74%            | 77.48%              | 81.05%               | 81.78%              | 82.08%               | 82.30%             | 82.42%         | 82.51%        | 82.55%        | 82.69%        |
| (Greater than 60% average over 3 years)   | Benchmark: TC    | orp recommended     | d 60% as the mir  | nimum level to e    | nsure councils hav   | e sufficient flexib | oility to manage     | external shocks &  | & challenges   |               |               |               |
| Building & Infrastructure Asset Renewal Ratio (General Fund Only)*                            | 65.76%           | 99.98%              | 70.86%            | 88.52%              | 89.35%               | 87.15%              | 98.19%               | 83.66%             | 80.89%         | 82.09%        | 88.54%        | 78.85%        |
| Avg   | 37.16%           | 59.17%              | 77.84%            | 86.34%              | 83.09%               | 88.33%              | 91.65%               | 89.63%             | 87.41%         | 82.20%        | 83.91%        | 83.13%        |
| (Greater than 100% average over 3 years) *ratio usually includes water & sewer infrastructure | Benchmark: Ra    | tio of greater than | 100% ensures of   | community asset     | s are managed in a   | a sustainable way   | у                    |                    |                |               |               |               |
| Infrastructure & Service Management Measure   | 2013/2014        | 2014/2015           | 2015/2016         | 2016/2017           | 2017/2018            | 2018/2019           | 2019/2020            | 2020/2021          | 2021/2022      | 2022/2023     | 2023/2024     | 2024/2025     |
| Infrastructure Backlog Ratio  | 9.15%            | 2.05%               | 2.17%             | 2.08%               | 1.98%                | 1.89%               | 1.79%                | 1.69%              | 1.59%          | 1.49%         | 1.38%         | 1.28%         |
| (Less than 2%)  | Benchmark: The   | e benchmark of le   | ss than 2% ensu   | ires infrastructure | e backlogs are at n  | nanageable leve     | ls                   |                    |                |               |               |               |
| Asset Maintenance Ratio   | 82.79%           | 85.89%              | 89.60%            | 92.98%              | 93.45%               | 93.91%              | 94.36%               | 94.79%             | 95.21%         | 95.62%        | 96.01%        | 96.40%        |
| Avg   | 79.01%           | 80.16%              | 82.80%            | 89.56%              | 92.05%               | 93.46%              | 93.92%               | 94.36%             | 94.79%         | 95.21%        | 95.62%        | 96.02%        |
| (Greater than 100% average over 3 years)  | Benchmark: Ra    | tio of greater than | 100% ensures of   | councils infrastru  | cture position is no | t deteriorating     |                      |                    |                |               |               |               |
| Debt Service Ratio  | 6.13%            | 6.55%               | 6.15%             | 4.42%               | 3.45%                | 3.01%               | 2.91%                | 2.08%              | 1.88%          | 1.42%         | 0.98%         | 0.63%         |
| Avg   | 6.05%            | 6.05%               | 6.20%             | 5.66%               | 4.62%                | 3.61%               | 3.11%                | 2.66%              | 2.28%          | 1.79%         | 1.42%         | 1.00%         |
| (Greater than 0% and less than or equal to 20% average over years)                            | Benchmark: It is | appropriate that    | councils should   | carry some level    | of debt to ensure    | inter-generationa   | al equity in funding | ng major infrastru | ucture         |               |               |               |
| Efficiency Measure  | 2013/2014        | 2014/2015           | 2015/2016         | 2016/2017           | 2017/2018            | 2018/2019           | 2019/2020            | 2020/2021          | 2021/2022      | 2022/2023     | 2023/2024     | 2024/2025     |
| Operating Expenditure   | \$ 109,849,000   | \$ 105,385,537      | \$107,912,315     | \$ 109,233,565      | \$ 110,955,048       | \$113,974,629       | \$ 116,513,164       | \$119,258,905      | \$ 122,034,728 | \$124,423,828 | \$126,566,089 | \$129,145,942 |
| Population  | 71,798           | 72,301              | 72,807            | 73,316              | 73,830               | 74,346              | 74,867               | 75,391             | 75,919         | 76,450        | 76,985        | 77,524        |
| Year -4   | 1.1703           | 1.2845              | 1.2444            | 1.4697              | 1.4734               | 1.4168              | 1.4456               | 1.4526             | 1.4653         | 1.4947        | 1.5174        | 1.5423        |
| Year -3   | 1.2550           | 1.2070              | 1.4256            | 1.4233              | 1.3644               | 1.4051              | 1.4168               | 1.4287             | 1.4573         | 1.4794        | 1.5038        | 1.5281        |
| Year -2   | 1.1793           | 1.3829              | 1.3806            | 1.3180              | 1.3531               | 1.3771              | 1.3934               | 1.4209             | 1.4424         | 1.4662        | 1.4899        | 1.5085        |

Result Üncreasing Üncreasing Declining Declini

1.3071 1.2811 1.3261 1.3042 1.3543 1.3858 1.3470 1.3716 1.4064 1.3938 1.4295 1.4526 1.4163 1.4340 1.4708 1.4857 1.4485 1.4678

Year -1 Current Year

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