

A young girl with long brown hair, wearing a light blue polo shirt, is the central focus. She has her right arm raised and is smiling. She is surrounded by other people, including a man in a grey shirt in the foreground and a woman in a tan hat. The background shows a green field with a red and white striped barrier. The overall scene is outdoors and appears to be a community event or sports day.

Long-Term Financial Plan 2023 – 2033

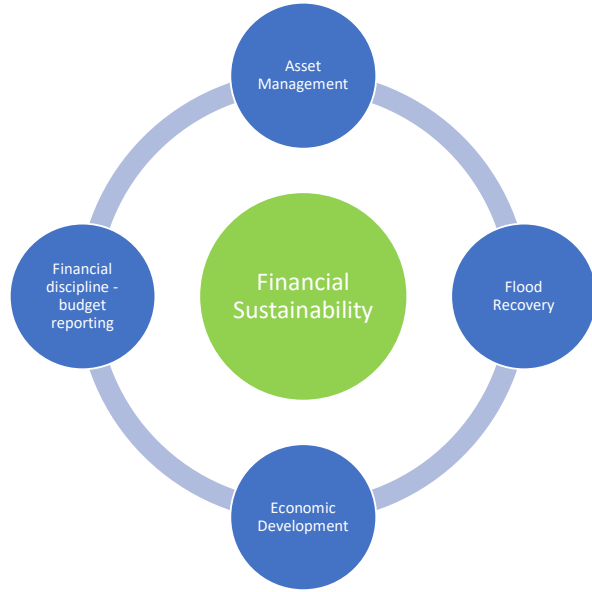
Long Term Financial Plan

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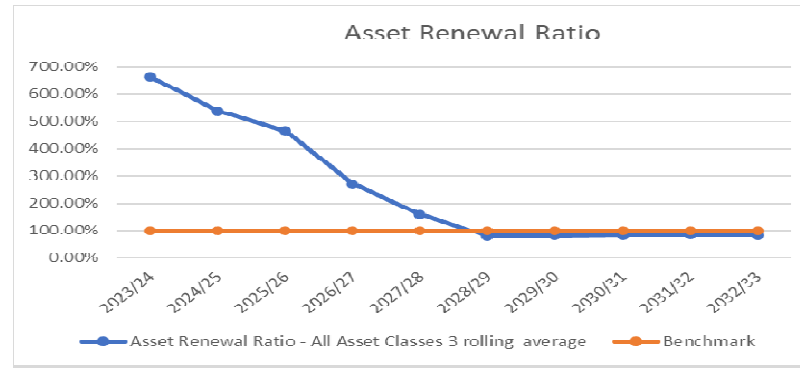
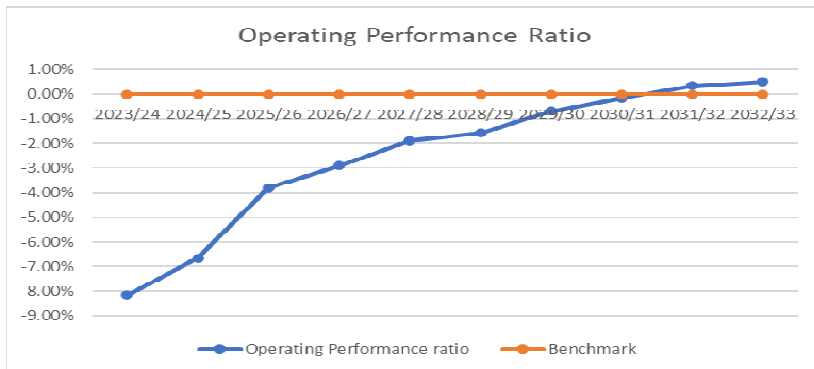
2023/2033 Long Term Financial Plan Fact Sheet

Council's Long Term Objectives



How do we measure success		When
Operating Performance Ratio > 0	✓	Year 9
Maintain Asset as per Asset Management Plan	✓	Improving over period
Maintain Cash Surplus	✓	Yes over ten years
Flood Recovery	✓	over 3 years
Implement Road map	✓	over 2-3 years
Meet or better OLG KPI's	✓	Improving over period
Fully integrated Reporting framework		
Delivery Plan	✓	2023/24
Asset Management Plan	✓	2023/24
Workforce Management Plan	✓	2023/24
Long Term Financial Plan	✓	2023/24
Service level reviews	✓	2023/24 - 2024/25

What does this look like



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 2033

INCOME STATEMENT - CONSOLIDATED

Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	58,912,000	58,436,500	61,008,500	63,353,600	65,559,700	67,716,000	69,756,700	71,858,400	74,023,300	76,253,100	78,549,400	80,914,600
User Charges & Fees	24,721,000	26,935,500	24,359,200	25,826,300	26,857,200	27,697,300	28,496,300	29,330,100	30,188,100	31,071,700	31,981,500	32,917,800
Other Revenues	10,677,000	5,595,500	4,395,080	4,570,200	4,730,100	4,895,600	5,042,500	5,193,800	5,349,200	5,509,900	5,675,100	5,845,000
Grants & Contributions provided for Operating Purposes	42,062,000	44,810,400	22,574,061	20,082,100	12,793,600	12,129,500	12,421,800	12,732,100	13,051,500	13,379,800	13,717,500	14,065,000
Grants & Contributions provided for Capital Purposes	32,286,000	41,437,737	206,564,041	131,156,100	96,497,400	9,572,200	9,645,400	9,720,400	9,797,300	9,875,800	9,956,000	10,038,400
Interest & Investment Revenue	809,000	2,037,600	3,306,300	3,438,300	3,558,300	3,682,600	3,793,100	3,906,900	4,024,000	4,144,600	4,268,900	4,396,900
Other Income:												
Joint Ventures & Associated Entities - Gain	81,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	169,548,000	179,253,237	322,207,182	248,426,600	209,996,300	125,693,200	129,155,800	132,741,700	136,433,400	140,234,900	144,148,400	148,177,700
Expenses from Continuing Operations												
Employee Benefits & On-Costs	32,903,000	33,546,050	36,846,440	37,512,800	38,187,100	37,845,400	39,065,600	40,294,500	41,561,500	42,867,600	44,214,300	45,602,400
Borrowing Costs	2,666,000	2,263,000	1,946,500	1,898,800	1,761,300	1,569,200	1,332,900	1,105,900	934,800	823,600	714,600	598,900
Materials & Contracts	60,171,000	84,388,250	47,713,488	43,383,700	34,955,500	36,533,400	37,224,400	38,576,600	39,179,900	40,179,400	41,231,400	42,755,700
Depreciation & Amortisation	36,713,000	33,820,100	34,665,700	36,443,800	36,951,400	37,466,900	37,989,800	38,697,200	39,419,100	40,155,500	40,906,700	41,673,000
Impairment of receivables	44,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,525,000	3,409,800	3,924,700	5,833,900	5,972,800	6,062,500	6,153,700	6,276,900	6,402,700	6,530,900	6,661,700	6,795,100
Net Losses from the Disposal of Assets	28,460,000	3,352,300	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
Joint Ventures & Associated Entities	-	53,325	29,400	30,600	31,700	32,800	33,800	34,800	35,800	36,900	38,000	39,100
Total Expenses from Continuing Operations	164,482,000	160,832,825	128,535,528	128,542,300	121,328,300	123,009,000	125,329,700	128,556,900	131,147,200	134,250,600	137,467,500	141,210,000
Operating Result from Continuing Operations	5,066,000	18,420,412	193,671,654	119,884,300	88,668,000	2,684,200	3,826,100	4,184,800	5,286,200	5,984,300	6,680,900	6,967,700
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,066,000	18,420,412	193,671,654	119,884,300	88,668,000	2,684,200	3,826,100	4,184,800	5,286,200	5,984,300	6,680,900	6,967,700
Net Operating Result before Grants and Contributions provided for Capital Purposes	(27,220,000)	(23,017,325)	(12,892,387)	(11,271,800)	(7,829,400)	(6,888,000)	(5,819,300)	(5,535,600)	(4,511,100)	(3,891,500)	(3,275,100)	(3,070,700)

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - GENERAL FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	39,540,000	38,845,900	40,588,800	42,186,900	43,619,400	45,103,300	46,451,900	47,841,000	49,271,800	50,745,500	52,263,100	53,826,300
User Charges & Fees	13,725,000	15,726,800	13,212,300	14,126,900	14,580,400	15,049,700	15,469,300	15,912,200	16,367,600	16,836,500	17,319,300	17,815,800
Other Revenues	10,061,000	5,388,300	4,177,480	4,343,900	4,495,800	4,653,100	4,792,700	4,936,500	5,084,200	5,236,900	5,393,900	5,555,400
Grants & Contributions provided for Operating Purposes	33,748,000	43,916,700	22,559,661	20,067,100	12,778,100	12,113,500	12,405,300	12,715,100	13,034,000	13,361,800	13,699,000	14,046,000
Grants & Contributions provided for Capital Purposes	28,727,000	38,035,937	167,896,541	119,005,100	88,338,600	8,405,400	8,471,500	8,539,200	8,608,500	8,679,200	8,751,400	8,825,500
Interest & Investment Revenue	410,000	887,300	1,355,200	1,409,200	1,458,200	1,508,900	1,554,200	1,600,800	1,648,700	1,698,100	1,749,000	1,801,500
Other Income:												
Joint Ventures & Associated Entities - Gain	81,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	126,292,000	142,800,937	249,789,982	201,139,100	165,270,500	86,833,900	89,144,900	91,544,800	94,014,800	96,558,000	99,175,700	101,870,500
Expenses from Continuing Operations												
Employee Benefits & On-Costs	28,659,000	29,721,250	32,952,040	33,487,000	34,047,600	33,585,700	34,682,200	35,782,200	36,916,500	38,086,100	39,292,300	40,535,500
Borrowing Costs	1,407,000	1,096,300	880,600	933,900	895,300	809,200	682,900	574,700	505,200	460,900	418,000	373,000
Materials & Contracts	44,661,000	63,079,050	32,379,816	27,330,236	17,698,846	18,515,655	18,583,557	19,260,880	19,150,085	19,412,559	19,697,180	20,421,492
Depreciation & Amortisation	26,655,000	24,329,500	25,543,300	26,464,500	26,822,900	27,186,900	27,556,100	28,055,500	28,565,200	29,085,100	29,615,500	30,156,700
Impairment of receivables	44,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,279,000	3,409,800	3,924,700	5,833,900	5,972,800	6,062,500	6,153,700	6,276,900	6,402,700	6,530,900	6,661,700	6,795,100
Net Losses from the Disposal of Assets	10,092,000	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	-	53,325	29,400	30,600	31,700	32,800	33,800	34,800	35,800	36,900	38,000	39,100
Total Expenses from Continuing Operations	114,797,000	123,141,525	97,162,156	95,532,436	86,921,446	87,645,055	89,144,557	91,437,280	93,027,785	95,064,759	97,174,980	99,773,192
Operating Result from Continuing Operations	11,495,000	19,659,412	152,627,826	105,606,664	78,349,054	(811,155)	343	107,520	987,015	1,493,241	2,000,720	2,097,308
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	11,495,000	19,659,412	152,627,826	105,606,664	78,349,054	(811,155)	343	107,520	987,015	1,493,241	2,000,720	2,097,308
Net Operating Result before Grants and Contributions provided for Capital Purposes	(17,232,000)	(18,376,525)	(15,268,715)	(13,398,436)	(9,989,546)	(9,216,555)	(8,471,157)	(8,431,680)	(7,621,485)	(7,185,959)	(6,750,680)	(6,728,192)

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - WATER FUND
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,562,000	5,604,900	5,808,100	6,109,300	6,424,800	6,625,200	6,831,000	7,042,900	7,261,200	7,486,100	7,717,600	7,956,000
User Charges & Fees	10,824,000	10,934,600	10,859,100	11,400,100	11,967,100	12,327,100	12,696,900	13,077,900	13,470,300	13,874,500	14,290,700	14,719,400
Other Revenues	444,000	100	100	100	100	100	100	100	100	100	100	100
Grants & Contributions provided for Operating Purposes	1,015,000	7,700	8,100	8,400	8,700	9,000	9,300	9,600	9,900	10,200	10,500	10,800
Grants & Contributions provided for Capital Purposes	1,214,000	1,772,700	5,663,400	221,900	229,700	237,700	244,800	252,100	259,700	267,500	275,500	283,800
Interest & Investment Revenue	146,000	459,200	532,900	554,200	573,600	593,700	611,500	629,900	648,800	668,200	688,200	708,800
Other Income:												
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,205,000	18,779,200	22,871,700	18,294,000	19,204,000	19,792,800	20,393,600	21,012,500	21,650,000	22,306,600	22,982,600	23,678,900
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,856,000	1,668,600	1,643,100	1,698,500	1,747,900	1,798,600	1,850,800	1,905,100	1,961,200	2,018,800	2,078,000	2,139,200
Borrowing Costs	492,000	455,700	417,900	376,100	333,000	286,900	238,600	184,400	138,700	113,100	87,400	60,000
Materials & Contracts	10,255,000	10,306,400	10,379,421	10,956,276	11,515,208	12,102,422	12,591,157	13,111,672	13,661,431	14,232,855	14,829,797	15,454,189
Depreciation & Amortisation	3,299,000	3,546,700	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
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	845,000	1,300,000	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
Total Expenses from Continuing Operations	16,747,000	17,277,400	17,650,321	18,318,776	18,963,108	19,635,222	20,209,357	20,840,172	21,512,831	22,231,055	22,978,597	23,756,189
Operating Result from Continuing Operations	2,458,000	1,501,800	5,221,379	(24,776)	240,892	157,578	184,243	172,328	137,169	75,545	4,003	(77,289)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,458,000	1,501,800	5,221,379	(24,776)	240,892	157,578	184,243	172,328	137,169	75,545	4,003	(77,289)
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,244,000	(270,900)	(442,021)	(246,676)	11,192	(80,122)	(60,557)	(79,772)	(122,531)	(191,955)	(271,497)	(361,089)

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

INCOME STATEMENT - SEWER FUND

Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	13,810,000	13,985,700	14,611,600	15,057,400	15,515,500	15,987,500	16,473,800	16,974,500	17,490,300	18,021,500	18,568,700	19,132,300
User Charges & Fees	172,000	274,100	287,800	299,300	309,700	320,500	330,100	340,000	350,200	360,700	371,500	382,600
Other Revenues	172,000	207,100	217,500	226,200	234,200	242,400	249,700	257,200	264,900	272,900	281,100	289,500
Grants & Contributions provided for Operating Purposes	7,299,000	886,000	6,300	6,600	6,800	7,000	7,200	7,400	7,600	7,800	8,000	8,200
Grants & Contributions provided for Capital Purposes	2,345,000	1,629,100	33,004,100	11,929,100	7,929,100	929,100	929,100	929,100	929,100	929,100	929,100	929,100
Interest & Investment Revenue	253,000	691,100	1,418,200	1,474,900	1,526,500	1,580,000	1,627,400	1,676,200	1,726,500	1,778,300	1,831,700	1,886,600
Other Income:												
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	24,051,000	17,673,100	49,545,500	28,993,500	25,521,800	19,066,500	19,617,300	20,184,400	20,768,600	21,370,300	21,990,100	22,628,300
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,388,000	2,156,200	2,251,300	2,327,300	2,391,600	2,461,100	2,532,600	2,607,200	2,683,800	2,762,700	2,844,000	2,927,700
Borrowing Costs	767,000	711,000	648,000	588,800	533,000	473,100	411,400	346,800	290,900	249,600	209,200	165,900
Materials & Contracts	5,255,000	11,002,800	4,954,251	5,097,188	5,741,446	5,915,323	6,049,686	6,204,048	6,368,384	6,533,987	6,704,423	6,880,019
Depreciation & Amortisation	6,759,000	5,943,900	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
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	246,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	17,523,000	600,000	618,000	627,300	636,700	646,300	656,000	669,100	682,500	696,200	710,100	724,300
Total Expenses from Continuing Operations	32,938,000	20,413,900	13,723,051	14,691,088	15,443,746	15,728,723	15,975,786	16,279,448	16,606,584	16,954,787	17,313,923	17,680,619
Operating Result from Continuing Operations	(8,887,000)	(2,740,800)	35,822,449	14,302,412	10,078,054	3,337,777	3,641,514	3,904,952	4,162,016	4,415,514	4,676,177	4,947,681
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(8,887,000)	(2,740,800)	35,822,449	14,302,412	10,078,054	3,337,777	3,641,514	3,904,952	4,162,016	4,415,514	4,676,177	4,947,681
Net Operating Result before Grants and Contributions provided for Capital Purposes	(11,232,000)	(4,369,900)	2,818,349	2,373,312	2,148,954	2,408,677	2,712,414	2,975,852	3,232,916	3,486,414	3,747,077	4,018,581

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - CONSOLIDATED

Scenario: Preferred Model

	Actuals 2021/22	Current Year 2022/23	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	30,744,000	27,401,839	42,154,078	33,713,838	31,773,414	25,447,544	30,827,114	34,872,081	41,515,397	48,977,365	55,994,282	60,065,309
Investments	92,000,000	63,288,559	65,165,616	68,726,128	71,808,966	68,707,866	70,242,647	72,073,244	74,183,461	76,572,863	79,058,170	81,449,482
Receivables	16,189,000	14,204,146	16,729,089	15,591,647	14,951,532	12,910,072	13,371,093	13,790,572	14,255,087	14,740,271	15,230,835	15,697,083
Inventories	2,556,000	4,449,403	2,419,759	2,208,588	1,823,406	1,896,844	1,927,653	1,990,530	2,017,426	2,063,017	2,110,908	2,181,218
Contract assets and contract cost assets	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000
Other	51,000	72,397	39,530	36,111	25,775	26,762	26,935	27,807	27,823	28,249	28,701	29,635
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	150,377,000	118,253,344	135,345,072	129,113,312	129,220,093	117,826,088	125,232,442	131,591,234	140,836,195	151,218,765	161,259,895	168,259,726
Non-Current Assets												
Investments	10,000,000	9,106,808	9,737,907	10,935,013	11,971,516	12,367,241	12,883,261	13,498,740	14,208,231	15,011,590	15,847,193	16,651,193
Receivables	3,247,000	3,437,362	3,516,270	3,652,038	3,786,875	3,895,729	4,002,452	4,112,376	4,225,600	4,342,227	4,462,321	4,586,016
Inventories	174,000	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,682,613,000	1,725,717,537	1,971,548,111	2,132,207,921	2,257,986,328	2,290,854,504	2,324,480,800	2,360,671,645	2,395,851,649	2,431,186,143	2,467,701,374	2,507,698,396
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Right of use assets	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000	2,875,000
Investments Accounted for using the equity method	1,250,000	1,155,975	1,097,175	1,035,975	972,575	906,975	839,375	769,775	698,175	624,375	548,375	470,175
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,700,188,000	1,742,408,603	1,988,890,383	2,150,821,868	2,277,708,216	2,311,015,370	2,345,196,809	2,382,043,457	2,417,974,577	2,454,155,255	2,491,550,184	2,532,396,702
TOTAL ASSETS	1,850,565,000	1,860,661,947	2,124,235,456	2,279,935,180	2,406,928,309	2,428,841,458	2,470,429,251	2,513,634,691	2,558,810,772	2,605,374,021	2,652,810,079	2,700,656,428
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	20,081,000	17,640,663	21,206,056	18,532,170	15,592,535	10,918,792	11,095,258	11,485,245	11,535,627	11,745,665	12,038,352	12,465,983
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	14,117,000	13,700,071	31,838,678	23,248,783	16,903,739	3,430,157	3,489,987	3,553,094	3,617,990	3,684,607	3,753,047	3,823,442
Lease liabilities	658,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,467,000	2,413,000	2,420,000	2,615,300	4,995,900	5,063,600	4,203,400	3,157,800	2,830,800	2,939,900	3,053,900	-
Employee benefit provisions	6,722,000	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923	6,709,923
Other provisions	560,000	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	47,605,000	41,534,042	63,245,040	52,176,560	45,272,482	27,192,856	26,568,953	25,976,447	25,764,724	26,150,479	26,625,606	24,069,733
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	2,267,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000	2,925,000
Borrowings	46,718,000	44,305,800	43,257,400	40,339,900	35,236,600	30,173,000	25,969,600	22,811,800	19,981,000	17,041,100	13,987,200	13,987,200
Employee benefit provisions	251,000	263,077	263,077	263,077	263,077	263,077	263,077	263,077	263,077	263,077	263,077	263,077
Other provisions	11,498,000	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	60,734,000	58,481,493	57,433,093	54,515,593	49,412,293	44,348,693	40,145,293	36,987,493	34,156,693	31,216,793	28,162,893	28,162,893
TOTAL LIABILITIES	108,339,000	100,015,535	120,678,133	106,692,153	94,684,775	71,541,549	66,714,245	62,963,940	59,921,417	57,367,272	54,788,499	52,232,626
Net Assets	1,742,226,000	1,760,646,412	2,003,557,323	2,173,243,027	2,312,243,534	2,357,299,910	2,403,715,006	2,450,670,751	2,498,889,355	2,548,006,749	2,598,021,580	2,648,423,802
EQUITY												
Retained Earnings	555,375,000	573,795,412	767,467,066	887,351,366	976,019,366	978,703,566	982,529,666	986,714,466	992,000,666	997,984,966	1,004,665,866	1,011,633,566
Revaluation Reserves	1,186,851,000	1,186,851,000	1,236,090,257	1,285,891,661	1,336,224,168	1,378,596,344	1,421,185,340	1,463,956,285	1,506,888,689	1,550,021,783	1,593,355,714	1,636,790,236
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,742,226,000	1,760,646,412	2,003,557,323	2,173,243,027	2,312,243,534	2,357,299,910	2,403,715,006	2,450,670,751	2,498,889,355	2,548,006,749	2,598,021,580	2,648,423,802
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,742,226,000	1,760,646,412	2,003,557,323	2,173,243,027	2,312,243,534	2,357,299,910	2,403,715,006	2,450,670,751	2,498,889,355	2,548,006,749	2,598,021,580	2,648,423,802

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - GENERAL FUND

Scenario: Preferred Model

	Actuals 2021/22	Current Year 2022/23	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	7,387,000	15,000,000	34,705,547	25,351,164	22,265,243	15,000,000	19,408,724	22,511,189	27,995,100	34,127,780	39,819,232	42,898,083
Investments	63,125,000	28,312,220	28,312,220	28,312,220	28,312,220	23,848,443	23,848,443	23,848,443	23,848,443	23,848,443	23,848,443	23,848,443
Receivables	10,628,000	9,047,326	11,504,836	10,121,716	9,225,032	7,008,978	7,290,916	7,525,947	7,800,479	8,089,946	8,378,998	8,637,709
Inventories	1,822,000	3,113,160	1,640,431	1,398,188	936,143	975,327	978,585	1,011,078	1,005,763	1,018,354	1,032,008	1,066,756
Contract assets and contract cost assets	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000	8,837,000
Other	51,000	72,397	39,530	36,111	25,775	26,762	26,935	27,807	27,823	28,249	28,701	29,635
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	91,850,000	64,382,103	85,039,564	74,056,398	69,601,413	55,696,511	60,390,603	63,761,464	69,514,608	75,949,772	81,944,383	85,317,627
Non-Current Assets												
Investments	-	395,975	395,975	395,975	395,975	333,545	333,545	333,545	333,545	333,545	333,545	333,545
Receivables	1,346,000	1,499,477	1,546,169	1,592,880	1,634,719	1,678,059	1,717,438	1,758,000	1,799,779	1,842,811	1,887,126	1,932,770
Inventories	174,000	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921	86,921
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,231,678,000	1,272,191,337	1,463,026,467	1,603,915,984	1,713,398,151	1,736,379,109	1,760,022,328	1,786,272,192	1,811,149,662	1,836,332,601	1,862,589,110	1,891,726,936
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Right of use assets	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000	2,790,000
Investments Accounted for using the equity method	1,250,000	1,155,975	1,097,175	1,035,975	972,575	906,975	839,375	769,775	698,175	624,375	548,375	470,175
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,237,267,000	1,278,148,685	1,468,971,707	1,609,846,735	1,719,307,341	1,742,203,609	1,765,818,607	1,792,039,433	1,816,887,081	1,842,039,253	1,868,264,077	1,897,369,347
TOTAL ASSETS	1,329,117,000	1,342,530,788	1,554,011,272	1,683,903,133	1,788,908,754	1,797,900,121	1,826,209,210	1,855,800,897	1,886,401,689	1,917,989,025	1,950,208,460	1,982,686,974
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	19,316,000	16,977,305	20,624,343	17,955,024	15,015,067	10,350,813	10,538,611	10,939,506	10,995,119	11,209,157	11,506,022	11,938,007
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	14,117,000	13,700,071	31,838,678	23,248,783	16,903,739	3,430,157	3,489,987	3,553,094	3,617,990	3,684,607	3,753,047	3,823,442
Lease liabilities	643,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,491,000	110,100	270,300	365,800	2,641,300	2,590,500	1,685,800	1,250,600	1,011,900	1,055,000	1,100,300	-
Employee benefit provisions	6,206,000	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518	6,192,518
Other provisions	560,000	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384	1,070,384
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	44,333,000	38,050,379	59,996,223	48,832,510	41,823,009	23,634,372	22,977,300	23,006,103	22,887,911	23,211,667	23,622,271	23,024,352
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	2,237,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000
Borrowings	18,893,000	18,783,900	19,885,200	19,217,200	16,468,500	13,878,000	12,192,200	10,941,600	9,929,700	8,874,700	7,774,400	7,774,400
Employee benefit provisions	219,000	232,482	232,482	232,482	232,482	232,482	232,482	232,482	232,482	232,482	232,482	232,482
Other provisions	11,498,000	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616	10,987,616
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	32,847,000	32,883,997	33,985,297	33,317,297	30,568,597	27,978,097	26,292,297	25,041,697	24,029,797	22,974,797	21,874,497	21,874,497
TOTAL LIABILITIES	77,180,000	70,934,376	93,981,520	82,149,807	72,391,607	51,612,470	49,269,598	48,047,801	46,917,708	46,186,464	45,496,769	44,898,850
Net Assets	1,251,937,000	1,271,596,412	1,460,029,751	1,601,753,326	1,716,517,148	1,746,287,651	1,776,939,613	1,807,753,097	1,839,483,981	1,871,802,561	1,904,711,691	1,937,788,124
EQUITY												
Retained Earnings	454,631,000	474,290,412	626,918,238	732,524,903	810,873,957	810,062,802	810,063,144	810,170,664	811,157,679	812,650,921	814,651,641	816,748,948
Revaluation Reserves	797,306,000	797,306,000	833,111,513	869,228,424	905,643,191	936,224,849	966,876,468	997,582,432	1,028,326,302	1,059,151,641	1,090,060,050	1,121,039,176
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,251,937,000	1,271,596,412	1,460,029,751	1,601,753,326	1,716,517,148	1,746,287,651	1,776,939,613	1,807,753,097	1,839,483,981	1,871,802,561	1,904,711,691	1,937,788,124
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,251,937,000	1,271,596,412	1,460,029,751	1,601,753,326	1,716,517,148	1,746,287,651	1,776,939,613	1,807,753,097	1,839,483,981	1,871,802,561	1,904,711,691	1,937,788,124

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - WATER FUND

Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	8,001,000	8,555,264	3,323,273	3,708,792	4,396,583	5,133,641	5,876,621	6,547,337	7,393,442	8,367,978	9,324,453	9,961,594
Investments	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000
Receivables	4,451,000	4,265,602	4,292,810	4,509,450	4,736,460	4,880,613	5,028,677	5,181,194	5,338,289	5,500,116	5,666,730	5,838,335
Inventories	245,000	319,057	321,318	339,176	356,479	374,657	389,787	405,901	422,920	440,610	459,089	478,419
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,765,000	22,207,924	17,005,400	17,625,417	18,557,522	19,456,911	20,363,085	21,202,432	22,222,650	23,376,704	24,518,271	25,346,347
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,550,000	1,439,062	1,448,954	1,522,111	1,598,770	1,647,449	1,697,449	1,748,952	1,802,001	1,856,648	1,912,911	1,970,860
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	163,779,000	164,106,600	178,686,220	182,149,668	185,569,145	188,118,164	190,645,806	193,162,691	195,895,637	198,472,559	200,972,863	203,684,245
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	165,367,000	165,583,662	180,173,174	183,709,779	187,205,915	189,803,613	192,381,255	194,949,643	197,735,638	200,367,207	202,923,775	205,693,105
TOTAL ASSETS	187,132,000	187,791,586	197,178,574	201,335,196	205,763,437	209,260,524	212,744,340	216,152,075	219,958,289	223,743,911	227,442,046	231,039,452
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	455,000	317,386	318,675	326,025	333,398	336,788	339,418	341,840	347,738	354,193	360,821	367,635
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	11,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	705,000	762,700	803,600	846,900	892,700	949,100	1,028,500	611,900	583,000	608,600	635,500	-
Employee benefit provisions	248,000	251,494	251,494	251,494	251,494	251,494	251,494	251,494	251,494	251,494	251,494	251,494
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,419,000	1,331,580	1,373,769	1,424,419	1,477,591	1,537,382	1,619,412	1,205,234	1,182,232	1,214,287	1,247,815	619,128
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	26,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Borrowings	9,175,000	8,412,700	7,609,100	6,762,200	5,869,500	4,920,400	3,891,900	3,280,000	2,697,000	2,088,400	1,452,900	1,452,900
Employee benefit provisions	15,000	11,506	11,506	11,506	11,506	11,506	11,506	11,506	11,506	11,506	11,506	11,506
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,216,000	8,461,206	7,657,606	6,810,706	5,918,006	4,968,906	3,940,406	3,328,506	2,745,506	2,136,906	1,501,406	1,501,406
TOTAL LIABILITIES	10,635,000	9,792,786	9,031,375	8,235,125	7,395,598	6,506,288	5,559,818	4,533,740	3,927,738	3,351,193	2,749,221	2,120,535
Net Assets	176,497,000	177,998,800	188,147,200	193,100,071	198,367,840	202,754,236	207,184,522	211,618,335	216,030,550	220,392,718	224,692,825	228,918,918
EQUITY												
Retained Earnings	36,087,000	37,588,800	42,810,179	42,785,403	43,026,295	43,183,873	43,368,116	43,540,444	43,677,613	43,753,158	43,757,162	43,679,873
Revaluation Reserves	140,410,000	140,410,000	145,337,020	150,314,668	155,341,545	159,570,364	163,816,406	168,077,891	172,352,937	176,639,559	180,935,663	185,239,045
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	176,497,000	177,998,800	188,147,200	193,100,071	198,367,840	202,754,236	207,184,522	211,618,335	216,030,550	220,392,718	224,692,825	228,918,918
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	176,497,000	177,998,800	188,147,200	193,100,071	198,367,840	202,754,236	207,184,522	211,618,335	216,030,550	220,392,718	224,692,825	228,918,918

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - SEWER FUND

Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	15,356,000	3,846,575	4,125,259	4,653,883	5,111,587	5,313,902	5,541,769	5,813,555	6,126,856	6,481,607	6,850,597	7,205,632
Investments	19,807,000	25,908,339	27,785,396	31,345,908	34,428,746	35,791,423	37,326,204	39,156,800	41,267,018	43,656,420	46,141,726	48,533,038
Receivables	1,110,000	891,218	931,443	960,482	990,039	1,020,481	1,051,499	1,083,431	1,116,319	1,150,209	1,185,108	1,221,039
Inventories	489,000	1,017,186	458,010	471,224	530,785	546,859	559,281	573,551	588,744	604,053	619,810	636,043
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	36,762,000	31,663,317	33,300,108	37,431,497	41,061,158	42,672,665	44,478,753	46,627,338	49,098,936	51,892,290	54,797,241	57,595,752
Non-Current Assets												
Investments	10,000,000	8,710,833	9,341,932	10,539,037	11,575,541	12,033,697	12,549,717	13,165,195	13,874,687	14,678,045	15,513,648	16,317,649
Receivables	351,000	498,823	521,147	537,047	553,386	570,221	587,566	605,424	623,821	642,767	662,284	682,386
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	287,156,000	289,419,600	329,835,423	346,142,269	359,019,031	366,357,231	373,812,665	381,236,762	388,806,350	396,380,983	404,139,401	412,287,215
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	297,554,000	298,676,256	339,745,502	357,265,354	371,194,959	379,008,148	386,996,948	395,054,380	403,351,858	411,748,795	420,362,332	429,334,249
TOTAL ASSETS	334,316,000	330,339,573	373,045,610	394,696,851	412,256,117	421,680,813	431,475,701	441,681,718	452,450,794	463,641,084	475,159,573	486,930,002
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	310,000	345,973	263,038	251,121	244,070	231,191	217,230	203,899	192,770	182,314	171,509	160,341
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	4,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,271,000	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	-
Employee benefit provisions	268,000	265,911	265,911	265,911	265,911	265,911	265,911	265,911	265,911	265,911	265,911	265,911
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,853,000	2,152,084	1,875,049	1,919,632	1,971,881	2,021,102	1,972,241	1,765,110	1,694,581	1,724,525	1,755,520	426,252
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	4,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Borrowings	18,650,000	17,109,200	15,763,100	14,360,500	12,898,600	11,374,600	9,885,500	8,590,200	7,354,300	6,078,000	4,759,900	4,759,900
Employee benefit provisions	17,000	19,089	19,089	19,089	19,089	19,089	19,089	19,089	19,089	19,089	19,089	19,089
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	18,671,000	17,136,289	15,790,189	14,387,589	12,925,689	11,401,689	9,912,589	8,617,289	7,381,389	6,105,089	4,786,989	4,786,989
TOTAL LIABILITIES	20,524,000	19,288,373	17,665,238	16,307,221	14,897,570	13,422,791	11,884,830	10,382,399	9,075,970	7,829,614	6,542,509	5,213,241
Net Assets	313,792,000	311,051,200	355,380,372	378,389,630	397,358,546	408,258,022	419,590,871	431,299,319	443,374,824	455,811,470	468,617,064	481,716,760
EQUITY												
Retained Earnings	64,657,000	61,916,200	97,738,649	112,041,060	122,119,115	125,456,892	129,098,406	133,003,358	137,165,374	141,580,887	146,257,064	151,204,745
Revaluation Reserves	249,135,000	249,135,000	257,641,723	266,348,569	275,239,431	282,801,131	290,492,465	298,295,962	306,209,450	314,230,583	322,360,001	330,512,015
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	313,792,000	311,051,200	355,380,372	378,389,630	397,358,546	408,258,022	419,590,871	431,299,319	443,374,824	455,811,470	468,617,064	481,716,760
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	313,792,000	311,051,200	355,380,372	378,389,630	397,358,546	408,258,022	419,590,871	431,299,319	443,374,824	455,811,470	468,617,064	481,716,760

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Preferred Model

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	57,827,000	59,398,096	60,880,478	63,211,176	65,416,762	67,602,518	69,644,303	71,742,659	73,904,071	76,130,284	78,422,944	80,784,362
User Charges & Fees	26,908,000	26,983,936	24,380,145	25,633,999	26,654,411	27,568,992	28,364,345	29,194,175	30,048,106	30,927,496	31,833,015	32,764,853
Investment & Interest Revenue Received	995,000	1,405,694	2,924,323	3,573,905	3,549,402	3,818,518	3,654,069	3,819,640	3,901,326	4,011,922	4,141,091	4,304,079
Grants & Contributions	75,767,000	84,741,238	245,833,611	143,331,713	103,450,764	9,300,068	22,122,270	22,510,586	22,908,533	23,316,917	23,736,495	24,168,195
Other	12,959,000	7,817,030	3,794,795	5,156,859	5,148,793	5,923,832	4,919,760	5,066,909	5,218,846	5,375,223	5,536,621	5,702,567
Payments:												
Employee Benefits & On-Costs	(33,424,000)	(33,546,050)	(36,846,440)	(37,512,800)	(38,187,100)	(37,845,400)	(39,065,600)	(40,294,500)	(41,561,500)	(42,867,600)	(44,214,300)	(45,602,400)
Materials & Contracts	(65,966,000)	(88,904,975)	(48,367,567)	(43,451,744)	(35,414,306)	(36,526,239)	(37,241,063)	(38,568,302)	(39,205,462)	(40,190,256)	(41,242,355)	(42,749,750)
Borrowing Costs	(5,395,000)	(2,306,027)	(1,960,078)	(1,923,011)	(1,785,764)	(1,609,296)	(1,373,734)	(1,140,836)	(961,627)	(847,965)	(739,877)	(625,130)
Bonds & Deposits Refunded	(581,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,390,000)	(2,739,409)	(4,679,428)	(5,288,087)	(6,200,127)	(6,012,979)	(6,078,859)	(6,170,690)	(6,319,211)	(6,433,406)	(6,561,183)	(6,678,263)
Net Cash provided (or used in) Operating Activities	67,700,000	52,849,534	245,959,838	152,732,010	122,632,834	32,220,015	44,945,491	46,159,642	47,933,082	49,422,616	50,912,450	52,068,513
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	34,416,805	-	-	-	4,526,207	-	-	-	-	-	-
Sale of Real Estate Assets	2,301,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	779,000	540,000	1,124,500	817,300	504,600	376,800	580,500	661,100	541,000	404,500	845,400	960,300
Deferred Debtors Receipts	9,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(4,812,171)	(2,508,157)	(4,757,617)	(4,119,342)	(1,820,832)	(2,050,801)	(2,446,074)	(2,819,709)	(3,192,761)	(3,320,909)	(3,195,313)
Purchase of Infrastructure, Property, Plant & Equipment	(32,656,000)	(80,910,829)	(228,811,942)	(154,540,333)	(118,267,516)	(36,664,960)	(33,065,820)	(36,161,100)	(35,889,056)	(36,378,488)	(38,518,124)	(42,747,674)
Purchase of Real Estate Assets	(129,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	40,700	29,400	30,600	31,700	32,800	33,800	34,800	35,800	36,900	38,000	39,100
Other Investing Activity Payments	(23,000,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(52,696,000)	(50,725,495)	(230,166,199)	(158,450,050)	(121,850,559)	(33,549,985)	(34,502,321)	(37,911,274)	(38,131,965)	(39,129,849)	(40,955,633)	(44,943,587)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	4,900,000	2,680,000	2,500,000	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(5,316,000)	(5,466,200)	(5,941,400)	(5,402,200)	(5,222,700)	(4,995,900)	(5,063,600)	(4,203,400)	(3,157,800)	(2,830,800)	(2,939,900)	(3,053,900)
Repayment of lease liabilities (principal repayments)	(592,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(5,908,000)	(5,466,200)	(1,041,400)	(2,722,200)	(2,722,700)	(4,995,900)	(5,063,600)	(4,203,400)	(3,157,800)	(2,830,800)	(2,939,900)	(3,053,900)
Net Increase/(Decrease) in Cash & Cash Equivalents	9,096,000	(3,342,161)	14,752,239	(8,440,240)	(1,940,425)	(6,325,870)	5,379,570	4,044,967	6,643,316	7,461,968	7,016,917	4,071,027
plus: Cash & Cash Equivalents - beginning of year	21,648,000	30,744,000	27,401,839	42,154,078	33,713,838	31,773,414	25,447,544	30,827,114	34,872,081	41,515,397	48,977,365	55,994,282
Cash & Cash Equivalents - end of the year	30,744,000	27,401,839	42,154,078	33,713,838	31,773,414	25,447,544	30,827,114	34,872,081	41,515,397	48,977,365	55,994,282	60,065,309
Cash & Cash Equivalents - end of the year	30,744,000	27,401,839	42,154,078	33,713,838	31,773,414	25,447,544	30,827,114	34,872,081	41,515,397	48,977,365	55,994,282	60,065,309
Investments - end of the year	102,000,000	72,395,366	74,903,523	79,661,140	83,780,483	81,075,107	83,125,909	85,571,983	88,391,692	91,584,453	94,905,362	98,100,675
Cash, Cash Equivalents & Investments - end of the year	132,744,000	99,797,205	117,057,601	113,374,979	115,553,896	106,522,651	113,953,022	120,444,064	129,907,090	140,561,818	150,899,644	158,165,984
Representing:												
- External Restrictions	100,882,000	88,844,610	85,902,314	92,721,839	99,405,927	103,801,341	108,599,761	113,885,363	119,903,288	126,605,499	133,566,155	140,207,201
- Internal Restrictions	31,175,000	11,943,150	10,448,613	8,642,298	11,108,350	12,707,162	14,317,744	14,121,659	16,619,855	19,602,809	21,976,727	21,473,271
- Unrestricted	687,000	(990,555)	20,706,674	12,010,841	5,039,620	(9,985,852)	(8,964,483)	(7,562,958)	(5,646,054)	(6,616,490)	(4,643,237)	(3,514,488)
	132,744,000	99,797,205	117,057,601	113,374,979	115,553,896	106,522,651	113,953,022	120,444,064	129,907,090	140,561,818	150,899,644	158,165,984

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Preferred Model

	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	39,873,699	40,546,840	42,148,426	43,584,913	45,067,576	46,419,433	47,807,558	49,237,354	50,710,021	52,226,564	53,788,667
User Charges & Fees	15,797,622	13,206,093	14,129,158	14,581,519	15,050,858	15,470,336	15,913,293	16,368,724	16,837,657	17,320,492	17,817,026
Investment & Interest Revenue Received	341,179	1,004,125	1,568,473	1,473,687	1,668,621	1,439,687	1,538,783	1,552,031	1,592,204	1,648,778	1,737,093
Grants & Contributions	80,445,738	207,151,711	131,165,713	95,276,464	8,117,268	20,931,870	21,312,386	21,702,233	22,102,317	22,513,395	22,936,295
Other	7,195,135	3,580,323	4,933,175	4,916,899	5,683,798	4,672,156	4,811,864	4,956,162	5,104,629	5,257,887	5,415,493
Payments:											
Employee Benefits & On-Costs	(29,721,250)	(32,952,040)	(33,487,000)	(34,047,600)	(33,585,700)	(34,682,200)	(35,782,200)	(36,916,500)	(38,086,100)	(39,292,300)	(40,535,500)
Materials & Contracts	(66,993,532)	(33,590,810)	(27,367,208)	(18,080,789)	(18,474,241)	(18,572,669)	(19,222,197)	(19,143,436)	(19,390,415)	(19,673,898)	(20,379,979)
Borrowing Costs	(1,112,561)	(872,071)	(937,771)	(898,499)	(827,057)	(700,414)	(586,097)	(513,655)	(467,741)	(425,133)	(380,439)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,791,507)	(4,613,181)	(5,293,918)	(6,211,299)	(6,019,113)	(6,084,055)	(6,176,325)	(6,325,146)	(6,439,505)	(6,567,508)	(6,684,830)
Net Cash provided (or used in) Operating Activities	43,034,524	193,460,989	126,859,050	100,595,295	16,682,010	28,894,144	29,617,066	30,917,767	31,963,068	33,008,277	33,713,825
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	34,416,805	-	-	-	4,526,207	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	540,000	1,124,500	758,200	486,400	349,500	576,000	659,300	427,300	343,600	757,300	637,600
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(66,929,029)	(176,170,842)	(136,429,733)	(103,726,116)	(26,214,460)	(22,504,720)	(25,522,900)	(24,646,356)	(25,198,988)	(27,057,124)	(30,211,374)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	40,700	29,400	30,600	31,700	32,800	33,800	34,800	35,800	36,900	38,000	39,100
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(31,931,524)	(175,016,942)	(135,640,933)	(103,208,016)	(21,305,953)	(21,894,920)	(24,828,800)	(24,183,256)	(24,818,488)	(26,261,824)	(29,534,674)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	4,900,000	2,680,000	2,500,000	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(3,490,000)	(3,638,500)	(3,252,500)	(2,973,200)	(2,641,300)	(2,590,500)	(1,685,800)	(1,250,600)	(1,011,900)	(1,055,000)	(1,100,300)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(3,490,000)	1,261,500	(572,500)	(473,200)	(2,641,300)	(2,590,500)	(1,685,800)	(1,250,600)	(1,011,900)	(1,055,000)	(1,100,300)
Net Increase/(Decrease) in Cash & Cash Equivalents	7,613,000	19,705,547	(9,354,383)	(3,085,921)	(7,265,243)	4,408,724	3,102,466	5,483,911	6,132,680	5,691,453	3,078,851
plus: Cash & Cash Equivalents - beginning of year	7,387,000	15,000,000	34,705,547	25,351,164	22,265,243	15,000,000	19,408,724	22,511,189	27,995,100	34,127,780	39,819,232
Cash & Cash Equivalents - end of the year	15,000,000	34,705,547	25,351,164	22,265,243	15,000,000	19,408,724	22,511,189	27,995,100	34,127,780	39,819,232	42,898,083
Cash & Cash Equivalents - end of the year	15,000,000	34,705,547	25,351,164	22,265,243	15,000,000	19,408,724	22,511,189	27,995,100	34,127,780	39,819,232	42,898,083
Investments - end of the year	28,708,195	28,708,195	28,708,195	28,708,195	24,181,988	24,181,988	24,181,988	24,181,988	24,181,988	24,181,988	24,181,988
Cash, Cash Equivalents & Investments - end of the year	43,708,195	63,413,742	54,059,359	50,973,438	39,181,988	43,590,712	46,693,177	52,177,088	58,309,768	64,001,220	67,080,071
Representing:											
- External Restrictions	32,755,600	32,258,455	33,406,220	34,825,468	36,460,678	38,237,451	40,134,476	42,173,286	44,353,448	46,667,731	49,121,288
- Internal Restrictions	11,943,150	10,448,613	8,642,298	11,108,350	12,707,162	14,317,744	14,121,659	16,619,855	19,602,809	21,976,727	21,473,271
- Unrestricted	(990,555)	20,706,674	12,010,841	5,039,620	(9,985,852)	(8,964,483)	(7,562,958)	(6,616,054)	(5,646,490)	(4,643,237)	(3,514,488)
	43,708,195	63,413,742	54,059,359	50,973,438	39,181,988	43,590,712	46,693,177	52,177,088	58,309,768	64,001,220	67,080,071

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - WATER FUND

Scenario: Preferred Model

	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,395,060	5,752,710	6,027,196	6,338,798	6,570,573	6,774,901	6,985,138	7,201,694	7,424,795	7,654,495	7,891,015
User Charges & Fees	10,912,215	10,886,252	11,205,541	11,763,191	12,197,634	12,563,910	12,940,882	13,329,182	13,729,138	14,141,023	14,565,228
Investment & Interest Revenue Received	439,811	530,747	551,008	570,257	591,577	609,319	627,655	646,487	665,817	685,747	706,274
Grants & Contributions	1,780,400	5,671,500	230,300	238,400	246,700	254,100	261,700	269,600	277,700	286,000	294,600
Other	421,076	100	100	100	100	100	100	100	100	100	100
Payments:											
Employee Benefits & On-Costs	(1,668,600)	(1,643,100)	(1,698,500)	(1,747,900)	(1,798,600)	(1,850,800)	(1,905,100)	(1,961,200)	(2,018,800)	(2,078,000)	(2,139,200)
Materials & Contracts	(10,380,457)	(10,381,681)	(10,974,134)	(11,532,511)	(12,120,600)	(12,606,286)	(13,127,786)	(13,678,450)	(14,250,544)	(14,848,277)	(15,473,518)
Borrowing Costs	(461,450)	(423,573)	(382,078)	(339,300)	(293,540)	(245,660)	(192,050)	(143,252)	(117,437)	(91,927)	(64,727)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(4,890)	254	3,385	3,257	3,415	2,896	3,077	3,244	3,368	3,513	3,670
Net Cash provided (or used in) Operating Activities	6,433,164	10,393,208	4,962,819	5,294,292	5,397,258	5,502,480	5,593,616	5,667,405	5,714,137	5,752,675	5,783,441
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
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
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,174,300)	(14,862,500)	(3,805,500)	(3,768,700)	(3,776,600)	(3,810,400)	(3,894,400)	(4,277,600)	(4,203,900)	(4,201,200)	(4,651,700)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(5,174,300)	(14,862,500)	(3,773,700)	(3,759,600)	(3,767,500)	(3,810,400)	(3,894,400)	(4,209,400)	(4,156,600)	(4,187,600)	(4,510,800)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(704,600)	(762,700)	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(704,600)	(762,700)	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)
Net Increase/(Decrease) in Cash & Cash Equivalents	554,264	(5,231,992)	385,519	687,792	737,058	742,980	670,716	846,105	974,537	956,475	637,141
plus: Cash & Cash Equivalents - beginning of year	8,001,000	8,555,264	3,323,273	3,708,792	4,396,583	5,133,641	5,876,621	6,547,337	7,393,442	8,367,978	9,324,453
Cash & Cash Equivalents - end of the year	8,555,264	3,323,273	3,708,792	4,396,583	5,133,641	5,876,621	6,547,337	7,393,442	8,367,978	9,324,453	9,961,594
Cash & Cash Equivalents - end of the year	8,555,264	3,323,273	3,708,792	4,396,583	5,133,641	5,876,621	6,547,337	7,393,442	8,367,978	9,324,453	9,961,594
Investments - end of the year	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000	9,068,000
Cash, Cash Equivalents & Investments - end of the year	17,623,264	12,391,273	12,776,792	13,464,583	14,201,641	14,944,621	15,615,337	16,461,442	17,435,978	18,392,453	19,029,594
Representing:											
- External Restrictions	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
- Internal Restrictions	7,300	(5,344,621)	(4,824,697)	(3,997,505)	(3,232,327)	(2,463,684)	(1,765,656)	(894,387)	105,858	1,089,062	1,753,973
- Unrestricted	16,997,964	17,117,893	16,983,489	16,844,089	16,815,969	16,790,305	16,762,993	16,737,828	16,712,120	16,685,391	16,657,621
	17,623,264	12,391,273	12,776,792	13,464,583	14,201,641	14,944,621	15,615,337	16,461,442	17,435,978	18,392,453	19,029,594

LISMORE CITY COUNCIL
10 Year Financial Plan for the Years ending 30 June 2033
CASH FLOW STATEMENT - SEWER FUND
Scenario: Preferred Model

	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	14,129,336	14,580,928	15,035,554	15,493,051	15,964,370	16,449,969	16,949,963	17,465,023	17,995,469	18,541,885	19,104,681
User Charges & Fees	274,100	287,800	299,300	309,700	320,500	330,100	340,000	350,200	360,700	371,500	382,600
Investment & Interest Revenue Received	624,704	1,389,451	1,454,423	1,505,458	1,558,320	1,605,063	1,653,202	1,702,808	1,753,901	1,806,566	1,860,713
Grants & Contributions	2,515,100	33,010,400	11,935,700	7,935,900	936,100	936,300	936,500	936,700	936,900	937,100	937,300
Other	200,819	214,372	223,584	231,794	239,934	247,505	254,945	262,584	270,494	278,634	286,974
Payments:											
Employee Benefits & On-Costs	(2,156,200)	(2,251,300)	(2,327,300)	(2,391,600)	(2,461,100)	(2,532,600)	(2,607,200)	(2,683,800)	(2,762,700)	(2,844,000)	(2,927,700)
Materials & Contracts	(11,530,986)	(4,395,076)	(5,110,403)	(5,801,006)	(5,931,398)	(6,062,108)	(6,218,319)	(6,383,577)	(6,549,296)	(6,720,180)	(6,896,252)
Borrowing Costs	(732,016)	(664,433)	(603,162)	(547,965)	(488,698)	(427,661)	(362,688)	(304,720)	(262,787)	(222,818)	(179,964)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	56,989	(66,501)	2,446	7,915	2,719	2,300	2,558	2,691	2,731	2,812	2,896
Net Cash provided (or used in) Operating Activities	3,381,846	42,105,641	20,910,141	16,743,247	10,140,747	10,548,868	10,948,960	11,347,910	11,745,412	12,151,499	12,571,248
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
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
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	(4,812,171)	(2,508,157)	(4,757,617)	(4,119,342)	(1,820,832)	(2,050,801)	(2,446,074)	(2,819,709)	(3,192,761)	(3,320,909)	(3,195,313)
Purchase of Infrastructure, Property, Plant & Equipment	(8,807,500)	(37,778,600)	(14,305,100)	(10,772,700)	(6,673,900)	(6,750,700)	(6,743,800)	(6,965,100)	(6,975,600)	(7,259,800)	(7,884,600)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,619,671)	(40,286,757)	(19,035,417)	(14,882,942)	(8,476,532)	(8,797,001)	(9,188,074)	(9,739,309)	(10,154,761)	(10,506,209)	(10,898,113)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(1,271,600)	(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)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(1,271,600)	(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)
Net Increase/(Decrease) in Cash & Cash Equivalents	(11,509,425)	278,684	528,624	457,705	202,315	227,867	271,786	313,301	354,751	368,990	355,035
plus: Cash & Cash Equivalents - beginning of year	15,356,000	3,846,575	4,125,259	4,653,883	5,111,587	5,313,902	5,541,769	5,813,555	6,126,856	6,481,607	6,850,597
Cash & Cash Equivalents - end of the year	3,846,575	4,125,259	4,653,883	5,111,587	5,313,902	5,541,769	5,813,555	6,126,856	6,481,607	6,850,597	7,205,632
Cash & Cash Equivalents - end of the year	3,846,575	4,125,259	4,653,883	5,111,587	5,313,902	5,541,769	5,813,555	6,126,856	6,481,607	6,850,597	7,205,632
Investments - end of the year	34,619,171	37,127,328	41,884,945	46,004,287	47,825,119	49,875,921	52,321,995	55,141,704	58,334,465	61,655,374	64,850,687
Cash, Cash Equivalents & Investments - end of the year	38,465,746	41,252,587	46,538,828	51,115,875	53,139,022	55,417,690	58,135,550	61,268,560	64,816,072	68,505,971	72,056,319
Representing:											
- External Restrictions	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000	5,457,000
- Internal Restrictions	(6,738,000)	(4,364,851)	991,460	5,681,015	7,780,392	10,133,806	12,929,058	16,139,674	19,765,787	23,536,664	27,170,445
- Unrestricted	39,746,746	40,160,438	40,090,367	39,977,860	39,901,630	39,826,884	39,749,492	39,671,887	39,593,285	39,512,307	39,428,874
38,465,746	41,252,587	46,538,828	51,115,875	53,139,022	55,417,690	58,135,550	61,268,560	64,816,072	68,505,971	72,056,319	

Lismore City Council

Long Term Financial Plan for the Years Ending 30 June 2033

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	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
General Rates	3.70%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste Management Annual Charges - Domestic	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste Management Annual Charges - Non-Domestic	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewerage Annual Charges	3.70%	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%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User Charges and Fees	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
User Charges and Fees	5.00%	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest and Investment Revenue	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Interest and Investment Revenue	3.85%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
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	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Other revenues	5.00%	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants & Contributions	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Financial Assistance Grant	2.50%	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

Long Term Financial Plan for the Years Ending 30 June 2033

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	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Salaries & Wages	4.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation - Employer Contribution	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Workers Compensation	4.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Borrowing Costs										
Fleet	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Amount	\$1,500,000	-	-	-	-	-	-	-	-	-
Rate	4.70%	-	-	-	-	-	-	-	-	-
Term	10	-	-	-	-	-	-	-	-	-
Waste remediation/Compliance	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Amount	\$3,400,000	\$2,680,000	\$2,500,000	-	-	-	-	-	-	-
Rate	5.00%	4.30%	4.40%	-	-	-	-	-	-	-
Term	20	20	20	-	-	-	-	-	-	-
Costs	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33
Materials and Contracts	3.00%	1.50%	1.50%	1.50%	1.50%	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	3.00%	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- 2033
Preferred Model	3.5%	3.0%
If IPART determination was higher than forecast:	4.0%	4.0%
Impact on revenue would be	\$ 165,400	\$ 16,087,800
If IPART determination was lower than forecast:	2.0%	2.0%
Impact on revenue would be	(\$496,200)	(\$14,351,700)

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.

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 2023/2024 are forecast to be \$1.543 million.

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

\$154,300 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 levels it will impact the available the levces of service can deliver.

Model	Var	Impact
Modelling - Increase	1.0%	(\$600,000) pa 24/25 to (\$1.2 million) pa in year 10
Modelling - Increase	2.0%	(\$1.3 million) pa 24/25 to (\$1.9 million) pa in year 10

