

# **Long Term Financial Plan 2025/26 - 2034/35**

# 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 2035**
**INCOME STATEMENT - CONSOLIDATED**
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	62,025,000	66,791,495	69,953,902	72,127,574	74,434,800	76,817,900	79,280,300	81,824,500	84,453,100	86,986,700	89,595,900	92,283,200
User Charges & Fees	27,422,000	23,384,556	24,342,200	26,309,600	27,299,300	28,346,500	29,437,000	30,573,000	31,757,000	32,675,500	33,621,000	34,594,100
Other Revenues	5,614,000	7,269,269	7,455,800	7,716,900	7,948,300	8,186,900	8,432,300	8,685,400	8,946,100	9,214,300	9,490,600	9,775,100
Grants & Contributions provided for Operating Purposes	31,158,000	34,023,388	39,589,457	26,156,926	19,285,548	19,771,748	14,556,200	14,936,600	15,328,200	15,731,300	16,146,100	16,573,000
Grants & Contributions provided for Capital Purposes	103,580,000	111,615,592	220,559,551	181,822,694	76,681,507	26,163,153	9,388,300	9,454,500	9,522,100	9,591,500	9,670,900	7,958,700
Interest & Investment Revenue	7,752,000	8,229,993	5,072,771	5,408,700	5,547,700	5,711,300	5,879,600	6,052,700	6,231,100	6,414,600	6,603,600	6,801,700
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>237,551,000</b>	<b>251,314,293</b>	<b>366,973,681</b>	<b>319,542,394</b>	<b>211,197,155</b>	<b>164,997,501</b>	<b>146,973,700</b>	<b>151,526,700</b>	<b>156,237,600</b>	<b>160,613,900</b>	<b>165,128,100</b>	<b>167,985,800</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	44,911,000	45,971,375	53,991,025	54,007,800	54,891,300	56,483,200	53,675,500	55,272,400	56,915,800	58,609,300	60,352,500	62,148,900
Borrowing Costs	2,427,000	1,606,000	1,367,300	1,244,900	1,130,000	918,100	762,200	666,800	574,500	476,200	385,400	337,000
Materials & Contracts	53,790,000	61,670,582	58,354,507	42,772,925	36,361,922	37,776,049	38,544,837	39,768,873	41,070,546	42,339,352	42,755,119	43,624,411
Depreciation & Amortisation	31,943,000	34,801,100	36,181,900	37,106,100	37,620,400	38,318,800	39,031,000	39,757,400	40,498,200	41,253,900	42,024,500	42,810,500
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,687,000	3,486,068	4,307,142	5,975,900	6,161,200	6,357,800	6,561,300	6,769,900	6,986,100	7,210,200	7,442,200	7,682,700
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5,258,000	3,438,700	3,265,500	3,292,700	3,320,300	3,357,600	3,395,700	3,434,600	3,474,200	3,514,600	3,555,900	3,598,000
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	83,000	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
<b>Total Expenses from Continuing Operations</b>	<b>142,099,000</b>	<b>150,982,825</b>	<b>157,485,274</b>	<b>144,418,825</b>	<b>139,504,222</b>	<b>143,231,249</b>	<b>141,990,837</b>	<b>145,690,873</b>	<b>149,540,846</b>	<b>153,425,652</b>	<b>156,538,419</b>	<b>160,225,011</b>
<b>Operating Result from Continuing Operations</b>	<b>95,452,000</b>	<b>100,331,468</b>	<b>209,488,407</b>	<b>175,123,569</b>	<b>71,692,933</b>	<b>21,766,252</b>	<b>4,982,863</b>	<b>5,835,827</b>	<b>6,696,754</b>	<b>7,188,248</b>	<b>8,589,681</b>	<b>7,760,789</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>95,452,000</b>	<b>100,331,468</b>	<b>209,488,407</b>	<b>175,123,569</b>	<b>71,692,933</b>	<b>21,766,252</b>	<b>4,982,863</b>	<b>5,835,827</b>	<b>6,696,754</b>	<b>7,188,248</b>	<b>8,589,681</b>	<b>7,760,789</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,128,000)</b>	<b>(11,284,124)</b>	<b>(11,071,144)</b>	<b>(6,699,125)</b>	<b>(4,988,574)</b>	<b>(4,396,901)</b>	<b>(4,405,437)</b>	<b>(3,618,673)</b>	<b>(2,825,346)</b>	<b>(2,403,252)</b>	<b>(1,081,219)</b>	<b>(197,911)</b>

**LISMORE CITY COUNCIL**
**10 Year Financial Plan for the Years ending 30 June 2035**
**INCOME STATEMENT - GENERAL FUND**
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	41,635,000	46,108,895	47,971,284	49,346,174	50,823,900	52,345,400	53,912,800	55,527,400	57,190,100	58,902,900	60,666,600	62,483,100
User Charges & Fees	15,319,000	10,733,256	11,115,800	12,463,400	12,805,700	13,168,900	13,542,100	13,926,000	14,321,200	14,727,600	15,145,600	15,575,800
Other Revenues	5,595,000	7,043,069	7,221,600	7,474,500	7,698,600	7,929,700	8,167,400	8,412,500	8,665,000	8,924,800	9,192,400	9,468,000
Grants & Contributions provided for Operating Purposes	31,152,000	33,829,198	39,234,857	25,791,626	19,268,448	19,754,148	14,538,100	14,918,000	15,309,100	15,711,700	16,126,000	16,552,300
Grants & Contributions provided for Capital Purposes	102,546,000	99,212,491	196,601,758	140,236,391	67,386,575	24,981,953	8,199,500	8,257,900	8,317,500	8,378,600	8,449,500	6,728,500
Interest & Investment Revenue	4,434,000	5,762,693	2,509,871	2,756,100	2,815,500	2,897,100	2,981,000	3,067,200	3,156,000	3,247,200	3,341,200	3,441,400
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>200,681,000</b>	<b>202,689,602</b>	<b>304,655,170</b>	<b>238,068,191</b>	<b>160,798,723</b>	<b>121,077,201</b>	<b>101,340,900</b>	<b>104,109,000</b>	<b>106,958,900</b>	<b>109,892,800</b>	<b>112,921,300</b>	<b>114,249,100</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	40,356,000	41,384,247	49,486,196	48,565,600	49,650,000	51,087,600	48,121,600	49,556,100	51,032,200	52,553,600	54,119,300	55,732,900
Borrowing Costs	1,410,000	641,100	501,300	484,900	480,000	386,900	332,600	304,100	277,900	250,300	225,100	213,100
Materials & Contracts	36,982,000	43,305,998	38,238,700	22,086,957	14,923,698	15,150,489	15,243,502	15,459,573	15,697,815	16,085,193	16,185,263	16,433,317
Depreciation & Amortisation	23,290,000	25,424,100	26,531,900	27,315,300	27,686,700	28,191,600	28,706,300	29,231,300	29,766,700	30,312,900	30,869,800	31,437,900
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,687,000	3,486,068	4,307,142	5,975,900	6,161,200	6,357,800	6,561,300	6,769,900	6,986,100	7,210,200	7,442,200	7,682,700
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,535,000	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
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	83,000	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
<b>Total Expenses from Continuing Operations</b>	<b>109,343,000</b>	<b>115,702,813</b>	<b>120,535,438</b>	<b>105,899,457</b>	<b>100,372,998</b>	<b>102,646,389</b>	<b>100,437,902</b>	<b>102,794,173</b>	<b>105,234,515</b>	<b>107,886,593</b>	<b>110,316,763</b>	<b>112,975,717</b>
<b>Operating Result from Continuing Operations</b>	<b>91,338,000</b>	<b>86,986,789</b>	<b>184,119,732</b>	<b>132,168,734</b>	<b>60,425,725</b>	<b>18,430,812</b>	<b>902,998</b>	<b>1,314,827</b>	<b>1,724,385</b>	<b>2,006,207</b>	<b>2,604,537</b>	<b>1,273,383</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>91,338,000</b>	<b>86,986,789</b>	<b>184,119,732</b>	<b>132,168,734</b>	<b>60,425,725</b>	<b>18,430,812</b>	<b>902,998</b>	<b>1,314,827</b>	<b>1,724,385</b>	<b>2,006,207</b>	<b>2,604,537</b>	<b>1,273,383</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(11,208,000)</b>	<b>(12,225,702)</b>	<b>(12,482,026)</b>	<b>(8,067,657)</b>	<b>(6,960,850)</b>	<b>(6,551,141)</b>	<b>(7,296,502)</b>	<b>(6,943,073)</b>	<b>(6,593,115)</b>	<b>(6,372,393)</b>	<b>(5,844,963)</b>	<b>(5,455,117)</b>

**LISMORE CITY COUNCIL**
**10 Year Financial Plan for the Years ending 30 June 2035**
**INCOME STATEMENT - WATER FUND**
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,865,000	6,254,100	6,691,218	7,031,200	7,388,300	7,763,300	8,157,100	8,570,500	9,004,600	9,277,600	9,558,900	9,848,600
User Charges & Fees	11,284,000	11,804,000	12,360,500	12,961,100	13,590,400	14,253,000	14,948,400	15,678,100	16,443,900	16,932,500	17,435,900	17,954,100
Other Revenues	3,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	2,000	187,090	347,300	357,800	9,400	9,700	10,000	10,300	10,600	10,900	11,200	11,500
Grants & Contributions provided for Capital Purposes	282,000	1,565,020	973,332	1,645,967	445,981	252,100	259,700	267,500	275,500	283,800	292,300	301,100
Interest & Investment Revenue	929,000	536,200	564,200	583,900	601,400	619,500	638,000	657,100	676,800	697,100	718,000	739,500
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>18,365,000</b>	<b>20,346,410</b>	<b>20,936,550</b>	<b>22,579,967</b>	<b>22,035,481</b>	<b>22,897,600</b>	<b>24,013,200</b>	<b>25,183,500</b>	<b>26,411,400</b>	<b>27,201,900</b>	<b>28,016,300</b>	<b>28,854,800</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,974,000	2,091,517	1,936,445	2,418,700	2,130,000	2,192,300	2,256,400	2,322,100	2,389,700	2,459,500	2,531,600	2,605,600
Borrowing Costs	394,000	376,100	333,000	286,900	238,600	184,400	138,700	113,100	87,400	60,000	37,600	28,700
Materials & Contracts	10,782,000	12,155,186	12,563,129	12,962,134	13,537,317	14,378,903	14,982,894	15,773,242	16,612,892	17,118,754	17,342,471	17,719,523
Depreciation & Amortisation	3,190,000	3,517,000	3,564,300	3,616,500	3,669,500	3,741,200	3,814,500	3,889,200	3,965,400	4,043,100	4,122,300	4,203,100
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,390,000	1,359,100	1,176,500	1,194,100	1,212,000	1,236,200	1,260,900	1,286,100	1,311,800	1,338,000	1,364,800	1,392,100
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>17,730,000</b>	<b>19,498,903</b>	<b>19,573,374</b>	<b>20,478,334</b>	<b>20,787,417</b>	<b>21,733,003</b>	<b>22,453,394</b>	<b>23,383,742</b>	<b>24,367,192</b>	<b>25,019,354</b>	<b>25,398,771</b>	<b>25,949,023</b>
<b>Operating Result from Continuing Operations</b>	<b>635,000</b>	<b>847,507</b>	<b>1,363,176</b>	<b>2,101,633</b>	<b>1,248,064</b>	<b>1,164,597</b>	<b>1,559,806</b>	<b>1,799,758</b>	<b>2,044,208</b>	<b>2,182,546</b>	<b>2,617,529</b>	<b>2,905,777</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>635,000</b>	<b>847,507</b>	<b>1,363,176</b>	<b>2,101,633</b>	<b>1,248,064</b>	<b>1,164,597</b>	<b>1,559,806</b>	<b>1,799,758</b>	<b>2,044,208</b>	<b>2,182,546</b>	<b>2,617,529</b>	<b>2,905,777</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>353,000</b>	<b>(717,513)</b>	<b>389,844</b>	<b>455,666</b>	<b>802,083</b>	<b>912,497</b>	<b>1,300,106</b>	<b>1,532,258</b>	<b>1,768,708</b>	<b>1,898,746</b>	<b>2,325,229</b>	<b>2,604,677</b>

**LISMORE CITY COUNCIL**
**10 Year Financial Plan for the Years ending 30 June 2035**
**INCOME STATEMENT - SEWER FUND**
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	14,525,000	14,428,500	15,291,400	15,750,200	16,222,600	16,709,200	17,210,400	17,726,600	18,258,400	18,806,200	19,370,400	19,951,500
User Charges & Fees	819,000	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500	1,064,200
Other Revenues	16,000	226,200	234,200	242,400	249,700	257,200	264,900	272,900	281,100	289,500	298,200	307,100
Grants & Contributions provided for Operating Purposes	4,000	7,100	7,300	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900	9,200
Grants & Contributions provided for Capital Purposes	752,000	10,838,081	22,984,461	39,940,336	8,848,951	929,100	929,100	929,100	929,100	929,100	929,100	929,100
Interest & Investment Revenue	2,389,000	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	2,620,800
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>18,505,000</b>	<b>28,278,281</b>	<b>41,381,961</b>	<b>58,894,236</b>	<b>28,362,951</b>	<b>21,022,700</b>	<b>21,619,600</b>	<b>22,234,200</b>	<b>22,867,300</b>	<b>23,519,200</b>	<b>24,190,500</b>	<b>24,881,900</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,581,000	2,495,611	2,568,384	3,023,500	3,111,300	3,203,300	3,297,500	3,394,200	3,493,900	3,596,200	3,701,600	3,810,400
Borrowing Costs	623,000	588,800	533,000	473,100	411,400	346,800	290,900	249,600	209,200	165,900	122,700	95,200
Materials & Contracts	6,026,000	6,209,398	7,552,678	7,723,834	7,900,907	8,246,656	8,318,441	8,536,059	8,759,839	9,135,405	9,227,385	9,471,571
Depreciation & Amortisation	5,463,000	5,860,000	6,085,700	6,174,300	6,264,200	6,386,000	6,510,200	6,636,900	6,766,100	6,897,900	7,032,400	7,169,500
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	333,000	627,300	636,700	646,300	656,000	669,100	682,500	696,200	710,100	724,300	738,800	753,600
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>15,026,000</b>	<b>15,781,109</b>	<b>17,376,462</b>	<b>18,041,034</b>	<b>18,343,807</b>	<b>18,851,856</b>	<b>19,099,541</b>	<b>19,512,959</b>	<b>19,939,139</b>	<b>20,519,705</b>	<b>20,822,885</b>	<b>21,300,271</b>
<b>Operating Result from Continuing Operations</b>	<b>3,479,000</b>	<b>12,497,172</b>	<b>24,005,499</b>	<b>40,853,202</b>	<b>10,019,144</b>	<b>2,170,844</b>	<b>2,520,059</b>	<b>2,721,241</b>	<b>2,928,161</b>	<b>2,999,495</b>	<b>3,367,615</b>	<b>3,581,629</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>3,479,000</b>	<b>12,497,172</b>	<b>24,005,499</b>	<b>40,853,202</b>	<b>10,019,144</b>	<b>2,170,844</b>	<b>2,520,059</b>	<b>2,721,241</b>	<b>2,928,161</b>	<b>2,999,495</b>	<b>3,367,615</b>	<b>3,581,629</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,727,000</b>	<b>1,659,091</b>	<b>1,021,038</b>	<b>912,866</b>	<b>1,170,193</b>	<b>1,241,744</b>	<b>1,590,959</b>	<b>1,792,141</b>	<b>1,999,061</b>	<b>2,070,395</b>	<b>2,438,515</b>	<b>2,652,529</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years						2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>																		
<b>Current Assets</b>																		
Cash & Cash Equivalents	113,596,000	54,628,390	40,302,977	27,932,965	24,288,117	28,971,364	35,444,288	46,262,150	56,976,198	65,304,496	75,545,837	87,705,241						
Investments	69,000,000	64,695,532	64,083,767	64,854,704	65,778,098	62,946,353	64,468,857	66,270,775	68,147,405	69,761,681	72,108,450	74,674,389						
Receivables	25,041,000	16,248,556	18,196,076	17,521,534	16,857,633	16,831,088	17,167,688	17,905,198	18,651,773	19,263,005	19,903,314	20,748,615						
Inventories	3,322,000	3,064,158	2,921,494	2,129,933	1,799,002	1,862,905	1,892,004	1,944,137	1,999,405	2,063,102	2,082,107	2,124,844						
Contract assets and contract cost assets	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000						
Other	738,000	267,506	243,231	160,433	120,541	122,961	124,656	127,084	129,682	133,178	135,076	137,869						
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Current Assets</b>	<b>235,586,000</b>	<b>162,793,143</b>	<b>149,636,546</b>	<b>136,488,569</b>	<b>132,732,390</b>	<b>134,623,671</b>	<b>142,986,494</b>	<b>156,398,343</b>	<b>169,793,462</b>	<b>180,414,461</b>	<b>193,663,783</b>	<b>209,279,958</b>						
<b>Non-Current Assets</b>																		
Investments	1,000,000	5,979,903	6,043,243	6,169,022	6,319,673	6,445,654	6,694,051	6,988,033	7,294,205	7,557,574	7,940,449	8,359,081						
Receivables	2,538,000	4,832,363	6,344,190	5,535,093	4,604,748	4,178,051	4,021,887	4,169,952	4,324,274	4,444,698	4,568,846	4,478,820						
Inventories	174,000	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783						
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-						
Infrastructure, Property, Plant & Equipment	2,026,435,000	2,186,535,125	2,445,471,004	2,660,646,012	2,769,672,535	2,828,484,275	2,866,938,004	2,904,069,625	2,942,387,289	2,984,186,802	2,977,141,502	2,966,724,702						
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Right of use assets	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000						
Investments Accounted for using the equity method	1,316,000	1,298,000	1,262,200	1,225,200	1,187,000	1,147,600	1,107,000	1,065,200	1,022,200	978,000	932,400	885,400						
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
Other	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Non-Current Assets</b>	<b>2,034,010,000</b>	<b>2,201,341,173</b>	<b>2,461,816,420</b>	<b>2,676,271,110</b>	<b>2,784,479,738</b>	<b>2,842,951,363</b>	<b>2,881,456,724</b>	<b>2,918,988,593</b>	<b>2,957,723,750</b>	<b>2,999,862,857</b>	<b>2,993,278,979</b>	<b>2,983,143,786</b>						
<b>TOTAL ASSETS</b>	<b>2,269,596,000</b>	<b>2,364,134,316</b>	<b>2,611,452,966</b>	<b>2,812,759,679</b>	<b>2,917,212,128</b>	<b>2,977,575,033</b>	<b>3,024,443,218</b>	<b>3,075,386,937</b>	<b>3,127,517,212</b>	<b>3,180,277,318</b>	<b>3,186,942,763</b>	<b>3,192,423,744</b>						
<b>LIABILITIES</b>																		
<b>Current Liabilities</b>																		
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-						
Payables	32,303,000	24,168,766	29,617,212	25,556,156	20,546,646	18,338,005	17,089,821	17,343,977	17,776,301	18,307,359	18,693,463	18,777,391						
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-						
Contract liabilities	87,753,000	41,075,237	23,583,662	8,301,401	4,332,751	2,236,805	1,136,880	1,158,795	1,181,330	1,204,515	1,228,775	1,164,040						
Lease liabilities	814,000	-	-	-	-	-	-	-	-	-	-	-						
Borrowings	4,932,000	4,856,900	2,354,600	4,739,000	3,864,100	2,803,200	2,460,400	2,552,800	2,649,400	2,334,600	2,299,000	-						
Employee benefit provisions	7,484,000	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271						
Other provisions	64,000	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Current Liabilities</b>	<b>133,350,000</b>	<b>78,109,455</b>	<b>63,564,026</b>	<b>46,605,109</b>	<b>36,752,049</b>	<b>31,386,562</b>	<b>28,695,654</b>	<b>29,064,125</b>	<b>29,615,583</b>	<b>29,855,027</b>	<b>30,229,791</b>	<b>27,949,983</b>						
<b>Non-Current Liabilities</b>																		
Payables	-	-	-	-	-	-	-	-	-	-	-	-						
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-						
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Lease liabilities	1,846,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000						
Borrowings	35,227,000	30,260,100	27,905,500	24,891,600	21,027,500	18,224,300	15,763,900	13,211,100	10,561,700	8,227,100	5,928,100	5,928,100						
Employee benefit provisions	675,000	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729						
Other provisions	10,705,000	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719						
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Non-Current Liabilities</b>	<b>48,453,000</b>	<b>43,839,548</b>	<b>41,484,948</b>	<b>38,471,048</b>	<b>34,606,948</b>	<b>31,803,748</b>	<b>29,343,348</b>	<b>26,790,548</b>	<b>24,141,148</b>	<b>21,806,548</b>	<b>19,507,548</b>	<b>19,507,548</b>						
<b>TOTAL LIABILITIES</b>	<b>181,803,000</b>	<b>121,949,003</b>	<b>105,048,974</b>	<b>85,076,156</b>	<b>71,358,997</b>	<b>63,190,310</b>	<b>58,039,001</b>	<b>55,854,672</b>	<b>53,756,731</b>	<b>51,661,574</b>	<b>49,737,338</b>	<b>47,457,531</b>						
<b>Net Assets</b>	<b>2,087,793,000</b>	<b>2,242,185,314</b>	<b>2,506,403,992</b>	<b>2,727,683,522</b>	<b>2,845,853,132</b>	<b>2,914,384,724</b>	<b>2,966,404,216</b>	<b>3,019,532,264</b>	<b>3,073,760,482</b>	<b>3,128,615,743</b>	<b>3,137,205,424</b>	<b>3,144,966,213</b>						
<b>EQUITY</b>																		
Retained Earnings	698,622,000	798,953,468	1,008,441,875	1,183,565,444	1,255,258,377	1,277,024,629	1,282,007,492	1,287,843,319	1,294,540,073	1,301,728,321	1,310,318,002	1,318,078,791						
Revaluation Reserves	1,389,171,000	1,443,231,846	1,497,962,117	1,544,118,078	1,590,594,755	1,637,360,095	1,684,396,724	1,731,688,945	1,779,220,409	1,826,887,422	1,826,887,422	1,826,887,422						
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-						
Council Equity Interest	2,087,793,000	2,242,185,314	2,506,403,992	2,727,683,522	2,845,853,132	2,914,384,724	2,966,404,216	3,019,532,264	3,073,760,482	3,128,615,743	3,137,205,424	3,144,966,213						
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Equity</b>	<b>2,087,793,000</b>	<b>2,242,185,314</b>	<b>2,506,403,992</b>	<b>2,727,683,522</b>	<b>2,845,853,132</b>	<b>2,914,384,724</b>	<b>2,966,404,216</b>	<b>3,019,532,264</b>	<b>3,073,760,482</b>	<b>3,128,615,743</b>	<b>3,137,205,424</b>	<b>3,144,966,213</b>						



**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**BALANCE SHEET - GENERAL FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	107,149,000	50,089,456	35,197,226	22,872,923	18,965,108	23,311,129	28,123,952	36,841,683	45,171,013	51,101,054	57,929,224	66,292,209
Investments	17,000,000	17,750,000	17,750,000	17,750,000	17,750,000	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556
Receivables	18,600,000	10,511,690	12,144,384	11,194,330	10,242,447	9,913,743	9,933,916	10,340,093	10,739,668	11,114,205	11,510,648	12,104,871
Inventories	2,434,000	2,215,653	1,959,347	1,142,385	780,064	791,536	796,240	807,169	819,220	838,813	843,875	856,422
Contract assets and contract cost assets	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000
Other	738,000	267,506	243,231	160,433	120,541	122,961	124,656	127,084	129,682	133,178	135,076	137,869
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>169,810,000</b>	<b>104,723,306</b>	<b>91,183,188</b>	<b>77,009,071</b>	<b>71,747,160</b>	<b>71,833,925</b>	<b>76,673,320</b>	<b>85,810,584</b>	<b>94,554,138</b>	<b>100,881,805</b>	<b>108,113,379</b>	<b>117,085,926</b>
<b>Non-Current Assets</b>												
Investments	1,000,000	250,000	250,000	250,000	250,000	194,444	194,444	194,444	194,444	194,444	194,444	194,444
Receivables	793,000	2,942,864	4,349,032	3,450,117	2,425,836	1,900,627	1,641,332	1,681,451	1,722,756	1,765,296	1,809,204	1,636,560
Inventories	174,000	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,510,826,000	1,644,804,095	1,866,316,920	2,029,520,567	2,118,775,504	2,165,980,977	2,193,137,422	2,219,116,937	2,246,170,809	2,276,102,745	2,271,344,445	2,263,309,845
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000
Investments Accounted for using the equity method	1,316,000	1,298,000	1,262,200	1,225,200	1,187,000	1,147,600	1,107,000	1,065,200	1,022,200	978,000	932,400	885,400
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,516,638,000</b>	<b>1,651,972,741</b>	<b>1,874,855,934</b>	<b>2,037,123,667</b>	<b>2,125,316,123</b>	<b>2,171,901,431</b>	<b>2,198,757,981</b>	<b>2,224,735,814</b>	<b>2,251,787,992</b>	<b>2,281,718,268</b>	<b>2,276,958,275</b>	<b>2,268,704,031</b>
<b>TOTAL ASSETS</b>	<b>1,686,448,000</b>	<b>1,756,696,047</b>	<b>1,966,039,122</b>	<b>2,114,132,738</b>	<b>2,197,063,283</b>	<b>2,243,735,356</b>	<b>2,275,431,301</b>	<b>2,310,546,399</b>	<b>2,346,342,130</b>	<b>2,382,600,072</b>	<b>2,385,071,654</b>	<b>2,385,789,958</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	31,425,000	23,417,973	28,875,482	24,789,720	19,791,067	17,579,001	16,327,328	16,572,869	16,996,007	17,522,922	17,909,707	17,989,862
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	86,353,000	41,075,237	23,583,662	8,301,401	4,332,751	2,236,805	1,136,880	1,158,795	1,181,330	1,204,515	1,228,775	1,164,040
Lease liabilities	806,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,902,000	2,607,400	-	2,265,900	1,346,500	896,000	641,500	667,900	695,800	544,000	570,500	-
Employee benefit provisions	6,796,000	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691
Other provisions	64,000	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>128,346,000</b>	<b>74,420,583</b>	<b>59,779,116</b>	<b>42,676,993</b>	<b>32,790,290</b>	<b>28,031,778</b>	<b>25,425,681</b>	<b>25,719,536</b>	<b>26,193,109</b>	<b>26,591,410</b>	<b>27,028,954</b>	<b>26,473,875</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1,838,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000
Borrowings	12,493,000	9,895,300	9,895,300	9,354,500	8,008,000	7,112,000	6,470,500	5,802,600	5,106,800	4,562,800	3,992,300	3,992,300
Employee benefit provisions	636,000	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309
Other provisions	10,705,000	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>25,672,000</b>	<b>23,420,328</b>	<b>23,420,328</b>	<b>22,879,528</b>	<b>21,533,028</b>	<b>20,637,028</b>	<b>19,995,528</b>	<b>19,327,628</b>	<b>18,631,828</b>	<b>18,087,828</b>	<b>17,517,328</b>	<b>17,517,328</b>
<b>TOTAL LIABILITIES</b>	<b>154,018,000</b>	<b>97,840,910</b>	<b>83,199,444</b>	<b>65,556,521</b>	<b>54,323,318</b>	<b>48,668,806</b>	<b>45,421,208</b>	<b>45,047,164</b>	<b>44,824,937</b>	<b>44,679,237</b>	<b>44,546,282</b>	<b>43,991,202</b>
<b>Net Assets</b>	<b>1,532,430,000</b>	<b>1,658,855,137</b>	<b>1,882,839,679</b>	<b>2,048,576,217</b>	<b>2,142,739,965</b>	<b>2,195,066,550</b>	<b>2,230,010,093</b>	<b>2,265,499,235</b>	<b>2,301,517,193</b>	<b>2,337,920,835</b>	<b>2,340,525,372</b>	<b>2,341,798,755</b>
<b>EQUITY</b>												
Retained Earnings	593,119,000	680,105,789	864,225,521	996,394,256	1,056,819,981	1,075,250,793	1,076,153,791	1,077,468,618	1,079,193,004	1,081,199,211	1,083,803,748	1,085,077,131
Revaluation Reserves	939,311,000	978,749,348	1,018,614,158	1,052,181,961	1,085,919,984	1,119,815,757	1,153,856,302	1,188,030,617	1,222,324,189	1,256,721,625	1,256,721,625	1,256,721,625
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,532,430,000	1,658,855,137	1,882,839,679	2,048,576,217	2,142,739,965	2,195,066,550	2,230,010,093	2,265,499,235	2,301,517,193	2,337,920,835	2,340,525,372	2,341,798,755
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>1,532,430,000</b>	<b>1,658,855,137</b>	<b>1,882,839,679</b>	<b>2,048,576,217</b>	<b>2,142,739,965</b>	<b>2,195,066,550</b>	<b>2,230,010,093</b>	<b>2,265,499,235</b>	<b>2,301,517,193</b>	<b>2,337,920,835</b>	<b>2,340,525,372</b>	<b>2,341,798,755</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**BALANCE SHEET - WATER FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,758,000	-	516,642	371,298	514,927	708,348	2,171,683	4,038,936	6,181,121	8,370,750	11,480,627	14,945,428
Investments	12,000,000	11,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030
Receivables	4,284,000	4,616,133	4,865,081	5,104,747	5,356,057	5,620,446	5,897,975	6,189,232	6,494,953	6,689,137	6,889,210	7,095,193
Inventories	332,000	382,531	395,369	407,926	426,027	452,512	471,520	496,393	522,817	538,737	545,777	557,643
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>18,374,000</b>	<b>16,823,693</b>	<b>16,602,122</b>	<b>16,709,001</b>	<b>17,122,040</b>	<b>17,606,336</b>	<b>19,366,209</b>	<b>21,549,591</b>	<b>24,023,920</b>	<b>26,423,654</b>	<b>29,740,644</b>	<b>33,423,294</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,558,000	1,468,076	1,548,531	1,624,948	1,705,086	1,789,386	1,877,877	1,970,748	2,068,232	2,130,116	2,193,877	2,259,522
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	186,500,000	193,653,146	199,601,542	205,106,310	209,388,758	213,460,446	217,082,201	220,559,463	223,971,561	227,606,205	226,423,405	225,191,605
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>188,076,000</b>	<b>195,139,222</b>	<b>201,168,073</b>	<b>206,749,258</b>	<b>211,111,845</b>	<b>215,267,832</b>	<b>218,978,078</b>	<b>222,548,211</b>	<b>226,057,793</b>	<b>229,754,321</b>	<b>228,635,282</b>	<b>227,469,128</b>
<b>TOTAL ASSETS</b>	<b>206,450,000</b>	<b>211,962,915</b>	<b>217,770,195</b>	<b>223,458,259</b>	<b>228,233,885</b>	<b>232,874,168</b>	<b>238,344,287</b>	<b>244,097,802</b>	<b>250,081,713</b>	<b>256,177,975</b>	<b>258,375,926</b>	<b>260,892,422</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	162,000	385,289	378,030	399,460	399,655	410,454	424,312	439,806	456,111	464,883	474,604	485,424
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	744,000	846,900	892,700	949,100	1,028,500	611,900	583,000	608,600	635,500	429,300	400,100	-
Employee benefit provisions	344,000	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,258,000</b>	<b>1,576,244</b>	<b>1,614,784</b>	<b>1,692,615</b>	<b>1,772,210</b>	<b>1,366,408</b>	<b>1,351,366</b>	<b>1,392,460</b>	<b>1,435,666</b>	<b>1,238,237</b>	<b>1,218,759</b>	<b>829,478</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Borrowings	7,290,000	6,383,500	5,490,800	4,541,700	3,513,200	2,901,300	2,318,300	1,709,700	1,074,200	644,900	244,800	244,800
Employee benefit provisions	19,000	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,317,000</b>	<b>6,418,445</b>	<b>5,525,745</b>	<b>4,576,645</b>	<b>3,548,145</b>	<b>2,936,245</b>	<b>2,353,245</b>	<b>1,744,645</b>	<b>1,109,145</b>	<b>679,845</b>	<b>279,745</b>	<b>279,745</b>
<b>TOTAL LIABILITIES</b>	<b>8,575,000</b>	<b>7,994,689</b>	<b>7,140,530</b>	<b>6,269,260</b>	<b>5,320,355</b>	<b>4,302,654</b>	<b>3,704,612</b>	<b>3,137,106</b>	<b>2,544,811</b>	<b>1,918,083</b>	<b>1,498,504</b>	<b>1,109,224</b>
<b>Net Assets</b>	<b>197,875,000</b>	<b>203,968,226</b>	<b>210,629,666</b>	<b>217,188,999</b>	<b>222,913,530</b>	<b>228,571,514</b>	<b>234,639,675</b>	<b>240,960,696</b>	<b>247,536,902</b>	<b>254,259,892</b>	<b>256,877,421</b>	<b>259,783,198</b>
<b>EQUITY</b>												
Retained Earnings	37,103,000	37,950,507	39,313,683	41,415,315	42,663,379	43,827,976	45,387,781	47,187,540	49,231,748	51,414,294	54,031,823	56,937,600
Revaluation Reserves	160,772,000	166,017,719	171,315,983	175,773,684	180,250,151	184,743,539	189,251,894	193,773,156	198,305,154	202,845,598	202,845,598	202,845,598
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	197,875,000	203,968,226	210,629,666	217,188,999	222,913,530	228,571,514	234,639,675	240,960,696	247,536,902	254,259,892	256,877,421	259,783,198
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>197,875,000</b>	<b>203,968,226</b>	<b>210,629,666</b>	<b>217,188,999</b>	<b>222,913,530</b>	<b>228,571,514</b>	<b>234,639,675</b>	<b>240,960,696</b>	<b>247,536,902</b>	<b>254,259,892</b>	<b>256,877,421</b>	<b>259,783,198</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**BALANCE SHEET - SEWER FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,689,000	4,538,934	4,589,109	4,688,744	4,808,082	4,951,886	5,148,653	5,381,531	5,624,064	5,832,692	6,135,985	6,467,604
Investments	40,000,000	35,120,502	35,508,738	36,279,674	37,203,068	38,315,768	39,838,272	41,640,189	43,516,820	45,131,096	47,477,864	50,043,803
Receivables	2,157,000	1,120,733	1,186,610	1,222,457	1,259,128	1,296,898	1,335,796	1,375,873	1,417,152	1,459,663	1,503,457	1,548,551
Inventories	556,000	465,974	566,778	579,623	592,911	618,857	624,244	640,575	657,368	685,552	692,454	710,779
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>47,402,000</b>	<b>41,246,143</b>	<b>41,851,235</b>	<b>42,770,498</b>	<b>43,863,190</b>	<b>45,183,410</b>	<b>46,946,965</b>	<b>49,038,168</b>	<b>51,215,404</b>	<b>53,109,002</b>	<b>55,809,761</b>	<b>58,770,737</b>
<b>Non-Current Assets</b>												
Investments	-	5,729,903	5,793,243	5,919,022	6,069,673	6,251,210	6,499,606	6,793,589	7,099,760	7,363,129	7,746,004	8,164,637
Receivables	187,000	421,424	446,627	460,028	473,825	488,038	502,677	517,754	533,287	549,287	565,766	582,738
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	329,109,000	348,077,884	379,552,542	426,019,136	441,508,272	449,042,852	456,718,382	464,393,225	472,244,918	480,477,852	479,373,652	478,223,252
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>329,296,000</b>	<b>354,229,211</b>	<b>385,792,413</b>	<b>432,398,185</b>	<b>448,051,771</b>	<b>455,782,100</b>	<b>463,720,665</b>	<b>471,704,568</b>	<b>479,877,965</b>	<b>488,390,268</b>	<b>487,685,422</b>	<b>486,970,627</b>
<b>TOTAL ASSETS</b>	<b>376,698,000</b>	<b>395,475,354</b>	<b>427,643,649</b>	<b>475,168,683</b>	<b>491,914,961</b>	<b>500,965,510</b>	<b>510,667,630</b>	<b>520,742,736</b>	<b>531,093,369</b>	<b>541,499,270</b>	<b>543,495,183</b>	<b>545,741,364</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	716,000	365,503	363,701	366,976	355,924	348,550	338,182	331,303	324,183	319,554	309,152	302,104
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,400,000	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,286,000	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	1,328,400	-
Employee benefit provisions	344,000	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,746,000</b>	<b>2,112,629</b>	<b>2,170,126</b>	<b>2,235,501</b>	<b>2,189,549</b>	<b>1,988,375</b>	<b>1,918,607</b>	<b>1,952,128</b>	<b>1,986,808</b>	<b>2,025,380</b>	<b>1,982,078</b>	<b>646,630</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	15,444,000	13,981,300	12,519,400	10,995,400	9,506,300	8,211,000	6,975,100	5,698,800	4,380,700	3,019,400	1,691,000	1,691,000
Employee benefit provisions	20,000	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>15,464,000</b>	<b>14,000,775</b>	<b>12,538,875</b>	<b>11,014,875</b>	<b>9,525,775</b>	<b>8,230,475</b>	<b>6,994,575</b>	<b>5,718,275</b>	<b>4,400,175</b>	<b>3,038,875</b>	<b>1,710,475</b>	<b>1,710,475</b>
<b>TOTAL LIABILITIES</b>	<b>19,210,000</b>	<b>16,113,403</b>	<b>14,709,001</b>	<b>13,250,376</b>	<b>11,715,324</b>	<b>10,218,850</b>	<b>8,913,182</b>	<b>7,670,403</b>	<b>6,386,983</b>	<b>5,064,254</b>	<b>3,692,552</b>	<b>2,357,104</b>
<b>Net Assets</b>	<b>357,488,000</b>	<b>379,361,951</b>	<b>412,934,648</b>	<b>461,918,307</b>	<b>480,199,637</b>	<b>490,746,660</b>	<b>501,754,449</b>	<b>513,072,333</b>	<b>524,706,387</b>	<b>536,435,016</b>	<b>539,802,631</b>	<b>543,384,260</b>
<b>EQUITY</b>												
Retained Earnings	68,400,000	80,897,172	104,902,671	145,755,873	155,775,017	157,945,861	160,465,920	163,187,161	166,115,322	169,114,817	172,482,432	176,064,061
Revaluation Reserves	289,088,000	298,464,779	308,031,976	316,162,434	324,424,619	332,800,799	341,288,529	349,885,172	358,591,065	367,320,199	367,320,199	367,320,199
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	357,488,000	379,361,951	412,934,648	461,918,307	480,199,637	490,746,660	501,754,449	513,072,333	524,706,387	536,435,016	539,802,631	543,384,260
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>357,488,000</b>	<b>379,361,951</b>	<b>412,934,648</b>	<b>461,918,307</b>	<b>480,199,637</b>	<b>490,746,660</b>	<b>501,754,449</b>	<b>513,072,333</b>	<b>524,706,387</b>	<b>536,435,016</b>	<b>539,802,631</b>	<b>543,384,260</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**CASH FLOW STATEMENT - CONSOLIDATED**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	Projected Years									
	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	58,194,000	69,581,784	69,775,201	72,002,857	74,304,159	76,681,555	79,137,985	81,675,980	84,298,057	86,870,298	89,475,984	92,159,699
User Charges & Fees	26,998,000	23,018,456	24,144,143	26,097,245	27,075,199	28,110,544	29,189,352	30,313,126	31,484,258	32,501,714	33,441,949	34,409,785
Investment & Interest Revenue Received	7,117,000	9,258,879	5,098,565	5,611,771	5,567,257	5,653,747	5,766,198	5,883,189	6,075,190	6,292,872	6,467,626	6,643,886
Grants & Contributions	187,356,000	97,191,763	241,290,260	193,625,814	93,054,066	44,396,477	23,137,155	24,407,186	24,866,841	25,339,818	25,834,807	24,484,185
Bonds & Deposits Received	2,642,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,987,000	12,808,605	5,831,190	8,492,835	8,914,987	8,608,425	8,561,785	8,485,980	8,740,689	9,002,966	9,272,821	9,576,672
<b>Payments:</b>												
Employee Benefits & On-Costs	(44,523,000)	(45,773,038)	(53,942,858)	(54,044,251)	(54,857,406)	(56,422,993)	(53,850,066)	(55,213,342)	(56,855,050)	(58,546,724)	(60,288,099)	(62,082,560)
Materials & Contracts	(54,813,000)	(65,856,610)	(59,923,316)	(44,578,725)	(38,661,994)	(38,682,834)	(40,529,927)	(41,785,789)	(43,111,204)	(44,397,455)	(44,822,827)	(45,604,549)
Borrowing Costs	(2,470,000)	(1,645,501)	(1,405,232)	(1,257,134)	(1,167,936)	(950,576)	(786,643)	(688,801)	(597,303)	(499,839)	(407,043)	(358,224)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,206,000)	(4,211,094)	(3,906,939)	(5,694,221)	(6,225,626)	(6,240,520)	(6,545,049)	(6,648,102)	(6,859,781)	(7,076,250)	(7,310,627)	(7,543,221)
<b>Net Cash provided (or used in) Operating Activities</b>	179,282,000	94,373,243	226,961,014	200,256,190	108,002,705	61,153,824	44,080,790	46,429,426	48,041,698	49,487,400	51,664,591	51,685,672
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	174,970	1,000,000	-	-	4,000,000	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	275,000	817,300	504,600	376,800	580,500	661,100	541,000	404,500	845,400	960,300	1,608,400	31,800
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	10,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	(850,405)	(451,576)	(896,715)	(1,074,045)	(1,294,237)	(1,770,900)	(2,095,900)	(2,182,802)	(1,877,645)	(2,729,644)	(2,984,572)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(122,821,000)	(148,449,718)	(237,500,452)	(211,495,287)	(106,434,108)	(55,993,041)	(33,595,066)	(31,480,664)	(33,458,948)	(37,614,458)	(37,990,206)	(34,297,996)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	20,928,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(101,608,000)	(148,298,853)	(236,429,528)	(211,996,702)	(106,908,553)	(52,606,478)	(34,804,666)	(33,151,164)	(34,774,850)	(38,509,703)	(39,088,650)	(37,227,268)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	4,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(5,608,000)	(5,042,000)	(4,856,900)	(4,629,500)	(4,739,000)	(3,864,100)	(2,803,200)	(2,460,400)	(2,552,800)	(2,649,400)	(2,334,600)	(2,299,000)
Repayment of lease liabilities (principal repayments)	(742,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	(6,350,000)	(5,042,000)	(4,856,900)	(629,500)	(4,739,000)	(3,864,100)	(2,803,200)	(2,460,400)	(2,552,800)	(2,649,400)	(2,334,600)	(2,299,000)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	71,324,000	(58,967,610)	(14,325,413)	(12,370,012)	(3,644,848)	4,683,247	6,472,924	10,817,862	10,714,048	8,328,298	10,241,341	12,159,404
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	42,272,000	113,596,000	54,628,390	40,302,977	27,932,965	24,288,117	28,971,364	35,444,288	46,262,150	56,976,198	65,304,496	75,545,837
<b>Cash &amp; Cash Equivalents - end of the year</b>	113,596,000	54,628,390	40,302,977	27,932,965	24,288,117	28,971,364	35,444,288	46,262,150	56,976,198	65,304,496	75,545,837	87,705,241
Cash & Cash Equivalents - end of the year	113,596,000	54,628,390	40,302,977	27,932,965	24,288,117	28,971,364	35,444,288	46,262,150	56,976,198	65,304,496	75,545,837	87,705,241
Investments - end of the year	70,000,000	70,675,435	70,127,011	71,023,725	72,097,771	69,392,008	71,162,908	73,258,808	75,441,610	77,319,254	80,048,898	83,033,470
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	183,596,000	125,303,825	110,429,988	98,956,690	96,385,888	98,363,371	106,607,196	119,520,958	132,417,808	142,623,750	155,594,735	170,738,711

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**CASH FLOW STATEMENT - GENERAL FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	48,278,693	47,956,977	49,335,612	50,812,548	52,333,712	53,900,759	55,514,997	57,177,327	58,889,743	60,653,051	62,469,146
User Charges & Fees	-	10,809,294	11,116,372	12,465,414	12,806,211	13,169,443	13,542,658	13,926,574	14,321,791	14,728,207	15,146,225	15,576,443
Investment & Interest Revenue Received	-	6,896,100	2,574,536	2,981,106	2,857,726	2,862,982	2,891,825	2,922,733	3,025,988	3,150,096	3,230,588	3,309,707
Grants & Contributions	-	85,994,472	216,977,867	151,674,211	83,742,034	43,197,677	21,930,255	23,191,986	23,643,141	24,107,318	24,593,307	23,233,285
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	11,854,389	5,598,651	8,252,138	8,666,803	8,352,783	8,298,484	8,214,742	8,461,293	8,715,211	8,976,428	9,271,420
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(41,135,698)	(49,406,991)	(48,631,844)	(49,610,072)	(51,031,041)	(48,299,908)	(49,500,872)	(50,975,402)	(52,495,088)	(54,059,107)	(55,670,897)
Materials & Contracts	-	(47,235,854)	(39,720,779)	(23,871,965)	(17,197,701)	(16,014,276)	(17,207,615)	(17,442,109)	(17,702,363)	(18,108,049)	(18,241,537)	(18,389,187)
Borrowing Costs	-	(657,059)	(517,367)	(474,270)	(493,962)	(395,197)	(338,121)	(308,053)	(282,016)	(254,587)	(228,452)	(216,615)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(4,211,094)	(3,906,939)	(5,694,221)	(6,225,626)	(6,240,520)	(6,545,049)	(6,648,102)	(6,859,781)	(7,076,250)	(7,310,627)	(7,543,221)
<b>Net Cash provided (or used in) Operating Activities</b>	-	70,593,242	190,672,328	146,036,181	85,357,961	46,235,562	28,173,288	29,871,895	30,809,978	31,656,599	32,759,877	32,040,080
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	4,000,000	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(125,527,686)	(203,461,459)	(160,453,584)	(87,594,976)	(45,222,041)	(22,912,066)	(20,877,164)	(22,591,548)	(25,690,458)	(27,018,906)	(23,130,096)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(124,760,486)	(202,957,159)	(160,085,584)	(86,999,876)	(40,543,041)	(22,464,466)	(20,512,664)	(21,812,748)	(25,030,758)	(25,387,706)	(23,106,596)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	4,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(2,892,300)	(2,607,400)	(2,274,900)	(2,265,900)	(1,346,500)	(896,000)	(641,500)	(667,900)	(695,800)	(544,000)	(570,500)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(2,892,300)	(2,607,400)	1,725,100	(2,265,900)	(1,346,500)	(896,000)	(641,500)	(667,900)	(695,800)	(544,000)	(570,500)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(57,059,544)	(14,892,230)	(12,324,303)	(3,907,814)	4,346,021	4,812,822	8,717,731	8,329,330	5,930,041	6,828,171	8,362,984
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	107,149,000	50,089,456	35,197,226	22,872,923	18,965,108	23,311,129	28,123,952	36,841,683	45,171,013	51,101,054	57,929,224
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	50,089,456	35,197,226	22,872,923	18,965,108	23,311,129	28,123,952	36,841,683	45,171,013	51,101,054	57,929,224	66,292,209
Cash & Cash Equivalents - end of the year	107,149,000	50,089,456	35,197,226	22,872,923	18,965,108	23,311,129	28,123,952	36,841,683	45,171,013	51,101,054	57,929,224	66,292,209
Investments - end of the year	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>125,149,000</b>	<b>68,089,456</b>	<b>53,197,226</b>	<b>40,872,923</b>	<b>36,965,108</b>	<b>37,311,129</b>	<b>42,123,952</b>	<b>50,841,683</b>	<b>59,171,013</b>	<b>65,101,054</b>	<b>71,929,224</b>	<b>80,292,209</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**CASH FLOW STATEMENT - WATER FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	Projected Years									
			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,565,967	6,582,525	6,946,661	7,299,504	7,670,053	8,059,178	8,467,705	8,896,658	9,209,716	9,488,952	9,776,564
User Charges & Fees	-	11,361,862	12,161,871	12,746,731	13,365,787	14,016,502	14,700,195	15,417,652	16,170,567	16,758,107	17,256,224	17,769,142
Investment & Interest Revenue Received	-	566,475	559,047	579,892	597,190	615,079	633,358	652,227	671,683	693,882	714,684	736,085
Grants & Contributions	-	1,752,110	1,320,632	2,003,767	455,381	261,800	269,700	277,800	286,100	294,700	303,500	312,600
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	100,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,118,741)	(1,955,702)	(2,405,132)	(2,138,509)	(2,191,212)	(2,255,282)	(2,320,954)	(2,388,521)	(2,458,280)	(2,530,330)	(2,604,297)
Materials & Contracts	-	(12,190,373)	(12,574,580)	(12,973,334)	(13,553,462)	(14,402,526)	(14,999,848)	(15,795,426)	(16,636,460)	(17,132,953)	(17,348,750)	(17,730,107)
Borrowing Costs	-	(383,144)	(339,320)	(293,562)	(245,683)	(192,075)	(143,266)	(117,451)	(91,942)	(64,742)	(40,804)	(31,686)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	5,654,157	5,754,474	6,605,023	5,780,209	5,777,622	6,264,035	6,581,553	6,908,084	7,300,430	7,843,477	8,228,301
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	174,970	1,000,000	-	-	-	-	-	-	-	-	-
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	-	31,800
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,815,327)	(5,400,032)	(5,866,767)	(4,687,481)	(4,555,700)	(4,257,000)	(4,178,600)	(4,170,900)	(4,616,200)	(4,304,300)	(4,395,200)
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,608,557)	(4,390,932)	(5,857,667)	(4,687,481)	(4,555,700)	(4,188,800)	(4,131,300)	(4,157,300)	(4,475,300)	(4,304,300)	(4,363,400)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)	(400,100)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)	(400,100)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(1,758,000)	516,642	(145,344)	143,628	193,422	1,463,335	1,867,253	2,142,184	2,189,630	3,109,877	3,464,801
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,758,000	(0)	516,642	371,298	514,927	708,348	2,171,683	4,038,936	6,181,121	8,370,750	11,480,627
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	516,642	371,298	514,927	708,348	2,171,683	4,038,936	6,181,121	8,370,750	11,480,627	14,945,428
Cash & Cash Equivalents - end of the year	1,758,000	(0)	516,642	371,298	514,927	708,348	2,171,683	4,038,936	6,181,121	8,370,750	11,480,627	14,945,428
Investments - end of the year	12,000,000	11,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>13,758,000</b>	<b>11,825,030</b>	<b>11,341,672</b>	<b>11,196,328</b>	<b>11,339,956</b>	<b>11,533,378</b>	<b>12,996,713</b>	<b>14,863,966</b>	<b>17,006,150</b>	<b>19,195,780</b>	<b>22,305,657</b>	<b>25,770,458</b>

**LISMORE CITY COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2035**  
**CASH FLOW STATEMENT - SEWER FUND**  
**Scenario: Preferred model**

	Actuals 2023/24	Current Year 2024/25	Projected Years									
	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	14,737,123	15,235,699	15,720,584	16,192,106	16,677,789	17,178,047	17,693,279	18,224,072	18,770,839	19,333,980	19,913,989
User Charges & Fees	-	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500	1,064,200
Investment & Interest Revenue Received	-	1,796,304	1,964,982	2,050,772	2,112,341	2,175,686	2,241,016	2,308,229	2,377,520	2,448,895	2,522,354	2,598,093
Grants & Contributions	-	9,445,181	22,991,761	39,947,836	8,856,651	937,000	937,200	937,400	937,600	937,800	938,000	938,300
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	854,216	232,538	240,697	248,184	255,642	263,301	271,238	279,397	287,755	296,393	305,251
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,518,599)	(2,580,166)	(3,007,275)	(3,108,826)	(3,200,740)	(3,294,876)	(3,391,516)	(3,491,127)	(3,593,356)	(3,698,662)	(3,807,365)
Materials & Contracts	-	(6,430,383)	(7,627,958)	(7,733,426)	(7,910,830)	(8,266,033)	(8,322,464)	(8,548,254)	(8,772,380)	(9,156,452)	(9,232,540)	(9,485,255)
Borrowing Costs	-	(605,298)	(548,545)	(489,302)	(428,291)	(363,304)	(305,256)	(263,298)	(223,345)	(180,509)	(137,788)	(109,923)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	18,125,844	30,534,212	47,614,986	16,864,535	9,140,641	9,643,467	9,975,978	10,323,636	10,530,372	11,061,237	11,417,291
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	(850,405)	(451,576)	(896,715)	(1,074,045)	(1,294,237)	(1,770,900)	(2,095,900)	(2,182,802)	(1,877,645)	(2,729,644)	(2,984,572)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(16,106,705)	(28,638,961)	(45,174,936)	(14,151,651)	(6,215,300)	(6,426,000)	(6,424,900)	(6,696,500)	(7,307,800)	(6,667,000)	(6,772,700)
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(16,929,810)	(29,081,437)	(46,053,451)	(15,221,196)	(7,507,737)	(8,151,400)	(8,507,200)	(8,804,802)	(9,003,645)	(9,396,644)	(9,757,272)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(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)	(1,328,400)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(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)	(1,328,400)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(150,066)	50,175	99,635	119,338	143,804	196,767	232,878	242,534	208,627	303,294	331,619
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	4,689,000	4,538,934	4,589,109	4,688,744	4,808,082	4,951,886	5,148,653	5,381,531	5,624,064	5,832,692	6,135,985
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>4,538,934</b>	<b>4,589,109</b>	<b>4,688,744</b>	<b>4,808,082</b>	<b>4,951,886</b>	<b>5,148,653</b>	<b>5,381,531</b>	<b>5,624,064</b>	<b>5,832,692</b>	<b>6,135,985</b>	<b>6,467,604</b>
Cash & Cash Equivalents - end of the year	4,689,000	4,538,934	4,589,109	4,688,744	4,808,082	4,951,886	5,148,653	5,381,531	5,624,064	5,832,692	6,135,985	6,467,604
Investments - end of the year	40,000,000	40,850,405	41,301,981	42,198,696	43,272,741	44,566,978	46,337,878	48,433,778	50,616,580	52,494,225	55,223,868	58,208,440
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>44,689,000</b>	<b>45,389,339</b>	<b>45,891,090</b>	<b>46,887,440</b>	<b>48,080,823</b>	<b>49,518,864</b>	<b>51,486,531</b>	<b>53,815,309</b>	<b>56,240,645</b>	<b>58,326,916</b>	<b>61,359,854</b>	<b>64,676,044</b>

# Lismore City Council

Long Term Financial Plan for the Years Ending 30 June 2035



## 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.

<b>Income from Continuing Operations</b>										
<b>Rates &amp; Annual Charges</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
General Rates	3.90%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewerage Annual Charges	3.90%	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%	3.00%	3.00%	3.00%
<b>User Charges and Fees</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
User Charges and Fees	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Interest and Investment Revenue</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
Interest and Investment Revenue	4.50%	4.25%	4.00%	3.50%	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.										
<b>Other Revenues</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
Other revenues	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Grants &amp; Contributions</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
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

Long Term Financial Plan for the Years Ending 30 June 2035



## 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.

<b>Expenses from Continuing Operations</b>										
<b>Employee Benefits and Oncosts</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
Salaries & Wages	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation - Employer Contribution	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Workers Compensation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Borrowing Costs</b>										
<b>Waste remediation/Compliance</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
Amount	-	\$4,000,000	\$0	-	-	-	-	-	-	-
Rate	-	5.32%	-	-	-	-	-	-	-	-
Term	-	20	-	-	-	-	-	-	-	-
<b>Costs</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/33</b>	<b>2033/2034</b>	<b>2034/2035</b>
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	2025/26	2026 - 2035
Preferred Model	3.9%	3.0%
If IPART determination was <b>higher</b> than forecast:	3.9%	4.0%
Impact on revenue would be	\$ -	\$ 20,365,400
If IPART determination was <b>lower</b> than forecast:	3.9%	2.5%
Impact on revenue would be	\$ -	-\$ 9,782,300



# SENSITIVITY ANALYSIS AND RISK

## 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 2025/2026 are forecast to be \$1.573 million.

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

\$157,300 per annum

### Materials Cost and Other Costs

Material and contracts are a large component of Council's costs to deliver services. If inflation increases, 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%	(\$612,000) pa 25/26 to (\$3.8 million) pa in year 10

