

Long Term Financial Plan 2024 - 2034

Long Term Financial Plan

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Introduction

Long Term Financial Plan

The Long-Term Financial Plan is a 10-year rolling plan that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the 4-year Delivery Program and the annual Operational Plan will be resourced and delivered over the short, medium, and long term. The Long-Term Financial Plan is developed in conjunction with Asset Management Plans and a Workforce Management Plan to best coordinate our resources, assets, and people. It is reviewed and updated annually as part of the development of the Operational Plan.

The Long-Term Financial Plan includes:

- projected income and expenditure, balance sheet and cash flow statement
- the planning assumptions used to develop the Plan
- sensitivity analysis highlighting factors/ assumptions most likely to affect the Plan
- financial modelling for different scenarios
- methods of monitoring financial performance.

The Long-Term Financial Plan highlights our progress towards long-term financial sustainability, which is essentially Council's financial capacity to deliver acceptable, affordable, and ongoing services to its community. Importantly the Plan demonstrates how we are progressing in relation to key financial benchmarks including a positive operating result, maintenance and renewal of assets at required levels, sustainable debt levels and management of cash reserves.

Council's capacity to meet the key financial benchmarks in the short-term is limited given Council's current financial position.

Therefore Council's objective is to demonstrate that the following measures are achieved over the life of the plan.

Target	Comment
Cash Surplus	That all cash operations of Council are funded, and Council provides a surplus that is placed in reserves for future strategy.
Operating Surplus - before Capital Grants	Council is moving towards to a balanced budget over the longer term. This will include the funding of depreciation.
OLG Performance measures	Council is moving towards meeting or can demonstrate an improvement in the performance ratios as set by the Office of Local Government.
Business Operations	Council moves towards self-funding business units, (waste, sewer, water, quarry, crematorium, and workshop and to ensure true cost recovery is achieved.
Assets	Increase revenue funding for all Council's assets to ensure they are maintained over the longer term in an acceptable, agreed standard.
Economic Development	Council provides more funding for economic development.
Assets Remediation	Council provides adequate funding for the remediation of assets as and when they fall due, this may require revision of funding models and charges so whole of life cost recovery is achieved over the life of the asset.

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2034

INCOME STATEMENT - CONSOLIDATED

Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	58,632,000	61,310,500	66,821,495	70,354,404	71,251,159	73,538,500	75,901,600	78,342,900	80,865,200	83,471,000	85,983,700	88,572,000
User Charges & Fees	26,093,000	22,175,000	23,003,500	23,916,700	24,869,300	25,815,700	26,818,100	27,862,700	28,951,800	30,087,100	30,955,600	31,849,400
Other Revenues	6,589,000	7,651,180	7,269,100	7,523,700	7,787,100	8,020,600	8,261,200	8,508,400	8,763,800	9,026,800	9,297,500	9,576,200
Grants & Contributions provided for Operating Purposes	46,279,000	25,780,598	22,708,500	15,363,800	12,684,200	13,011,100	13,347,900	13,694,700	14,051,400	14,418,600	14,796,500	15,185,400
Grants & Contributions provided for Capital Purposes	61,211,000	96,369,408	116,282,925	237,386,983	194,581,291	134,262,900	9,323,300	9,388,300	9,454,500	9,522,100	9,591,500	9,670,900
Interest & Investment Revenue	3,917,000	3,306,300	5,104,883	4,898,571	5,363,600	5,521,900	5,684,700	5,852,100	6,024,300	6,201,800	6,384,500	6,572,500
Other Income:												
Joint Ventures & Associated Entities - Gain	149,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	202,870,000	216,592,986	241,190,403	359,444,158	316,536,650	260,170,700	139,336,800	143,649,100	148,111,000	152,727,400	157,009,300	161,426,400
Expenses from Continuing Operations												
Employee Benefits & On-Costs	37,757,000	35,995,640	40,690,349	39,266,298	37,984,900	39,083,000	40,195,900	41,364,100	42,545,000	43,779,100	45,028,200	46,332,500
Borrowing Costs	2,558,000	1,725,900	1,606,000	1,451,600	1,514,800	1,494,500	1,270,000	1,101,000	991,800	885,200	771,800	665,100
Materials & Contracts	70,909,000	53,302,572	53,390,902	46,009,302	42,002,700	42,880,700	44,120,300	45,001,000	46,360,400	47,781,600	49,174,300	49,695,100
Depreciation & Amortisation	31,170,000	34,665,700	36,443,800	36,951,400	37,466,900	37,989,900	38,698,800	39,422,300	40,160,400	40,913,200	41,681,200	42,464,500
Other Expenses	4,904,000	3,332,000	3,476,068	3,589,400	5,226,200	5,367,700	5,526,000	5,690,100	5,857,700	6,031,300	6,211,200	6,397,400
Net Losses from the Disposal of Assets	7,777,000	3,409,300	3,438,700	3,468,500	3,498,800	3,529,500	3,571,000	3,613,400	3,656,700	3,700,800	3,745,800	3,791,700
Joint Ventures & Associated Entities	-	81,150	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	11,700
Total Expenses from Continuing Operations	155,075,000	132,512,262	139,054,819	130,745,800	127,703,900	130,355,200	133,392,200	136,202,400	139,582,800	143,102,300	146,623,900	149,358,000
Operating Result from Continuing Operations	47,795,000	84,080,724	102,135,584	228,698,358	188,832,750	129,815,500	5,944,600	7,446,700	8,528,200	9,625,100	10,385,400	12,068,400
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	47,795,000	84,080,724	102,135,584	228,698,358	188,832,750	129,815,500	5,944,600	7,446,700	8,528,200	9,625,100	10,385,400	12,068,400
Net Operating Result before Grants and Contributions provided for Capital Purposes	(13,416,000)	(12,288,684)	(14,147,341)	(8,688,625)	(5,748,541)	(4,447,400)	(3,378,700)	(1,941,600)	(926,300)	103,000	793,900	2,397,500

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - GENERAL FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	38,619,000	40,890,800	46,138,895	48,912,004	49,017,359	50,483,500	51,993,800	53,549,300	55,151,300	56,801,300	58,500,500	60,250,800
User Charges & Fees	16,623,000	10,086,300	10,352,200	10,673,900	11,006,200	11,304,800	11,622,700	11,949,500	12,285,900	12,631,900	12,987,700	13,353,500
Other Revenues	6,188,000	7,433,680	7,042,900	7,289,500	7,544,700	7,770,900	8,004,000	8,243,500	8,490,900	8,745,700	9,008,000	9,278,000
Grants & Contributions provided for Operating Purposes	44,809,000	25,765,598	22,692,900	15,347,700	12,667,600	12,994,000	13,330,300	13,676,600	14,032,800	14,399,500	14,776,900	15,165,300
Grants & Contributions provided for Capital Purposes	56,609,000	87,101,908	103,879,824	209,010,100	174,802,700	133,089,000	8,142,100	8,199,500	8,257,900	8,317,500	8,378,600	8,449,500
Interest & Investment Revenue	1,856,000	1,355,200	2,637,583	2,344,871	2,720,500	2,799,400	2,880,500	2,963,800	3,049,400	3,137,600	3,228,300	3,321,600
Other Income:												
Joint Ventures & Associated Entities - Gain	149,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	164,853,000	172,633,486	192,744,302	293,578,075	257,759,059	218,441,600	95,973,400	98,582,200	101,268,200	104,033,500	106,880,000	109,818,700
Expenses from Continuing Operations												
Employee Benefits & On-Costs	32,846,000	32,221,840	36,835,149	35,297,198	33,898,500	34,876,200	35,863,700	36,903,200	37,951,900	39,049,800	40,158,700	41,318,200
Borrowing Costs	1,427,000	660,000	641,100	585,600	754,800	844,500	738,800	671,400	629,100	588,600	545,900	504,800
Materials & Contracts	52,156,000	36,986,000	35,824,508	27,376,459	22,569,332	22,638,322	22,987,307	22,927,415	23,296,328	23,671,632	24,510,446	24,460,606
Depreciation & Amortisation	22,943,000	25,543,300	26,464,500	26,822,900	27,186,900	27,556,200	28,057,100	28,568,400	29,090,000	29,622,000	30,164,900	30,718,600
Other Expenses	4,903,000	3,332,000	3,476,068	3,589,400	5,226,200	5,367,700	5,526,000	5,690,100	5,857,700	6,031,300	6,211,200	6,397,400
Net Losses from the Disposal of Assets	4,729,000	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300
Joint Ventures & Associated Entities - Loss	-	81,150	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	11,700
Total Expenses from Continuing Operations	119,004,000	100,276,590	104,702,625	95,133,157	91,097,632	92,745,122	94,635,407	96,223,315	98,288,128	100,426,732	103,054,846	104,863,606
Operating Result from Continuing Operations	45,849,000	72,356,896	88,041,677	198,444,918	166,661,427	125,696,478	1,337,993	2,358,885	2,980,072	3,606,768	3,825,154	4,955,094
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	45,849,000	72,356,896	88,041,677	198,444,918	166,661,427	125,696,478	1,337,993	2,358,885	2,980,072	3,606,768	3,825,154	4,955,094
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,760,000)	(14,745,012)	(15,838,147)	(10,565,182)	(8,141,273)	(7,392,522)	(6,804,107)	(5,840,615)	(5,277,828)	(4,710,732)	(4,553,446)	(3,494,406)

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - WATER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,831,000	5,808,100	6,254,100	6,576,900	6,915,800	7,270,900	7,643,700	8,035,100	8,446,000	8,877,300	9,150,500	9,432,000
User Charges & Fees	9,391,000	11,261,000	11,804,000	12,376,900	12,978,000	13,607,700	14,270,800	14,966,700	15,697,000	16,463,300	16,952,500	17,456,400
Other Revenues	170,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	2,000	8,200	8,500	8,800	9,100	9,400	9,700	10,000	10,300	10,600	10,900	11,200
Grants & Contributions provided for Capital Purposes	805,000	5,663,400	1,565,020	229,700	237,700	244,800	252,100	259,700	267,500	275,500	283,800	292,300
Interest & Investment Revenue	593,000	532,900	536,200	555,000	574,400	591,700	609,500	627,700	646,500	665,900	685,900	706,500
Other Income:												
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	16,792,000	23,273,600	20,167,820	19,747,300	20,715,000	21,724,500	22,785,800	23,899,200	25,067,300	26,292,600	27,083,600	27,898,400
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,218,000	1,592,500	1,623,000	1,670,800	1,720,200	1,771,000	1,823,600	1,877,700	1,933,200	1,990,200	2,049,100	2,110,100
Borrowing Costs	439,000	417,900	376,100	333,000	286,900	238,600	184,400	138,700	113,100	87,400	60,000	37,600
Materials & Contracts	9,693,000	10,831,921	11,481,996	12,045,372	12,680,658	13,336,115	14,047,600	14,803,618	15,605,577	16,457,883	16,812,179	17,176,146
Depreciation & Amortisation	3,071,000	3,870,900	3,928,800	3,987,500	4,047,100	4,107,600	4,189,400	4,272,900	4,358,100	4,445,000	4,533,600	4,624,000
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	963,000	1,339,000	1,359,100	1,379,500	1,400,200	1,421,200	1,449,600	1,478,600	1,508,200	1,538,400	1,569,200	1,600,600
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,384,000	18,052,221	18,768,996	19,416,172	20,135,058	20,874,515	21,694,600	22,571,518	23,518,177	24,518,883	25,024,079	25,548,446
Operating Result from Continuing Operations	408,000	5,221,379	1,398,824	331,129	579,942	849,985	1,091,200	1,327,682	1,549,123	1,773,717	2,059,521	2,349,954
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	408,000	5,221,379	1,398,824	331,129	579,942	849,985	1,091,200	1,327,682	1,549,123	1,773,717	2,059,521	2,349,954
Net Operating Result before Grants and Contributions provided for Capital Purposes	(397,000)	(442,021)	(166,196)	101,429	342,242	605,185	839,100	1,067,982	1,281,623	1,498,217	1,775,721	2,057,654

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
INCOME STATEMENT - SEWER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	14,182,000	14,611,600	14,428,500	14,865,500	15,318,000	15,784,100	16,264,100	16,758,500	17,267,900	17,792,400	18,332,700	18,889,200
User Charges & Fees	79,000	827,700	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500
Other Revenues	231,000	217,500	226,200	234,200	242,400	249,700	257,200	264,900	272,900	281,100	289,500	298,200
Grants & Contributions provided for Operating Purposes	1,468,000	6,800	7,100	7,300	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900
Grants & Contributions provided for Capital Purposes	3,797,000	3,604,100	10,838,081	28,147,183	19,540,891	929,100	929,100	929,100	929,100	929,100	929,100	929,100
Interest & Investment Revenue	1,468,000	1,418,200	1,931,100	1,998,700	2,068,700	2,130,800	2,194,700	2,260,600	2,328,400	2,398,300	2,470,300	2,544,400
Other Income:												
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,225,000	20,685,900	28,278,281	46,118,783	38,062,591	20,004,600	20,577,600	21,167,700	21,775,500	22,401,300	23,045,700	23,709,300
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,693,000	2,181,300	2,232,200	2,298,300	2,366,200	2,435,800	2,508,600	2,583,200	2,659,900	2,739,100	2,820,400	2,904,200
Borrowing Costs	692,000	648,000	588,800	533,000	473,100	411,400	346,800	290,900	249,600	209,200	165,900	122,700
Materials & Contracts	9,060,000	5,484,651	6,084,398	6,587,472	6,752,710	6,906,263	7,085,393	7,269,967	7,458,496	7,652,085	7,851,675	8,058,348
Depreciation & Amortisation	5,156,000	5,251,500	6,050,500	6,141,000	6,232,900	6,326,100	6,452,300	6,581,000	6,712,300	6,846,200	6,982,700	7,121,900
Other Expenses	1,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,085,000	618,000	627,300	636,700	646,300	656,000	669,100	682,500	696,200	710,100	724,300	738,800
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,687,000	14,183,451	15,583,198	16,196,472	16,471,210	16,735,563	17,062,193	17,407,567	17,776,496	18,156,685	18,544,975	18,945,948
Operating Result from Continuing Operations	1,538,000	6,502,449	12,695,083	29,922,311	21,591,381	3,269,037	3,515,407	3,760,133	3,999,004	4,244,615	4,500,725	4,763,352
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,538,000	6,502,449	12,695,083	29,922,311	21,591,381	3,269,037	3,515,407	3,760,133	3,999,004	4,244,615	4,500,725	4,763,352
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,259,000)	2,898,349	1,857,002	1,775,128	2,050,490	2,339,937	2,586,307	2,831,033	3,069,904	3,315,515	3,571,625	3,834,252

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - CONSOLIDATED
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	42,272,000	17,929,349	20,079,277	43,256,421	39,503,570	35,351,369	25,510,854	35,189,999	47,200,527	57,874,430	65,820,465	75,372,732
Investments	89,928,000	71,307,849	74,013,249	77,884,632	78,675,070	79,158,182	71,440,921	73,410,920	75,669,114	78,019,181	80,257,550	83,067,855
Receivables	18,311,000	15,028,950	15,460,845	17,779,951	17,587,854	17,434,849	15,856,895	16,582,176	17,301,652	18,022,173	18,601,108	19,410,470
Inventories	2,666,000	2,602,599	2,613,851	2,263,394	2,064,376	2,100,251	2,153,386	2,188,622	2,246,288	2,306,237	2,373,403	2,398,566
Contract assets and contract cost assets	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000
Other	133,000	64,379	62,755	49,446	44,384	44,720	45,530	45,696	46,553	47,429	49,056	49,274
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	169,833,000	123,456,127	128,752,977	157,756,844	154,398,253	150,612,370	131,530,586	143,940,414	158,987,134	172,792,450	183,624,581	196,821,897
Non-Current Assets												
Investments	1,000,000	8,196,640	8,868,669	9,830,332	10,026,679	10,146,685	10,563,806	11,053,160	11,614,102	12,197,865	12,753,883	13,451,971
Receivables	3,456,000	4,826,092	5,226,663	6,695,546	6,303,216	5,892,969	4,381,843	4,539,460	4,703,548	4,874,366	5,011,483	4,948,828
Inventories	174,000	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,822,055,000	1,986,191,856	2,134,153,727	2,408,479,781	2,642,811,833	2,806,863,010	2,846,740,950	2,885,285,579	2,922,906,300	2,963,212,064	3,007,399,377	3,003,363,977
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000	2,202,000
Investments Accounted for using the equity method	1,399,000	1,759,200	1,741,200	1,722,600	1,703,400	1,683,600	1,663,200	1,642,200	1,620,600	1,598,400	1,575,600	1,552,200
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,830,286,000	2,003,299,353	2,152,315,824	2,429,053,824	2,663,170,694	2,826,911,830	2,865,675,364	2,904,845,965	2,943,170,115	2,984,208,260	3,029,065,908	3,025,642,541
TOTAL ASSETS	2,000,119,000	2,126,755,480	2,281,068,801	2,586,810,668	2,817,568,947	2,977,524,200	2,997,205,950	3,048,786,378	3,102,157,249	3,157,000,709	3,212,690,489	3,222,464,438
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	24,350,000	19,236,433	19,526,955	25,260,604	23,936,503	21,053,211	13,876,655	14,000,115	14,245,928	14,732,950	15,280,016	15,632,641
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	21,206,000	19,901,633	22,770,002	40,954,891	33,956,960	25,510,028	3,802,795	3,873,133	3,945,370	4,019,645	4,096,045	4,176,069
Lease liabilities	571,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,815,000	5,042,000	2,249,500	2,354,600	5,006,700	4,144,400	3,096,700	2,767,600	2,874,400	2,986,100	2,727,100	-
Employee benefit provisions	7,026,000	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751	7,337,751
Other provisions	249,000	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	59,217,000	52,024,223	52,390,614	76,414,251	70,744,319	58,551,796	28,620,306	28,485,004	28,909,854	29,582,851	29,947,317	27,652,866
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1,703,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000	2,274,000
Borrowings	39,952,000	36,334,000	34,084,500	32,374,100	33,813,600	29,669,200	26,572,500	23,804,900	20,930,500	17,944,400	15,217,300	15,217,300
Employee benefit provisions	686,000	374,249	374,249	374,249	374,249	374,249	374,249	374,249	374,249	374,249	374,249	374,249
Other provisions	10,487,000	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	52,828,000	49,211,844	46,962,344	45,251,944	46,691,444	42,547,044	39,450,344	36,682,744	33,808,344	30,822,244	28,095,144	28,095,144
TOTAL LIABILITIES	112,045,000	101,236,066	99,352,958	121,666,195	117,435,763	101,098,839	68,070,649	65,167,748	62,718,197	60,405,095	58,042,461	55,748,010
Net Assets	1,888,074,000	2,025,519,414	2,181,715,844	2,465,144,473	2,700,133,184	2,876,425,361	2,929,135,301	2,983,618,630	3,039,439,051	3,096,595,615	3,154,648,028	3,166,716,428
EQUITY												
Retained Earnings	603,170,000	687,250,724	789,386,308	1,018,084,666	1,206,917,416	1,336,732,916	1,342,677,516	1,350,124,216	1,358,652,416	1,368,277,516	1,378,662,916	1,390,731,316
Revaluation Reserves	1,284,904,000	1,338,268,690	1,392,329,536	1,447,059,807	1,493,215,768	1,539,692,445	1,586,457,785	1,633,494,414	1,680,786,635	1,728,318,099	1,775,985,112	1,775,985,112
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,888,074,000	2,025,519,414	2,181,715,844	2,465,144,473	2,700,133,184	2,876,425,361	2,929,135,301	2,983,618,630	3,039,439,051	3,096,595,615	3,154,648,028	3,166,716,428
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,888,074,000	2,025,519,414	2,181,715,844	2,465,144,473	2,700,133,184	2,876,425,361	2,929,135,301	2,983,618,630	3,039,439,051	3,096,595,615	3,154,648,028	3,166,716,428

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - GENERAL FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	33,934,000	15,000,000	15,077,209	36,931,991	32,025,085	26,524,432	15,000,000	22,518,778	31,929,198	39,724,652	44,600,759	50,225,758
Investments	34,602,000	29,086,142	29,086,142	29,086,142	29,086,142	29,086,142	19,689,670	19,689,670	19,689,670	19,689,670	19,689,670	19,689,670
Receivables	12,957,000	9,742,213	9,937,972	12,001,636	11,541,885	11,109,207	9,237,699	9,655,479	10,052,820	10,435,949	10,786,669	11,360,932
Inventories	1,880,000	1,834,272	1,778,253	1,370,803	1,138,955	1,142,282	1,159,114	1,156,225	1,174,018	1,192,119	1,232,575	1,230,171
Contract assets and contract cost assets	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000	16,523,000
Other	133,000	64,379	62,755	49,446	44,384	44,720	45,530	45,696	46,553	47,429	49,056	49,274
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	100,029,000	72,250,006	72,465,331	95,963,018	90,359,450	84,429,783	61,655,012	69,588,849	79,415,259	87,612,820	92,881,729	99,078,806
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,775,000	2,887,649	3,213,962	4,593,199	4,107,013	3,598,726	1,984,840	2,034,941	2,086,528	2,139,651	2,194,351	2,046,796
Inventories	174,000	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565	123,565
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,338,362,000	1,468,901,224	1,595,637,496	1,832,501,506	2,037,536,909	2,190,803,732	2,219,936,105	2,247,370,650	2,274,029,665	2,303,264,337	2,335,778,273	2,334,202,973
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000	2,147,000
Investments Accounted for using the equity method	1,399,000	1,759,200	1,741,200	1,722,600	1,703,400	1,683,600	1,663,200	1,642,200	1,620,600	1,598,400	1,575,600	1,552,200
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,343,857,000	1,475,818,638	1,602,863,223	1,841,087,870	2,045,617,888	2,198,356,623	2,225,854,710	2,253,318,356	2,280,007,358	2,309,272,954	2,341,818,789	2,340,072,534
TOTAL ASSETS	1,443,886,000	1,548,068,644	1,675,328,554	1,937,050,888	2,135,977,338	2,282,786,406	2,287,509,722	2,322,907,204	2,359,422,617	2,396,885,773	2,434,700,518	2,439,151,339
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	23,521,000	18,576,346	18,861,073	24,595,256	23,272,101	20,389,963	13,213,560	13,330,787	13,568,289	14,046,343	14,594,611	14,946,828
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	19,806,000	19,661,592	22,049,050	39,083,273	32,657,447	25,447,753	3,740,506	3,810,831	3,883,054	3,957,316	4,033,703	4,113,713
Lease liabilities	550,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,625,000	2,892,300	-	-	2,533,600	1,626,800	1,189,500	948,700	989,500	1,032,500	936,500	-
Employee benefit provisions	6,389,000	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287	6,699,287
Other provisions	249,000	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406	506,406
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	54,140,000	48,335,930	48,115,816	70,884,222	65,668,841	54,670,208	25,349,259	25,296,011	25,646,535	26,241,852	26,770,507	26,266,234
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1,670,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000	2,220,000
Borrowings	15,187,000	13,831,600	13,831,600	14,475,800	18,388,400	16,761,600	15,572,100	14,623,400	13,633,900	12,601,400	11,664,900	11,664,900
Employee benefit provisions	653,000	342,713	342,713	342,713	342,713	342,713	342,713	342,713	342,713	342,713	342,713	342,713
Other provisions	10,487,000	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594	10,229,594
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	27,997,000	26,623,907	26,623,907	27,268,107	31,180,707	29,553,907	28,364,407	27,415,707	26,426,207	25,393,707	24,457,207	24,457,207
TOTAL LIABILITIES	82,137,000	74,959,838	74,739,723	98,152,329	96,849,548	84,224,115	53,713,666	52,711,718	52,072,743	51,635,559	51,227,714	50,723,442
Net Assets	1,361,749,000	1,473,108,806	1,600,588,831	1,838,898,559	2,039,127,790	2,198,562,291	2,233,796,056	2,270,195,486	2,307,349,874	2,345,250,214	2,383,472,804	2,388,427,898
EQUITY												
Retained Earnings	501,731,000	574,087,896	662,129,573	860,574,491	1,027,235,919	1,152,932,397	1,154,270,389	1,156,629,274	1,159,609,347	1,163,216,115	1,167,041,269	1,171,996,363
Revaluation Reserves	860,018,000	899,020,910	938,459,258	978,324,068	1,011,891,871	1,045,629,894	1,079,525,667	1,113,566,212	1,147,740,527	1,182,034,099	1,216,431,535	1,216,431,535
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,361,749,000	1,473,108,806	1,600,588,831	1,838,898,559	2,039,127,790	2,198,562,291	2,233,796,056	2,270,195,486	2,307,349,874	2,345,250,214	2,383,472,804	2,388,427,898
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,361,749,000	1,473,108,806	1,600,588,831	1,838,898,559	2,039,127,790	2,198,562,291	2,233,796,056	2,270,195,486	2,307,349,874	2,345,250,214	2,383,472,804	2,388,427,898

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - WATER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,736,000	-	49,687	835,043	1,879,456	3,160,895	4,611,886	6,498,992	8,785,862	11,338,331	14,097,771	17,635,217
Investments	15,132,000	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348
Receivables	4,465,000	4,342,574	4,588,404	4,815,329	5,053,469	5,302,957	5,565,429	5,840,918	6,130,060	6,433,486	6,626,721	6,825,783
Inventories	294,000	339,445	359,816	377,471	397,379	417,920	440,216	463,908	489,039	515,748	526,851	538,256
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,627,000	13,906,367	14,222,255	15,252,190	16,554,652	18,106,119	19,841,878	22,028,166	24,629,308	27,511,912	30,475,690	34,223,604
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,049,000	1,408,671	1,489,568	1,563,369	1,640,819	1,721,961	1,807,317	1,896,908	1,990,939	2,089,617	2,152,445	2,217,168
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	175,557,000	192,482,082	197,944,421	201,635,285	204,413,186	207,171,253	209,920,041	212,886,296	215,697,858	218,434,056	221,382,500	219,503,100
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	176,657,000	193,941,753	199,484,989	203,249,654	206,105,005	208,944,214	211,778,357	214,834,203	217,739,797	220,574,673	223,585,945	221,771,268
TOTAL ASSETS	198,284,000	207,848,120	213,707,244	218,501,845	222,659,657	227,050,333	231,620,235	236,862,369	242,369,105	248,086,585	254,061,636	255,994,872
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	489,000	402,701	420,883	432,990	445,861	459,184	472,998	490,995	510,346	530,710	541,295	553,878
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	17,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	706,000	803,600	846,900	892,700	949,100	1,028,500	611,900	583,000	608,600	635,500	429,300	-
Employee benefit provisions	307,000	307,935	307,935	307,935	307,935	307,935	307,935	307,935	307,935	307,935	307,935	307,935
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,519,000	1,514,236	1,575,718	1,633,626	1,702,896	1,795,619	1,392,834	1,381,930	1,426,881	1,474,145	1,278,530	861,813
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	33,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Borrowings	8,034,000	7,173,700	6,326,800	5,434,100	4,485,000	3,456,500	2,844,600	2,261,600	1,653,000	1,017,500	588,200	588,200
Employee benefit provisions	16,000	15,065	15,065	15,065	15,065	15,065	15,065	15,065	15,065	15,065	15,065	15,065
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,083,000	7,238,765	6,391,865	5,499,165	4,550,065	3,521,565	2,909,665	2,326,665	1,718,065	1,082,565	653,265	653,265
TOTAL LIABILITIES	9,602,000	8,753,001	7,967,583	7,132,790	6,252,961	5,317,184	4,302,498	3,708,595	3,144,946	2,556,710	1,931,795	1,515,078
Net Assets	188,682,000	199,095,119	205,739,662	211,369,054	216,406,697	221,733,149	227,317,737	233,153,774	239,224,160	245,529,875	252,129,840	254,479,794
EQUITY												
Retained Earnings	36,488,000	41,709,379	43,108,203	43,439,331	44,019,273	44,869,258	45,960,458	47,288,140	48,837,264	50,610,981	52,670,502	55,020,456
Revaluation Reserves	152,194,000	157,385,740	162,631,459	167,929,723	172,387,424	176,863,891	181,357,279	185,865,634	190,386,896	194,918,894	199,459,338	199,459,338
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	188,682,000	199,095,119	205,739,662	211,369,054	216,406,697	221,733,149	227,317,737	233,153,774	239,224,160	245,529,875	252,129,840	254,479,794
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	188,682,000	199,095,119	205,739,662	211,369,054	216,406,697	221,733,149	227,317,737	233,153,774	239,224,160	245,529,875	252,129,840	254,479,794

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
BALANCE SHEET - SEWER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,602,000	2,929,349	4,952,381	5,489,386	5,599,029	5,666,042	5,898,968	6,172,229	6,485,466	6,811,448	7,121,935	7,511,757
Investments	40,194,000	32,997,360	35,702,760	39,574,143	40,364,581	40,847,692	42,526,904	44,496,903	46,755,096	49,105,163	51,343,532	54,153,838
Receivables	889,000	944,163	934,468	962,986	992,499	1,022,685	1,053,768	1,085,778	1,118,772	1,152,738	1,187,717	1,223,755
Inventories	492,000	428,883	475,781	515,120	528,041	540,049	554,056	568,489	583,232	598,370	613,977	630,138
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	48,177,000	37,299,754	42,065,391	46,541,635	47,484,150	48,076,468	50,033,695	52,323,400	54,942,567	57,667,718	60,267,162	63,519,487
Non-Current Assets												
Investments	1,000,000	8,196,640	8,868,669	9,830,332	10,026,679	10,146,685	10,563,806	11,053,160	11,614,102	12,197,865	12,753,883	13,451,971
Receivables	632,000	529,772	523,133	538,978	555,384	572,283	589,686	607,612	626,081	645,098	664,688	684,865
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	308,136,000	324,808,550	340,571,810	374,342,990	400,861,739	408,888,024	416,884,804	425,028,634	433,178,777	441,513,670	450,238,604	449,657,904
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	309,772,000	333,538,962	349,967,612	384,716,300	411,447,802	419,610,993	428,042,297	436,693,406	445,422,960	454,360,633	463,661,175	463,798,740
TOTAL ASSETS	357,949,000	370,838,716	392,033,003	431,257,935	458,931,952	467,687,461	478,075,992	489,016,806	500,365,527	512,028,351	523,928,336	527,318,227
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	340,000	257,387	245,000	232,357	218,540	204,065	190,096	178,333	167,293	155,897	144,110	131,935
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,400,000	240,041	720,952	1,871,618	1,299,513	62,275	62,289	62,302	62,315	62,329	62,342	62,355
Lease liabilities	4,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,484,000	1,346,100	1,402,600	1,461,900	1,524,000	1,489,100	1,295,300	1,235,900	1,276,300	1,318,100	1,361,300	-
Employee benefit provisions	330,000	330,529	330,529	330,529	330,529	330,529	330,529	330,529	330,529	330,529	330,529	330,529
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,558,000	2,174,056	2,699,080	3,896,404	3,372,582	2,085,969	1,878,213	1,807,063	1,836,437	1,866,854	1,898,280	524,818
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Borrowings	16,731,000	15,328,700	13,926,100	12,464,200	10,940,200	9,451,100	8,155,800	6,919,900	5,643,600	4,325,500	2,964,200	2,964,200
Employee benefit provisions	17,000	16,471	16,471	16,471	16,471	16,471	16,471	16,471	16,471	16,471	16,471	16,471
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,748,000	15,349,171	13,946,571	12,484,671	10,960,671	9,471,571	8,176,271	6,940,371	5,664,071	4,345,971	2,984,671	2,984,671
TOTAL LIABILITIES	20,306,000	17,523,227	16,645,652	16,381,075	14,333,254	11,557,540	10,054,485	8,747,435	7,500,509	6,212,826	4,882,952	3,509,490
Net Assets	337,643,000	353,315,489	375,387,351	414,876,860	444,598,698	456,129,921	468,021,508	480,269,371	492,865,018	505,815,526	519,045,384	523,808,737
EQUITY												
Retained Earnings	64,951,000	71,453,449	84,148,532	114,070,843	135,662,224	138,931,261	142,446,668	146,206,802	150,205,806	154,450,420	158,951,145	163,714,497
Revaluation Reserves	272,692,000	281,862,040	291,238,819	300,806,016	308,936,474	317,198,659	325,574,839	334,062,569	342,659,212	351,365,105	360,094,239	360,094,239
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	337,643,000	353,315,489	375,387,351	414,876,860	444,598,698	456,129,921	468,021,508	480,269,371	492,865,018	505,815,526	519,045,384	523,808,737
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	337,643,000	353,315,489	375,387,351	414,876,860	444,598,698	456,129,921	468,021,508	480,269,371	492,865,018	505,815,526	519,045,384	523,808,737

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	60,942,000	60,472,851	66,667,486	70,222,896	71,143,748	73,411,748	75,769,353	78,204,902	80,721,188	83,320,735	85,870,084	88,454,950
User Charges & Fees	29,017,000	21,583,406	22,810,178	23,712,829	24,655,381	25,591,488	26,582,004	27,614,910	28,691,745	29,814,210	30,781,702	31,670,275
Investment & Interest Revenue Received	2,816,000	3,857,039	5,008,851	4,501,526	5,467,458	5,556,460	5,965,932	5,649,842	5,849,350	6,047,615	6,271,223	6,446,775
Grants & Contributions	98,888,000	119,344,501	141,677,515	269,635,131	200,758,164	139,377,519	2,621,287	23,147,969	23,572,623	24,009,305	24,458,568	24,930,215
Bonds & Deposits Received	216,000	-	-	-	-	-	-	-	-	-	-	-
Other	12,484,000	10,595,000	7,347,610	5,923,520	8,119,541	8,440,288	9,873,608	8,315,601	8,564,705	8,821,782	9,086,473	9,358,868
Payments:												
Employee Benefits & On-Costs	(36,520,000)	(36,402,937)	(40,466,658)	(39,342,867)	(38,053,523)	(39,035,741)	(40,148,265)	(41,314,896)	(42,494,364)	(43,727,006)	(44,974,589)	(46,277,338)
Materials & Contracts	(78,759,000)	(60,414,679)	(54,799,674)	(47,772,791)	(42,300,832)	(43,781,681)	(46,086,910)	(47,007,736)	(48,374,138)	(49,819,691)	(51,204,288)	(51,785,432)
Borrowing Costs	(3,057,000)	(1,746,940)	(1,645,085)	(1,469,316)	(1,496,902)	(1,534,366)	(1,304,348)	(1,127,358)	(1,015,768)	(910,062)	(797,594)	(689,237)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(7,293,000)	(4,596,129)	(3,346,831)	(3,756,829)	(4,720,239)	(5,290,419)	(5,436,036)	(5,605,438)	(5,762,396)	(5,932,481)	(6,099,875)	(6,301,376)
Net Cash provided (or used in) Operating Activities	78,734,000	112,692,111	143,253,392	281,654,099	223,572,796	162,735,297	27,836,625	47,877,796	49,752,946	51,624,408	53,391,705	55,807,699
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	11,423,510	-	-	-	-	9,396,472	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	198,000	1,124,500	817,300	504,600	376,800	580,500	661,100	541,000	404,500	845,400	960,300	1,608,400
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	10,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(3,377,429)	(4,833,046)	(986,785)	(603,118)	(2,096,332)	(2,459,353)	(2,819,135)	(2,933,830)	(2,794,387)	(3,508,394)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(71,383,000)	(144,750,423)	(133,510,334)	(252,552,510)	(230,816,861)	(161,868,080)	(41,504,180)	(33,194,098)	(32,570,984)	(35,998,774)	(40,636,884)	(41,640,038)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	(441,350)	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	11,700
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	11,072,000	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(60,103,000)	(132,643,763)	(136,061,463)	(256,871,656)	(231,417,246)	(161,880,798)	(33,532,740)	(35,101,951)	(34,974,819)	(38,076,104)	(42,459,571)	(43,528,332)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	1,500,000	-	3,300,000	8,900,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(6,418,000)	(5,891,000)	(5,042,000)	(4,905,300)	(4,808,400)	(5,006,700)	(4,144,400)	(3,096,700)	(2,767,600)	(2,874,400)	(2,986,100)	(2,727,100)
Repayment of lease liabilities (principal repayments)	(685,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(7,103,000)	(4,391,000)	(5,042,000)	(1,605,300)	4,091,600	(5,006,700)	(4,144,400)	(3,096,700)	(2,767,600)	(2,874,400)	(2,986,100)	(2,727,100)
Net Increase/(Decrease) in Cash & Cash Equivalents	11,528,000	(24,342,651)	2,149,929	23,177,143	(3,752,851)	(4,152,201)	(9,840,515)	9,679,145	12,010,527	10,673,904	7,946,034	9,552,267
plus: Cash & Cash Equivalents - beginning of year	30,744,000	42,272,000	17,929,349	20,079,277	43,256,421	39,503,570	35,351,369	25,510,854	35,189,999	47,200,527	57,874,430	65,820,465
Cash & Cash Equivalents - end of the year	42,272,000	17,929,349	20,079,277	43,256,421	39,503,570	35,351,369	25,510,854	35,189,999	47,200,527	57,874,430	65,820,465	75,372,732
Cash & Cash Equivalents - end of the year	42,272,000	17,929,349	20,079,277	43,256,421	39,503,570	35,351,369	25,510,854	35,189,999	47,200,527	57,874,430	65,820,465	75,372,732
Investments - end of the year	90,928,000	79,504,490	82,881,919	87,714,964	88,701,750	89,304,867	82,004,728	84,464,080	87,283,215	90,217,046	93,011,432	96,519,826
Cash, Cash Equivalents & Investments - end of the year	133,200,000	97,433,838	102,961,196	130,971,385	128,205,319	124,656,236	107,515,582	119,654,080	134,483,742	148,091,476	158,831,897	171,892,558

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years					2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28							
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	40,181,084	46,082,203	48,882,048	49,016,221	50,467,662	51,977,485	53,532,497	55,133,995	56,783,476	58,482,145	60,231,893	
User Charges & Fees	-	10,085,701	10,352,817	10,674,646	11,006,971	11,305,493	11,623,438	11,950,258	12,286,680	12,632,703	12,988,525	13,354,349	
Investment & Interest Revenue Received	-	1,906,091	2,538,220	1,970,162	2,847,535	2,857,896	3,186,455	2,787,084	2,900,846	3,010,679	3,141,334	3,222,976	
Grants & Contributions	-	111,221,960	128,777,902	240,091,482	181,535,077	139,423,757	1,422,474	21,941,056	22,357,409	22,785,592	23,226,055	23,688,702	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	9,897,181	7,123,037	5,690,817	7,878,675	8,191,953	9,617,811	8,052,142	8,293,302	8,542,216	8,798,544	9,062,295	
Payments:													
Employee Benefits & On-Costs	-	(32,503,693)	(36,613,323)	(35,376,557)	(33,970,000)	(34,831,888)	(35,819,093)	(36,857,103)	(37,904,456)	(39,001,004)	(40,108,478)	(41,266,543)	
Materials & Contracts	-	(44,143,454)	(37,169,933)	(29,086,325)	(22,837,751)	(23,509,941)	(24,921,093)	(24,899,714)	(25,274,091)	(25,672,008)	(26,515,644)	(26,525,348)	
Borrowing Costs	-	(658,478)	(659,349)	(581,535)	(714,127)	(860,486)	(749,065)	(678,905)	(635,086)	(594,843)	(552,415)	(510,709)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(4,596,129)	(3,346,831)	(3,756,829)	(4,720,239)	(5,290,419)	(5,436,036)	(5,605,438)	(5,762,396)	(5,932,481)	(6,099,875)	(6,301,376)	
Net Cash provided (or used in) Operating Activities	-	91,390,263	117,084,743	238,507,909	190,042,363	147,754,028	10,902,376	30,221,876	31,396,204	32,554,328	33,360,191	34,956,238	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	5,515,858	-	-	-	-	9,396,472	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	1,124,500	758,200	486,400	349,500	576,000	659,300	427,300	343,600	757,300	637,600	1,608,400	
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	-	(114,435,171)	(114,882,433)	(217,793,027)	(201,754,570)	(151,306,980)	(30,865,980)	(21,951,398)	(21,391,484)	(24,537,774)	(28,100,584)	(30,014,838)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	(441,350)	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	11,700	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	-	(108,236,163)	(114,115,233)	(217,297,327)	(201,395,470)	(150,721,080)	(20,800,008)	(21,513,598)	(21,037,084)	(23,769,374)	(27,451,584)	(28,394,738)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	1,500,000	-	3,300,000	8,900,000	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	-	(3,588,100)	(2,892,300)	(2,655,800)	(2,453,800)	(2,533,600)	(1,626,800)	(1,189,500)	(948,700)	(989,500)	(1,032,500)	(936,500)	
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	-	(2,088,100)	(2,892,300)	644,200	6,446,200	(2,533,600)	(1,626,800)	(1,189,500)	(948,700)	(989,500)	(1,032,500)	(936,500)	
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(18,934,000)	77,209	21,854,782	(4,906,907)	(5,500,652)	(11,524,432)	7,518,778	9,410,420	7,795,454	4,876,107	5,625,000	
plus: Cash & Cash Equivalents - beginning of year	-	33,934,000	15,000,000	15,077,209	36,931,991	32,025,085	26,524,432	15,000,000	22,518,778	31,929,198	39,724,652	44,600,759	
Cash & Cash Equivalents - end of the year	-	15,000,000	15,077,209	36,931,991	32,025,085	26,524,432	15,000,000	22,518,778	31,929,198	39,724,652	44,600,759	50,225,758	
Cash & Cash Equivalents - end of the year	33,934,000	15,000,000	15,077,209	36,931,991	32,025,085	26,524,432	15,000,000	22,518,778	31,929,198	39,724,652	44,600,759	50,225,758	
Investments - end of the year	34,602,000	29,086,142	29,086,142	29,086,142	29,086,142	29,086,142	19,689,670	19,689,670	19,689,670	19,689,670	19,689,670	19,689,670	
Cash, Cash Equivalents & Investments - end of the year	68,536,000	44,086,142	44,163,352	66,018,133	61,111,227	55,610,574	34,689,670	42,208,448	51,618,868	59,414,322	64,290,429	69,915,428	

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - WATER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years					Projected Years				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,562,493	6,146,779	6,499,224	6,834,250	7,185,452	7,553,993	7,940,917	8,347,125	8,773,516	9,084,760	9,364,262
User Charges & Fees	-	10,670,005	11,610,061	12,172,282	12,763,310	13,382,795	14,033,966	14,718,151	15,436,165	16,189,607	16,777,777	17,276,426
Investment & Interest Revenue Received	-	566,675	531,575	551,653	570,886	588,018	605,634	623,642	642,239	661,428	683,067	703,581
Grants & Contributions	-	5,671,600	1,573,520	238,500	246,800	254,200	261,800	269,700	277,800	286,100	294,700	303,500
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	517,000	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(1,660,690)	(1,622,603)	(1,670,011)	(1,719,382)	(1,770,159)	(1,822,755)	(1,876,830)	(1,932,307)	(1,989,281)	(2,048,151)	(2,109,113)
Materials & Contracts	-	(10,842,039)	(11,499,468)	(12,060,513)	(12,697,732)	(13,353,731)	(14,066,721)	(14,823,937)	(15,627,130)	(16,480,789)	(16,821,701)	(17,185,928)
Borrowing Costs	-	(422,755)	(382,058)	(339,279)	(293,519)	(245,637)	(192,025)	(143,237)	(117,422)	(91,912)	(64,712)	(40,783)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	10,062,290	6,357,807	5,391,856	5,704,613	6,040,939	6,373,891	6,708,406	7,026,470	7,348,668	7,905,740	8,311,946
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	5,907,652	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	31,800	9,100	9,100	-	-	68,200	47,300	13,600	140,900	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(16,943,242)	(5,536,320)	(3,768,700)	(3,776,600)	(3,810,400)	(3,894,400)	(4,277,600)	(4,203,900)	(4,201,200)	(4,651,700)	(4,345,200)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(11,035,590)	(5,504,520)	(3,759,600)	(3,767,500)	(3,810,400)	(3,894,400)	(4,209,400)	(4,156,600)	(4,187,600)	(4,510,800)	(4,345,200)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(762,700)	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(762,700)	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,736,000)	49,687	785,356	1,044,413	1,281,439	1,450,991	1,887,106	2,286,870	2,552,468	2,759,440	3,537,446
plus: Cash & Cash Equivalents - beginning of year	-	1,736,000	(0)	49,687	835,043	1,879,456	3,160,895	4,611,886	6,498,992	8,785,862	11,338,331	14,097,771
Cash & Cash Equivalents - end of the year	-	(0)	49,687	835,043	1,879,456	3,160,895	4,611,886	6,498,992	8,785,862	11,338,331	14,097,771	17,635,217
Cash & Cash Equivalents - end of the year	1,736,000	(0)	49,687	835,043	1,879,456	3,160,895	4,611,886	6,498,992	8,785,862	11,338,331	14,097,771	17,635,217
Investments - end of the year	15,132,000	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348	9,224,348
Cash, Cash Equivalents & Investments - end of the year	16,868,000	9,224,348	9,274,034	10,059,391	11,103,804	12,385,242	13,836,234	15,723,340	18,010,210	20,562,678	23,322,119	26,859,564

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2034
CASH FLOW STATEMENT - SEWER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	14,729,273	14,438,504	14,841,624	15,293,277	15,758,634	16,237,874	16,731,488	17,240,068	17,763,743	18,303,180	18,858,795
User Charges & Fees	-	827,700	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500
Investment & Interest Revenue Received	-	1,384,272	1,939,056	1,979,711	2,049,037	2,110,546	2,173,842	2,239,117	2,306,265	2,375,509	2,446,822	2,520,218
Grants & Contributions	-	2,450,941	11,326,092	29,305,149	18,976,286	(300,438)	937,013	937,213	937,413	937,613	937,813	938,013
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	180,819	224,573	232,704	240,866	248,335	255,797	263,460	271,404	279,566	287,929	296,573
Payments:												
Employee Benefits & On-Costs	-	(2,238,554)	(2,230,732)	(2,296,298)	(2,364,141)	(2,433,694)	(2,506,416)	(2,580,962)	(2,657,601)	(2,736,720)	(2,817,960)	(2,901,682)
Materials & Contracts	-	(5,429,186)	(6,130,274)	(6,625,953)	(6,765,349)	(6,918,009)	(7,099,095)	(7,284,085)	(7,472,917)	(7,666,893)	(7,866,943)	(8,074,156)
Borrowing Costs	-	(665,708)	(603,677)	(548,502)	(489,257)	(428,243)	(363,258)	(305,216)	(263,259)	(223,306)	(180,468)	(137,745)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	11,239,559	19,810,843	37,754,334	27,825,819	8,940,331	10,560,358	10,947,514	11,330,272	11,721,412	12,125,774	12,539,515
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	27,300	9,100	18,200	4,500	1,800	45,500	13,600	74,500	181,800	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(3,377,429)	(4,833,046)	(986,785)	(603,118)	(2,096,332)	(2,459,353)	(2,819,135)	(2,933,830)	(2,794,387)	(3,508,394)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(13,372,010)	(13,091,581)	(30,990,783)	(25,285,691)	(6,750,700)	(6,743,800)	(6,965,100)	(6,975,600)	(7,259,800)	(7,884,600)	(7,280,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(13,372,010)	(16,441,710)	(35,814,729)	(26,254,276)	(7,349,318)	(8,838,332)	(9,378,953)	(9,781,135)	(10,119,130)	(10,497,187)	(10,788,394)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,540,200)	(1,346,100)	(1,402,600)	(1,461,900)	(1,524,000)	(1,489,100)	(1,295,300)	(1,235,900)	(1,276,300)	(1,318,100)	(1,361,300)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(1,540,200)	(1,346,100)	(1,402,600)	(1,461,900)	(1,524,000)	(1,489,100)	(1,295,300)	(1,235,900)	(1,276,300)	(1,318,100)	(1,361,300)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(3,672,651)	2,023,032	537,005	109,643	67,013	232,926	273,261	313,237	325,981	310,487	389,822
plus: Cash & Cash Equivalents - beginning of year	-	6,602,000	2,929,349	4,952,381	5,489,386	5,599,029	5,666,042	5,898,968	6,172,229	6,485,466	6,811,448	7,121,935
Cash & Cash Equivalents - end of the year	-	2,929,349	4,952,381	5,489,386	5,599,029	5,666,042	5,898,968	6,172,229	6,485,466	6,811,448	7,121,935	7,511,757
Cash & Cash Equivalents - end of the year	6,602,000	2,929,349	4,952,381	5,489,386	5,599,029	5,666,042	5,898,968	6,172,229	6,485,466	6,811,448	7,121,935	7,511,757
Investments - end of the year	41,194,000	41,194,000	44,571,429	49,404,475	50,391,260	50,994,378	53,090,710	55,550,063	58,369,198	61,303,028	64,097,415	67,605,809
Cash, Cash Equivalents & Investments - end of the year	47,796,000	44,123,349	49,523,810	54,893,861	55,990,289	56,660,420	58,989,678	61,722,292	64,854,664	68,114,476	71,219,350	75,117,565

Lismore City Council

Draft Long Term Financial Plan for the Years Ending 30 June 2034



Key Assumptions

Comparison to Delivery Program and Operational Plan

Note: Council's Long Term Financial Plan is prepared on a consolidated basis, eliminating all internal transactions. The net operating result for the year is the same as the Delivery Program & Operational Plan when the net gain from the disposal of assets is excluded from the net operating result in the Long Term Financial Plan.

Income from Continuing Operations											
Rates & Annual Charges	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	
General Rates	4.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Sewerage Annual Charges	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Water Annual Charges	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	
User Charges and Fees	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	
User Charges and Fees	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Interest and Investment Revenue	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	
Interest and Investment Revenue	4.80%	4.50%	4.25%	4.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	
Income from interest and investments is largely dependent on the level of interest rates, along with the level of cash Council has available to invest.											
Other Revenues	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	
Other revenues	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Grants & Contributions	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	
Financial Assistance Grant	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Library Grant	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Sec 7.11 Contributions	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	

Lismore City Council

Draft Long Term Financial Plan for the Years Ending 30 June 2034



Key Assumptions

Comparison to Delivery Program and Operational Plan

Note: Council's Long Term Financial Plan is prepared on a consolidated basis, eliminating all internal transactions. The net operating result for the year is the same as the Delivery Program & Operational Plan when the net gain from the disposal of assets is excluded from the net operating result in the Long Term Financial Plan.

Expenses from Continuing Operations										
Employee Benefits and Oncosts	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034
Salaries & Wages	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation - Employer Contribution	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Workers Compensation	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Borrowing Costs										
Waste remediation/Compliance	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034
Amount	-	\$3,300,000	\$8,900,000	-	-	-	-	-	-	-
Rate	-	5.11%	4.75%	-	-	-	-	-	-	-
Term	-	20	20	-	-	-	-	-	-	-
Costs	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034
Materials and Contracts	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Insurance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%
Electricity	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses include a number of expenditure items such as contributions and levies paid to other levels of government, advertising, Councillor expenses, donations to other organisations, electricity, insurance, street lighting costs, telephone costs, valuer general costs and other sundry expense items.										

SENSITIVITY ANALYSIS AND RISK

ASSESSMENT

An important component of modelling is being able to understand which factors in the model are the most sensitive to variance. By testing different variables in the LTFP, Council and the community can understand what the financial impact might be if the variables change. The variables tested in the sensitivity analysis are based on the planning assumptions.

For example:

- what are the impacts on revenue if rate pegging is below/above the forecast level.
- what are the impacts on expenses if expenses are greater than forecast, that is inflation remains at higher levels.

The available revenue is lower or higher or the costs of service delivery is such that Council is not able to meet its obligations

Council has undertaken a basic sensitivity analysis to determine factors likely to be sensitive to variables and known major risks.

Rate pegging

Rate pegging is independently determined by the Independent Pricing and Regulatory Tribunal.

Rates are a major part of Council's revenue and any changes to the allowable rate increase can impact the available funds for Council to deliver services to the community.

Model	2024/25	2025 - 2034
Preferred Model	4.7%	3.0%
If IPART determination was higher than forecast:	4.7%	4.0%
Impact on revenue would be	\$ -	\$ 19,571,600
If IPART determination was lower than forecast:	0.0%	2.5%
Impact on revenue would be	(\$1,620,212)	(\$25,933,000)

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ASSESSMENT

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Electricity Costs

Total electricity costs include a combination of: consumption charges, fixed charges and additional levies, with each affected by different factors and subject to Government at any time. Council will continue to review options for reducing power consumption.

Council's total electricity costs for 2024/2025 are forecast to be \$1.482 million.

A 10% reduction due to savings and minimisation strategies would result in savings of.

\$148,200 per annum

Materials Cost and Other Costs

Material and contracts are a large component of Council's costs to deliver services. If inflation remains at high levels it will impact the available levels of service Council can deliver.

Model	Var	Impact
Modelling - Increase - 1% increase on model in each year	1.0%	(\$361,342) pa 24/25 to (\$7.9 million) pa in year 10

