

LONG TERM FINANCIAL PLAN



2017-2027



Table of Contents

Legislative Framework and Objectives	2
Financial Sustainability	3
Long Term Financial Plan Assumptions	7
Capital Expenditure Program	9
Cash and Reserves	10
Measuring Performance	12
Long Term Financial Plan Scenarios	14



Legislative Framework and Objectives

A Long Term Financial Plan (LTFP) is a key part of the Resourcing Strategy that council's in NSW are required to develop and report under the Integrated Planning and Reporting Framework pursuant s403 (2) of the *Local Government Act 1993*.



The LTFP is an important part of Council's strategic planning process. This is the point where long term community aspirations and goals are tested against financial realities. The overall objective of the LTFP is to express in financial terms the activities Council proposes to undertake over the short, medium and long term. Its purpose is to provide a sound basis for strategic decision making and to guide the future strategies and actions of Council to ensure that it continues to operate in a manner that achieves financial sustainability.

The LTFP is a decision-making and problem-solving tool. It is not intended that the plan be set in concrete, it is a guide for future action. The modelling that occurs as part of the plan will help Council to adjust to unexpected events. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The LTFP is for a period of 10 years and includes:

- The planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis and testing



- Methods for monitoring financial performance
- Financial modelling for different scenarios.

Financial Sustainability

Fit for the Future

As part of the NSW State Government's local government reform agenda, the Independent Pricing and Regulatory Tribunal (IPART) was commissioned to determine whether NSW Councils had the necessary scale and capacity to be financially sustainable and efficient in their service delivery into the future. In October 2015, IPART released its final report which included the following assessment for Liverpool City Council:

Scale and capacity	Does not satisfy
Financial criteria –	Satisfies overall
Sustainability	Satisfies
Infrastructure	Satisfies
Efficiency	Satisfies

NSW State Government subsequently determined that Liverpool City Council will continue to be a stand-alone Council. Key factors influencing that decision were:

- As Strategic Centre for the South West Priority Growth Area, Liverpool is one of the largest councils in NSW covering an area of 305 square kilometres with a projected population of 331,000 people by 2036.
- Since the announcement of Liverpool as the regional city for South Western Sydney, Council's focus has been to conceptualise, strategically plan for, and deliver projects which are aimed at positioning Liverpool as the destination of choice for business, employment, retail and investment. Council is not just focusing on communities in the Liverpool LGA, but the entire South West region.
- Council has a demonstrated track record of undertaking new functions and delivering major projects which include:
 - \$47m Kurrajong and Bernera Road Upgrade
 - \$35m Carnes Hill Community and Recreational Centre
 - \$13m Macquarie Mall Upgrade



- The announcement in April 2014 of the Federal Government's decision to proceed with the Western Sydney Airport at Badgerys Creek has generated strong local, national and international interest in development opportunities in Liverpool.
- Liverpool's population is growing much faster than the Sydney average – currently 2.3 percent, which is almost twice the NSW average.
- To ensure the delivery of optimum future outcomes, Council has adopted a strong, strategic leadership approach to planning across the LGA, including economic development, Greenfield areas in the South West growth corridor, revitalisation of the city centre and development on the Georges River.
- Council is also playing a strong role at State and Federal levels in advocating for integrated, coordinated land use and infrastructure planning and 'big picture' thinking for South West Sydney, particularly in respect of Western Sydney Airport and the Moorebank Intermodal.
- In recent years, Council has had a demonstrated track record of progressive political leadership attracting significant media attention, investment and growth to the region. Key achievements include:
 - Establishing sound relationships with the local Chamber of Commerce, State and Federal governments
 - Strong advocacy for the Western Sydney Airport
 - Establishing the Committee for Liverpool
 - A clear plan to revitalise the city centre
 - The development of a sound working relationship with Liverpool hospital
 - Advocacy and relationship-building to establish two university campuses in Liverpool.

Council continues to work towards its objectives while ensuring that the Fit for the Future benchmarks for financial sustainability are being met. The LTFP has been updated to report on the financial indicators adopted for the Fit for the Future purposes.

Liverpool Civic Place

Council is seeking to redevelop the existing site at 52 Scott St, Liverpool, into Liverpool Civic Place (LCP). The redevelopment will meet Council's vision for a development catalyst to activate the southern side of Liverpool CBD.

LCP is a \$190 million development, with \$65 million in Council funding and \$125 million from a private developer. Council has also budgeted for an additional \$23 million in fit-out costs, professional fees and other costs. Council funded areas of LCP will include:

- A state-of-art City Centre Library
- A 13,000m² Gross Floor Area (GFA) commercial building
- Council and public car park – approximately 300 spaces



Alongside the Council development, a private developer will construct:

- A 140-room hotel
- Student accommodation of approximately 140 rooms
- Two residential towers with approximately 250 apartments.

The project will generate significant flow-on economic benefits including increased employment and business opportunities to the Liverpool community.

Challenges

Financial sustainability is a key challenge facing local government due to several factors. In many cases external factors exert significant pressure on Council's long term financial sustainability.

- **Regulatory Environment** - Council operates in a highly regulated environment driven by the *Local Government Act 1993* that defines the scope and boundaries of Council's role and the way it must conduct its business.
- **Wider State Environment** - The focus of Council services delivery is impacted by the State Government in relation to the availability of external funding and key state-wide priorities for growth and management.
- **Rate Pegging** - Council's ability to align rating revenues with the increased cost of providing local government services has been constrained for a number of years by rate pegging, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.
- **Growth and Urban Development** – Liverpool's growing population is increasing demands on existing infrastructure and services. Expanding urban development is placing considerable pressure on the natural environment including exposure to a range of pollutants from industrial, commercial and household waste and increased traffic.
- **Interest Rates** - The interest rate is at historically low levels. Interest rates impact directly on the return of Council's investments. Interest rates also impact on the housing market and other growth activities in the LGA.
- **Cost-Shifting** - Cost shifting describes the situation where the responsibility for, or the cost of, providing certain services or regulatory functions are "shifted" from a higher level of government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Examples of cost shifting that impact on Council's financial performance and place additional pressure on its financial sustainability include:
 - Contributions to the NSW Fire Brigade



- Inadequate funding for public libraries
- Inadequate reimbursement of pensioner rate rebates
- Cost of regulation of companion animals
- Flood mitigation works
- Transfer of assets without appropriate funding for annual maintenance
- Cost of citizenship ceremonies
- Cost of administering and enforcing environmental regulations.

The above factors mean that, as with many Councils in NSW, Liverpool City Council is faced with an “Income Gap” with costs increasing at a greater rate than revenues. This income gap has been addressed by way of productivity gains and efficiency savings however service level reductions could potentially occur if this structural funding issue is not addressed.



Long Term Financial Plan Assumptions

Revenue Assumptions

Rates and Annual Charges

For 2017-18, IPART has varied Council rates income by 1.5 per cent and this has been factored into the budget. Provisions under the NSW *Local Government Act 1993* allow Councils to make special rate variation, subject to IPART approval, to meet cost of any works, facilities or services it provides. No such special rate variation has been factored into Council's 2017-18 and forward year budget estimates. The annual rate increase has been forecast at 2 per cent for 2018-19 onwards. The Domestic Waste Charge has been set at the level that reflects the cost of service.

User Fees and Charges

Council has the ability to raise revenue through the adoption of a fee or charge for services or facilities. The fees and charges which Council can charge are split into two categories:

- **Regulatory Fees** – These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.
- **Non-regulated Fees** - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

Council applies the general principle that fees and charges should be set at appropriate levels that reflect user pay principles. The annual rate of increase has been forecast at 2 per cent for 2018-19 onwards.

Interest and Investment Revenue

The forecasted interest revenue is based on the outstanding cash balances at the end of the financial year.

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRN's) so as to achieve its policy objective of maximising returns from authorised investments and minimising risk. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by State Government.



Financial Assistance Grants

The financial assistance grant is forecast to remain at a constant level without any annual indexation.

Other Operating Grants

Although the operating grants vary each year dependent on the programs, the assumption applied is that Council will continue to receive current level of grant support.

Section 94 Developer Contributions

Sections 94 and 94A of the *Environmental Planning and Assessment Act (1979)* enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as a consequence of development. The budget forward estimates is based on projected level of development in Liverpool LGA.

Rental: Investment and Other Properties

The forward years forecast assumes that on completion of Liverpool Civic Place, the Council building at 33 Moore Street will be rented and significantly increase Council's income.

Expenditure Assumptions

Employee Related Costs

Salaries, wages and other employee related overhead costs have been increased in line with award expectations.

Borrowing Costs

Interest on loan includes Council's planned borrowings for construction of Liverpool Civic Place and infrastructure renewal works. LTFP assumes that all new borrowing will be from NSW T-Corp which is offering very competitive rates to fund local government infrastructure.

Materials and Contracts

Projected increases in materials and contract costs are generally in line with expected inflation, except for known contracted costs like domestic waste collection where the increase is expected to be higher than inflation.

Depreciation

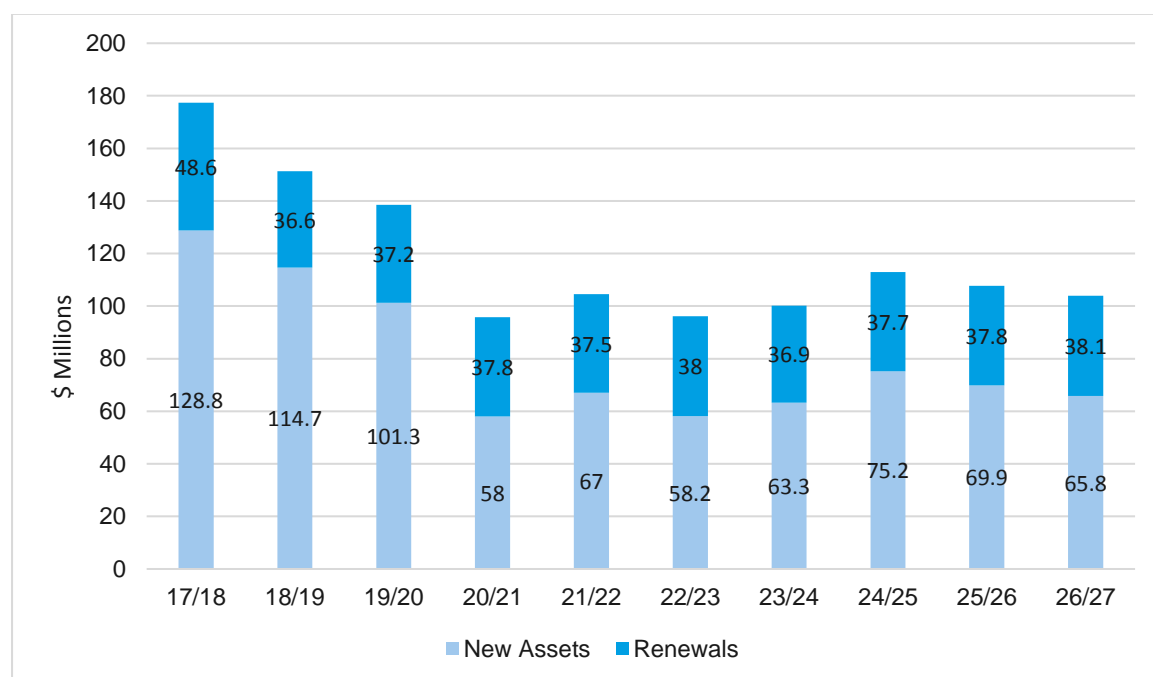
The depreciation charge has been included in the LTFP on the basis that depreciation is a charge for the consumption of the assets and should be used as the basis for determining



renewal expenditure. Including depreciation provides a more accurate reflection of the overall costs that ratepayers should fund to allow Council to maintain the current level of service.

Capital Expenditure Program

Council's capital expenditure program reflects the requirements identified in its Asset Management Plan.





Cash and Reserves

Council maintains both statutory (externally restricted) and discretionary (internally restricted) reserves that acknowledge the receipt of funds from particular sources and prudently kept aside to be applied on programs that are consistent with the purpose of that reserve fund. The following reserves are currently maintained:

Externally Restricted

Name	Purpose
S94 developer contributions	Unexpended s94 contributions restricted for use only for the purpose for which they were collected under various contribution plans.
Specific purpose unexpended grants	Federal/State Government and other grants received for specific purposes are restricted.
Domestic waste management	DWM annual charges collected and not spent in the year is transferred to a restricted reserve for use in forward years on domestic waste management initiatives.
Stormwater management	Stormwater levy collected and unspent is restricted for use in forward years.
Environmental levy reserve	Environmental levy collected under Council's environment restoration plan and unexpended is restricted for defined purposes.
City development fund	Special rates collected from all commercial properties within the identified Town Improvement District is restricted for city development purposes, including repayment of borrowing for major city revitalisation projects.

Internally Restricted

Name	Purpose
Employees leave entitlement reserve	Funds set aside to meet accrued employee entitlements. Industry benchmark is to maintain this reserve equivalent to 20% of Council's employee leave entitlements liability at end of financial year.






Insurance reserve	Budgeted savings on insurance premiums and claims excess set aside for potential insurance claims in future.
Moorebank voluntary acquisition reserve	Funds kept aside to acquire properties at risk of hazardous flooding alongside Georges River
Parking strategy reserve	Revenue from city centre parking set aside to improve CBD car parking
General property reserve	Various property and buildings reserves were consolidated into a general property reserve. Proceeds from sale of surplus Council land and buildings are restricted to buy other properties and/or to maintain Council properties across the LGA.



Measuring Performance

Council will review LTFP against the Fit for the Future performance indicators to assess the long term financial health and its capacity to fund any proposed Delivery Program.

Criteria	Measure	Definition	Benchmark
	Operating Performance Ratio	Key measure of financial sustainability - indicates Councils capacity to meet ongoing operating expenditure requirements	≥ 0
	Own Source Revenue Ratio	Councils with higher own source revenue have greater ability to control their own operating performance and financial sustainability	$> 60\%$
	Building and Infrastructure Asset Renewal Ratio	Measures whether council's assets are deteriorating faster than they are being renewed. Indicator of whether Council's infrastructure backlog is likely to increase	$> 100\%$
	Infrastructure Backlog Ratio	Measures how effectively Council is managing its infrastructure. Increasing backlogs may affect Council's ability to provide services and remain sustainable.	$< 2\%$
	Asset Maintenance Ratio	Measures whether Council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog	$> 100\%$
	Debt Service Ratio	Indicates whether Council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases.	$> 0\%$ and $\leq 20\%$
	A decrease in Real Operating Expenditure per capita over time	Indicates how well Council is utilising economies of scale and managing service levels to achieve efficiencies.	Downward trend



The following table provides actual and projected Fit for the Future indicators:

Actual					Projections							
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Operating Performance Ratio Benchmark: $\geq 0\%$ (Average over 3 years)	-3.4%	-1.5%	-2.6%	-1.5%	-1.0%	1.1%	2.2%	3.2%	3.7%	3.3%	2.9%	2.1%
Own Source Operating Revenue Ratio Benchmark: $\geq 60\%$ (Average over 3 years)	58.5%	56.3%	57.6%	63.7%	64.7%	66.0%	67.9%	69.1%	71.1%	71.7%	72.3%	72.7%
Buildings & infrastructure Renewals Ratio Benchmark: $>100\%$ (Average over 3 years)	90.8%	97.4%	100.7%	103.1%	101.6%	98.7%	97.5%	95.0%	91.1%	87.7%	84.5%	82.6%
Infrastructure Backlog Ratio Benchmark: $<2\%$	3.7%	3.5%	2.7%	2.0%	1.5%	1.1%	0.8%	0.6%	0.6%	0.6%	0.5%	0.5%
Asset Maintenance Ratio Benchmark: $>100\%$ (Average over 3 years)	100.3%	115.3%	118.6%	121.7%	118.7%	118.0%	118.3%	116.2%	114.3%	112.4%	110.6%	109.9%
Debt Service Ratio Benchmark: $>0\%$ and $\leq 20\%$ (Average over 3 years)	5.5%	5.1%	5.3%	5.7%	6.4%	6.7%	6.7%	6.5%	6.3%	6.0%	5.7%	5.5%
Real Operating Expenditure Benchmark: Decrease per capita over time	\$683	\$665	\$659	\$619	\$611	\$606	\$589	\$577	\$566	\$560	\$550	\$545



Long Term Financial Plan Scenarios

The major factors that might impact Council's forward financial estimates include the following:

- IPART rate peg determinations
- Growth in LGA and its impact on service levels
- Wider economic conditions which are likely to impact Council's growth projections and development activities
- On-going waste remediation to Environment Protection Authority standards

Based on the above, Council has developed its LTFP under three different scenarios, maintaining current services being the preferred scenario.

Council's LTFP does not include any special rate variations.

Decline in Service

This scenario assumes:

- IPART rate peg of 1.8% from 2018/19 and forward years, resulting in a decrease in general revenue
- Growth slows down in later years presumably from wider economic conditions
- On-going expenditure on waste remediation
- Current services will be maintained in short term, but decline in later years particularly impacting Council's capital works program

Maintain Current Services

This scenario assumes:

- IPART rate peg of 2% from 2018/19 and forward years
- Consistent growth of 1.25% in forward years
- Council will borrow funds in forward years to upgrade existing infrastructure and build new assets
- Growth and development activities flowing on from Moorebank Intermodal and Western Sydney Airport will continue in later years.

Increase in Service

This scenario assumes:

- IPART rate peg of 2.2% from 2018/19 and forward years
- Higher than planned growth in forward years
- Increase in financial assistance grant due to growth in LGA
- Increase in State Government (RMS) capital grants for road network upgrades



- Higher than planned development activity impacting general revenue and grants and contributions for capital purposes
- Increase investment in infrastructure assets
- No on-going expenditure on waste remediation



Scenario 1
Decline in Service
2018 – 2027



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - GENERAL FUND Scenario: Decline in Service												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	112,950,000	118,679,272	122,084,362	126,388,704	131,114,166	135,179,640	139,353,738	143,643,184	148,050,338	152,583,126	156,963,110	162,058,736
User Charges & Fees	16,193,000	19,638,716	18,994,792	18,394,028	19,405,151	19,588,053	19,764,423	19,944,329	20,127,843	20,315,044	20,505,990	20,700,768
Interest & Investment Revenue	5,950,000	5,648,679	5,234,526	5,172,401	5,378,233	6,507,816	7,909,453	8,049,748	8,091,567	8,063,340	8,042,388	8,113,667
Other Revenues	20,145,000	9,471,548	8,650,318	8,729,810	8,943,918	15,404,165	15,746,012	16,095,595	16,453,072	16,818,634	17,192,474	17,450,900
Grants & Contributions provided for Operating Purposes	17,802,000	16,171,230	16,184,607	15,778,748	15,768,423	15,754,985	15,743,321	15,749,258	15,766,010	15,801,158	15,844,126	15,924,544
Grants & Contributions provided for Capital Purposes	156,246,000	70,322,509	73,721,726	73,768,630	65,108,485	69,959,638	63,647,867	62,354,004	54,637,415	63,481,470	61,455,014	57,046,412
Other Income:												
Net gains from the disposal of assets	-	1,421,103	6,155,400	3,110,000	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	369,000	-	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Income from Continuing Operations	329,655,000	241,353,057	251,350,731	251,667,321	246,043,376	262,719,297	262,489,814	266,161,118	263,451,245	277,387,772	280,328,102	281,620,027
Expenses from Continuing Operations												
Employee Benefits & On-Costs	59,283,000	61,232,157	66,218,135	67,481,547	68,625,518	69,976,658	71,686,271	73,794,708	76,414,750	79,745,430	84,120,187	89,376,347
Borrowing Costs	2,067,000	1,902,852	1,572,522	1,254,308	1,046,467	2,311,182	1,928,634	1,830,582	1,742,188	1,638,440	1,500,555	1,308,886
Materials & Contracts	62,429,000	59,035,317	59,275,379	55,959,346	59,720,981	62,664,996	63,777,055	64,965,915	66,245,671	67,623,371	68,815,909	70,070,540
Depreciation & Amortisation	33,859,000	36,552,160	38,618,116	37,252,984	38,034,168	40,580,509	42,073,374	43,676,243	44,915,195	46,519,252	47,806,371	49,469,512
Other Expenses	10,484,000	12,634,597	12,521,520	12,574,689	12,768,448	13,760,664	13,160,681	13,370,976	13,581,897	14,590,293	13,991,579	14,190,662
Net Losses from the Disposal of Assets	4,943,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,065,000	171,357,083	178,205,672	174,522,874	180,195,582	189,294,009	192,626,015	197,638,424	202,899,701	210,116,786	216,234,601	224,415,947
Operating Result from Continuing Operations	156,590,000	69,995,974	73,145,059	77,144,447	65,847,794	73,425,288	69,863,799	68,522,694	60,551,544	67,270,986	64,093,501	57,204,080
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	156,590,000	69,995,974	73,145,059	77,144,447	65,847,794	73,425,288	69,863,799	68,522,694	60,551,544	67,270,986	64,093,501	57,204,080
Net Operating Result before Grants and Contributions provided for Capital Purposes	344,000	(326,535)	(576,667)	3,375,817	739,309	3,465,650	6,215,932	6,168,690	5,914,129	3,789,516	2,638,487	157,668



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - GENERAL FUND Scenario: Decline in Service			Projected Years									
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Actuals 2015/16			Current Year 2016/17									
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	31,642,000	30,747,141	29,862,264	30,299,452	30,132,168	30,025,331	29,901,866	29,200,898	29,507,546	28,731,274	29,326,584	28,979,787
Investments	17,004,000	16,197,894	10,958,205	10,555,152	7,733,781	11,361,258	12,167,364	12,839,119	13,242,172	12,973,470	12,570,417	12,167,364
Receivables	15,457,000	15,821,738	11,631,980	11,245,362	11,175,842	11,782,038	11,635,646	11,698,143	11,802,990	12,025,034	12,152,687	12,282,138
Inventories	70,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other	1,392,000	817,037	818,485	781,288	826,379	871,253	877,090	893,041	910,034	937,236	944,005	960,578
Total Current Assets	65,565,000	63,633,810	53,320,933	52,931,254	49,918,170	54,089,880	54,631,966	54,681,201	55,512,742	54,717,014	55,043,693	54,439,866
Non-Current Assets												
Investments	109,560,000	104,366,106	70,605,795	68,008,848	49,830,219	73,202,742	78,396,636	82,724,881	85,321,828	83,590,530	80,993,583	78,396,636
Receivables	120,000	282,802	237,482	239,709	242,295	243,234	243,968	244,492	251,993	252,288	259,530	267,956
Infrastructure, Property, Plant & Equipment	2,378,592,000	2,453,901,755	2,590,109,511	2,696,061,452	2,794,181,943	2,840,638,496	2,899,997,677	2,959,166,552	3,010,479,132	3,072,833,010	3,128,346,080	3,178,289,408
Investments Accounted for using the equity method	6,050,000	6,050,000	6,375,000	6,700,000	7,025,000	7,350,000	7,675,000	8,000,000	8,325,000	8,650,000	8,975,000	9,300,000
Investment Property	16,000,000	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,527,000	1,430,291	2,096,344	1,592,369	1,127,952	746,420	397,943	220,746	390,947	368,547	294,346	216,746
Non-current assets classified as "held for sale"	-	13,400,000	13,400,000	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,511,849,000	2,579,430,954	2,682,824,133	2,772,602,378	2,852,407,409	2,922,180,892	2,986,711,224	3,050,356,671	3,104,768,900	3,165,694,375	3,218,868,539	3,266,470,746
TOTAL ASSETS	2,577,414,000	2,643,064,764	2,736,145,066	2,825,533,632	2,902,325,580	2,976,270,772	3,041,343,190	3,105,037,872	3,160,281,643	3,220,411,389	3,273,912,233	3,320,910,612
LIABILITIES												
Current Liabilities												
Payables	23,172,000	27,214,657	27,656,071	26,972,935	28,104,095	29,266,093	29,499,353	29,956,496	30,438,157	31,142,059	31,391,263	31,863,735
Borrowings	7,395,000	7,153,831	7,187,792	6,896,632	5,595,224	5,784,203	5,225,739	3,917,300	3,213,997	12,556,266	12,392,578	1,714,405
Provisions	19,043,000	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157
Total Current Liabilities	49,610,000	53,286,645	53,762,020	52,787,724	52,617,476	53,968,453	53,643,249	52,791,953	52,570,311	62,616,482	62,701,998	52,496,297
Non-Current Liabilities												
Payables	6,462,000	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902
Borrowings	32,476,000	26,359,400	45,819,268	60,238,683	71,353,085	70,522,012	66,055,835	62,079,119	56,992,988	39,805,577	29,127,404	29,127,404
Provisions	2,149,000	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843
Liabilities associated with assets classified as "held for sale"	-	1,201,000	1,201,000	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	41,087,000	33,065,145	52,525,013	65,743,428	76,857,830	76,026,757	71,560,580	67,583,864	62,497,733	45,310,322	34,632,149	34,632,149
TOTAL LIABILITIES	90,697,000	86,351,790	106,287,033	118,531,152	129,475,306	129,995,210	125,203,829	120,375,817	115,068,044	107,926,804	97,334,147	87,128,446
Net Assets	2,486,717,000	2,556,712,974	2,629,858,033	2,707,002,480	2,772,850,274	2,846,275,562	2,916,139,361	2,984,662,055	3,045,213,599	3,112,484,585	3,176,578,086	3,233,782,166
EQUITY												
Retained Earnings	1,705,627,000	1,775,622,974	1,848,768,033	1,925,912,480	1,991,760,274	2,065,185,562	2,135,049,361	2,203,572,055	2,264,123,599	2,331,394,585	2,395,488,086	2,452,692,166
Revaluation Reserves	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000
Council Equity Interest	2,486,717,000	2,556,712,974	2,629,858,033	2,707,002,480	2,772,850,274	2,846,275,562	2,916,139,361	2,984,662,055	3,045,213,599	3,112,484,585	3,176,578,086	3,233,782,166
Total Equity	2,486,717,000	2,556,712,974	2,629,858,033	2,707,002,480	2,772,850,274	2,846,275,562	2,916,139,361	2,984,662,055	3,045,213,599	3,112,484,585	3,176,578,086	3,233,782,166



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - GENERAL FUND Scenario: Decline in Service												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	113,218,000	117,621,988	123,016,272	126,342,919	131,060,987	135,160,332	139,338,650	143,632,407	147,896,088	152,577,062	156,814,191	161,885,485
User Charges & Fees	17,046,818	19,438,052	19,591,643	18,543,393	19,391,984	19,661,072	19,748,066	19,927,645	20,110,824	20,297,683	20,488,282	20,682,704
Interest & Investment Revenue Received	7,283,000	4,897,365	6,717,697	5,143,390	5,624,679	6,439,020	7,845,693	7,991,803	8,044,786	8,076,404	8,054,169	8,131,818
Grants & Contributions	67,344,727	71,323,455	63,903,659	55,555,692	60,027,456	70,894,496	60,547,220	58,478,975	53,222,469	60,228,126	58,314,365	55,988,826
Bonds & Deposits Received	2,270,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,289,455	12,823,451	9,896,424	9,016,360	8,930,104	15,011,553	15,956,867	16,154,651	16,571,675	16,716,081	17,250,605	17,528,244
Payments:												
Employee Benefits & On-Costs	(58,244,000)	(61,232,157)	(66,218,135)	(67,481,547)	(68,625,518)	(69,976,658)	(71,686,271)	(73,794,708)	(76,414,750)	(79,745,430)	(84,120,187)	(89,376,347)
Materials & Contracts	(74,391,000)	(58,275,145)	(58,957,112)	(56,676,321)	(58,720,215)	(61,662,131)	(63,589,411)	(64,565,303)	(65,821,887)	(66,984,577)	(68,603,362)	(69,651,406)
Borrowing Costs	(1,576,000)	(1,597,829)	(1,230,943)	(1,009,436)	(910,351)	(2,312,575)	(1,939,533)	(1,842,046)	(1,754,746)	(1,655,456)	(1,524,071)	(1,332,047)
Other	(4,915,000)	(12,634,597)	(12,521,520)	(13,775,689)	(12,768,448)	(13,760,664)	(13,160,681)	(13,370,976)	(13,581,897)	(14,590,293)	(13,991,579)	(14,190,662)
Net Cash provided (or used in) Operating Activities	89,326,000	92,364,583	84,197,985	75,658,760	84,010,678	99,454,445	93,060,602	92,612,447	88,272,562	94,919,599	92,682,411	89,666,616
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	85,005,000	6,000,000	39,000,000	3,000,000	21,000,000	-	-	-	-	2,000,000	3,000,000	3,000,000
Sale of Infrastructure, Property, Plant & Equipment	3,645,000	6,396,146	8,431,000	24,427,600	1,871,500	7,842,600	1,859,600	1,759,900	1,900,000	1,900,000	1,900,000	1,900,000
Payments:												
Purchase of Investment Securities	(105,885,000)	-	-	-	-	(27,000,000)	(6,000,000)	(5,000,000)	(3,000,000)	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(92,669,000)	(98,431,097)	(150,287,544)	(116,202,734)	(116,387,375)	(79,411,788)	(83,674,026)	(84,468,160)	(80,526,480)	(91,395,730)	(85,835,240)	(83,935,240)
Purchase of Intangible Assets	-	(502,038)	(1,420,200)	(360,000)	(360,000)	(350,000)	(345,000)	(320,000)	(550,000)	(355,000)	(310,000)	(300,000)
Net Cash provided (or used in) Investing Activities	(109,904,000)	(86,536,989)	(104,276,744)	(89,135,134)	(93,875,875)	(98,919,188)	(88,159,426)	(88,028,260)	(82,176,480)	(87,850,730)	(81,245,240)	(79,335,240)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	13,000,000	-	27,375,000	24,000,000	21,500,000	10,000,000	6,000,000	6,000,000	5,000,000	3,000,000	-	-
Payments:												
Repayment of Borrowings & Advances	(6,481,000)	(6,722,453)	(8,181,118)	(10,086,438)	(11,802,087)	(10,642,094)	(11,024,641)	(11,285,155)	(10,789,434)	(10,845,142)	(10,841,861)	(10,678,173)
Net Cash Flow provided (used in) Financing Activities	6,519,000	(6,722,453)	19,193,882	13,913,562	9,697,913	(642,094)	(5,024,641)	(5,285,155)	(5,789,434)	(7,845,142)	(10,841,861)	(10,678,173)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,059,000)	(894,859)	(884,877)	437,188	(167,284)	(106,837)	(123,465)	(700,968)	306,648	(776,273)	595,310	(346,797)
plus: Cash, Cash Equivalents & Investments - beginning of year	45,701,000	31,642,000	30,747,141	29,862,264	30,299,452	30,132,168	30,025,331	29,901,866	29,200,898	29,507,546	28,731,274	29,326,584
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,264	30,299,452	30,132,168	30,025,331	29,901,866	29,200,898	29,507,546	28,731,274	29,326,584	28,979,787
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,264	30,299,452	30,132,168	30,025,331	29,901,866	29,200,898	29,507,546	28,731,274	29,326,584	28,979,787
Investments - end of the year	126,564,000	120,564,000	81,564,000	78,564,000	57,564,000	84,564,000	90,564,000	95,564,000	98,564,000	96,564,000	93,564,000	90,564,000
Cash, Cash Equivalents & Investments - end of the year	158,206,000	151,311,141	111,426,264	108,863,452	87,696,168	114,589,331	120,465,866	124,764,898	128,071,546	125,295,274	122,890,584	119,543,787
Representing:												
- External Restrictions	98,507,000	108,436,312	84,093,332	86,524,500	80,330,903	102,949,407	106,062,579	106,878,560	105,331,925	100,930,849	100,657,301	100,605,951
- Internal Restrictions	10,542,632	10,542,632	6,137,756	6,024,573	5,932,981	6,993,693	8,076,824	9,182,416	10,310,306	10,059,981	9,830,302	9,620,461
- Unrestricted	44,056,000	32,332,197	21,195,176	16,314,379	1,432,284	4,646,231	6,326,463	8,703,922	12,429,315	14,304,444	12,402,981	9,317,375
	158,206,000	151,311,141	111,426,264	108,863,452	87,696,168	114,589,331	120,465,866	124,764,898	128,071,546	125,295,274	122,890,584	119,543,787



Scenario 2

Maintain Services

2018 – 2027



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - GENERAL FUND Scenario: Maintain Services												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	112,950,000	118,679,272	122,084,362	126,626,265	131,599,770	135,974,557	140,470,811	145,097,169	149,856,447	154,757,522	159,797,457	164,985,251
User Charges & Fees	16,193,000	19,638,716	18,994,792	19,094,028	20,015,151	20,198,053	20,374,423	20,554,329	20,737,843	20,925,044	21,115,990	21,310,768
Interest & Investment Revenue	5,950,000	5,648,679	5,234,526	5,172,401	5,378,233	6,507,816	7,909,453	8,049,748	8,091,567	8,063,340	8,042,388	8,113,667
Other Revenues	20,145,000	9,471,548	8,650,318	8,729,810	8,943,918	15,404,165	15,746,012	16,095,595	16,453,072	16,818,634	17,192,474	17,450,900
Grants & Contributions provided for Operating Purposes	17,802,000	16,171,230	16,184,607	16,188,060	16,077,735	16,164,297	16,152,633	16,158,570	16,175,322	16,210,470	16,253,438	16,333,856
Grants & Contributions provided for Capital Purposes	156,246,000	70,322,509	73,721,726	74,268,630	65,708,485	70,659,638	64,347,867	63,054,004	55,337,415	64,181,470	62,155,014	57,566,412
Other Income:												
Net gains from the disposal of assets	-	1,421,103	6,155,400	3,110,000	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	369,000	-	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Income from Continuing Operations	329,655,000	241,353,057	251,350,731	253,514,194	248,048,292	265,233,526	265,326,199	269,334,415	266,976,666	281,281,480	284,881,761	286,085,854
Expenses from Continuing Operations												
Employee Benefits & On-Costs	59,283,000	61,232,157	66,218,134	67,481,546	68,625,517	69,976,657	71,686,271	73,794,708	76,414,750	79,745,430	84,120,187	89,376,347
Borrowing Costs	2,067,000	1,902,852	1,572,522	1,254,308	1,046,467	2,311,182	1,928,634	1,830,582	1,742,188	1,638,440	1,500,555	1,308,886
Materials & Contracts	62,429,000	59,035,317	59,275,379	56,555,986	60,324,441	63,279,215	64,398,555	65,587,829	66,876,292	68,262,821	69,464,311	70,728,020
Depreciation & Amortisation	33,859,000	36,552,160	38,618,116	37,318,984	38,134,168	40,720,509	42,257,374	43,908,243	45,199,195	46,861,252	48,212,371	49,819,512
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	10,484,000	12,634,597	12,521,520	12,574,689	12,768,448	13,760,664	13,160,681	13,370,976	13,581,897	14,590,293	13,991,579	14,190,662
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	4,943,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,065,000	171,357,083	178,205,671	175,185,513	180,899,041	190,048,227	193,431,515	198,492,338	203,814,322	211,098,236	217,289,003	225,423,427
Operating Result from Continuing Operations	156,590,000	69,995,974	73,145,060	78,328,681	67,149,251	75,185,299	71,894,684	70,842,077	63,162,344	70,183,244	67,592,758	60,662,427
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	156,590,000	69,995,974	73,145,060	78,328,681	67,149,251	75,185,299	71,894,684	70,842,077	63,162,344	70,183,244	67,592,758	60,662,427
Net Operating Result before Grants and Contributions provided for Capital Purposes	344,000	(326,535)	(576,666)	4,060,051	1,440,766	4,525,661	7,546,817	7,788,073	7,824,929	6,001,774	5,437,744	3,096,015



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - GENERAL FUND Scenario: Maintain Services												
	Actuals 2015/16	Current Year 2016/17	Projected Years									
	\$	\$	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	31,642,000	30,747,141	29,862,265	29,851,668	30,094,362	29,577,071	29,154,901	29,289,005	29,573,147	28,835,025	28,806,514	28,561,692
Investments	17,004,000	16,197,894	10,958,205	10,689,503	7,868,132	11,629,960	12,570,417	13,242,172	13,779,576	13,645,225	13,510,874	13,242,172
Receivables	15,457,000	15,821,738	11,631,980	11,395,414	11,320,260	11,942,296	11,814,185	11,896,212	12,023,646	12,267,362	12,432,264	12,571,096
Inventories	70,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other	1,392,000	817,037	818,485	788,090	833,259	878,255	884,175	900,130	917,223	944,525	951,397	968,073
Total Current Assets	65,565,000	63,633,810	53,320,934	52,774,675	50,166,014	54,077,582	54,473,679	55,377,520	56,343,592	55,742,137	55,751,049	55,393,033
Non-Current Assets												
Investments	109,560,000	104,366,106	70,605,795	68,874,497	50,695,868	74,934,040	80,993,583	85,321,828	88,784,424	87,918,775	87,053,126	85,321,828
Receivables	120,000	282,802	237,482	240,160	243,193	244,664	245,924	246,967	255,067	255,883	264,217	272,795
Infrastructure, Property, Plant & Equipment	2,378,592,000	2,453,901,755	2,590,109,511	2,696,695,452	2,795,715,943	2,843,332,496	2,904,007,677	2,964,644,552	3,017,573,132	3,081,785,010	3,139,392,080	3,191,685,408
Investments Accounted for using the equity method	6,050,000	6,050,000	6,375,000	6,700,000	7,025,000	7,350,000	7,675,000	8,000,000	8,325,000	8,650,000	8,975,000	9,300,000
Investment Property	16,000,000	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,527,000	1,430,291	2,096,344	1,592,369	1,127,952	746,420	397,943	220,746	390,947	368,547	294,346	216,746
Non-current assets classified as "held for sale"	-	13,400,000	13,400,000	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,511,849,000	2,579,430,954	2,682,824,133	2,774,102,478	2,854,807,956	2,926,607,621	2,993,320,127	3,058,434,093	3,115,328,570	3,178,978,215	3,235,978,769	3,286,796,777
TOTAL ASSETS	2,577,414,000	2,643,064,764	2,736,145,067	2,826,877,153	2,904,973,969	2,980,685,203	3,047,793,805	3,113,811,613	3,171,672,163	3,234,720,352	3,291,729,818	3,342,189,810
LIABILITIES												
Current Liabilities												
Payables	23,172,000	27,214,657	27,656,071	27,132,221	28,266,792	29,434,821	29,673,380	30,134,266	30,621,906	31,331,993	31,590,562	32,066,300
Borrowings	7,395,000	7,153,831	7,187,792	6,896,632	5,595,224	5,784,203	5,225,739	3,917,300	3,213,997	12,556,266	12,392,578	1,714,405
Provisions	19,043,000	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157
Total Current Liabilities	49,610,000	53,286,645	53,762,020	52,947,010	52,780,173	54,137,181	53,817,277	52,969,723	52,754,060	62,806,416	62,901,297	52,698,862
Non-Current Liabilities												
Payables	6,462,000	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902
Borrowings	32,476,000	26,359,400	45,819,268	60,238,683	71,353,085	70,522,012	66,055,835	62,079,119	56,992,988	39,805,577	29,127,404	29,127,404
Provisions	2,149,000	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843
Liabilities associated with assets classified as "held for sale"	-	1,201,000	1,201,000	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	41,087,000	33,065,145	52,525,013	65,743,428	76,857,830	76,026,757	71,560,580	67,583,864	62,497,733	45,310,322	34,632,149	34,632,149
TOTAL LIABILITIES	90,697,000	86,351,790	106,287,033	118,690,438	129,638,003	130,163,938	125,377,856	120,553,587	115,251,793	108,116,738	97,533,446	87,331,011
Net Assets	2,486,717,000	2,556,712,974	2,629,858,034	2,708,186,715	2,775,335,966	2,850,521,265	2,922,415,949	2,993,258,026	3,056,420,370	3,126,603,614	3,194,196,372	3,254,858,799
EQUITY												
Retained Earnings	1,705,627,000	1,775,622,974	1,848,768,034	1,927,096,715	1,994,245,966	2,069,431,265	2,141,325,949	2,212,168,026	2,275,330,370	2,345,513,614	2,413,106,372	2,473,768,799
Revaluation Reserves	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000
Council Equity Interest	2,486,717,000	2,556,712,974	2,629,858,034	2,708,186,715	2,775,335,966	2,850,521,265	2,922,415,949	2,993,258,026	3,056,420,370	3,126,603,614	3,194,196,372	3,254,858,799
Total Equity	2,486,717,000	2,556,712,974	2,629,858,034	2,708,186,715	2,775,335,966	2,850,521,265	2,922,415,949	2,993,258,026	3,056,420,370	3,126,603,614	3,194,196,372	3,254,858,799



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - GENERAL FUND Scenario: Maintain Services												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	113,218,000	117,621,988	123,016,272	126,571,215	131,537,403	135,944,290	140,444,920	145,075,717	149,689,872	154,740,742	159,626,099	164,808,866
User Charges & Fees	17,046,818	19,438,052	19,591,643	19,171,983	20,013,994	20,273,901	20,358,066	20,537,645	20,720,824	20,907,683	21,098,282	21,292,704
Interest & Investment Revenue Received	7,283,000	4,897,365	6,717,697	5,133,893	5,620,757	6,434,374	7,837,690	7,982,429	8,033,923	8,064,928	8,038,266	8,120,810
Grants & Contributions	67,344,727	71,323,455	63,903,659	56,458,024	60,936,768	72,002,273	61,656,532	59,588,287	54,331,781	61,337,438	59,423,677	56,919,520
Bonds & Deposits Received	2,270,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,289,455	12,823,451	9,896,424	8,973,133	8,938,099	15,012,833	15,960,346	16,158,290	16,575,478	16,720,059	17,257,732	17,532,467
Payments:												
Employee Benefits & On-Costs	(58,244,000)	(61,232,157)	(66,218,134)	(67,481,546)	(68,625,517)	(69,976,657)	(71,686,271)	(73,794,708)	(76,414,750)	(79,745,430)	(84,120,187)	(89,376,347)
Materials & Contracts	(74,391,000)	(58,275,145)	(58,957,112)	(57,130,603)	(59,322,048)	(62,273,783)	(64,209,173)	(65,187,118)	(66,450,430)	(67,621,921)	(69,249,628)	(70,306,720)
Borrowing Costs	(1,576,000)	(1,597,829)	(1,230,943)	(1,009,436)	(910,351)	(2,312,575)	(1,939,533)	(1,842,046)	(1,754,746)	(1,655,456)	(1,524,071)	(1,332,047)
Other	(4,915,000)	(12,634,597)	(12,521,520)	(13,775,689)	(12,768,448)	(13,760,664)	(13,160,681)	(13,370,976)	(13,581,897)	(14,590,293)	(13,991,579)	(14,190,662)
Net Cash provided (or used in) Operating Activities	89,326,000	92,364,583	84,197,986	76,910,975	85,420,656	101,343,991	95,261,897	95,147,519	91,150,056	98,157,749	96,558,590	93,468,591
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	85,005,000	6,000,000	39,000,000	2,000,000	21,000,000	-	-	-	-	1,000,000	1,000,000	2,000,000
Sale of Infrastructure, Property, Plant & Equipment	3,645,000	6,396,146	8,431,000	24,427,600	1,871,500	7,842,600	1,859,600	1,759,900	1,900,000	1,900,000	1,900,000	1,900,000
Payments:												
Purchase of Investment Securities	(105,885,000)	-	-	-	-	(28,000,000)	(7,000,000)	(5,000,000)	(4,000,000)	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(92,669,000)	(98,431,097)	(150,287,544)	(116,902,734)	(117,387,375)	(80,711,788)	(85,174,026)	(86,168,160)	(82,426,480)	(93,595,730)	(88,335,240)	(86,635,240)
Purchase of Intangible Assets	-	(502,038)	(1,420,200)	(360,000)	(360,000)	(350,000)	(345,000)	(320,000)	(550,000)	(355,000)	(310,000)	(300,000)
Net Cash provided (or used in) Investing Activities	(109,904,000)	(86,536,989)	(104,276,744)	(90,835,134)	(94,875,875)	(101,219,188)	(90,659,426)	(89,728,260)	(85,076,480)	(91,050,730)	(85,745,240)	(83,035,240)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	13,000,000	-	27,375,000	24,000,000	21,500,000	10,000,000	6,000,000	6,000,000	5,000,000	3,000,000	-	-
Payments:												
Repayment of Borrowings & Advances	(6,481,000)	(6,722,453)	(8,181,118)	(10,086,438)	(11,802,087)	(10,642,094)	(11,024,641)	(11,285,155)	(10,789,434)	(10,845,142)	(10,841,861)	(10,678,173)
Net Cash Flow provided (used in) Financing Activities	6,519,000	(6,722,453)	19,193,882	13,913,562	9,697,913	(642,094)	(5,024,641)	(5,285,155)	(5,789,434)	(7,845,142)	(10,841,861)	(10,678,173)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,059,000)	(894,859)	(884,876)	(10,597)	242,694	(517,291)	(422,170)	134,104	284,142	(738,123)	(28,511)	(244,822)
plus: Cash, Cash Equivalents & Investments - beginning of year	45,701,000	31,642,000	30,747,141	29,862,265	29,851,668	30,094,362	29,577,071	29,154,901	29,289,005	29,573,147	28,835,025	28,806,514
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,265	29,851,668	30,094,362	29,577,071	29,154,901	29,289,005	29,573,147	28,835,025	28,806,514	28,561,692
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,265	29,851,668	30,094,362	29,577,071	29,154,901	29,289,005	29,573,147	28,835,025	28,806,514	28,561,692
Investments - end of the year	126,564,000	120,564,000	81,564,000	79,564,000	58,564,000	86,564,000	93,564,000	98,564,000	102,564,000	101,564,000	100,564,000	98,564,000
Cash, Cash Equivalents & Investments - end of the year	158,206,000	151,311,141	111,426,265	109,415,668	88,658,362	116,141,071	122,718,901	127,853,005	132,137,147	130,399,025	129,370,514	127,125,692
Representing:												
- External Restrictions	98,507,000	108,436,312	84,093,332	86,526,472	80,335,804	102,960,297	106,081,505	106,907,561	105,373,033	100,986,088	100,728,689	100,695,496
- Internal Restrictions	15,643,000	10,542,632	6,137,756	6,024,573	5,932,981	6,993,693	8,076,824	9,182,416	10,310,306	10,059,981	9,830,302	9,620,461
- Unrestricted	44,056,000	32,332,197	21,195,177	16,864,623	2,389,577	6,187,081	8,560,572	11,763,028	16,453,808	19,352,956	18,811,523	16,809,735
	158,206,000	151,311,141	111,426,265	109,415,668	88,658,362	116,141,071	122,718,901	127,853,005	132,137,147	130,399,025	129,370,514	127,125,692



Scenario 3
Increase in Service
2018 – 2027



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - GENERAL FUND Scenario: Increase in Service												
	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	112,950,000	118,679,272	122,084,362	126,864,104	132,086,890	136,723,862	141,495,430	146,410,940	151,473,703	156,693,348	162,067,238	167,605,161
User Charges & Fees	16,193,000	19,638,716	18,994,792	19,294,028	20,315,151	20,498,053	20,674,423	20,854,329	21,037,843	21,225,044	21,415,990	21,610,768
Interest & Investment Revenue	5,950,000	5,648,679	5,234,526	5,172,401	5,378,233	6,507,816	7,909,453	8,049,748	8,091,567	8,063,340	8,042,388	8,113,667
Other Revenues	20,145,000	9,471,548	8,650,318	8,729,810	8,943,918	15,404,165	15,746,012	16,095,595	16,453,072	16,818,634	17,192,474	17,450,900
Grants & Contributions provided for Operating Purposes	17,802,000	16,171,230	16,184,607	16,479,744	16,369,419	16,455,981	16,444,317	16,450,254	16,467,006	16,502,154	16,545,122	16,625,540
Grants & Contributions provided for Capital Purposes	156,246,000	70,322,509	73,721,726	76,768,630	68,208,485	73,159,638	66,847,867	65,554,004	57,837,415	66,681,470	64,655,014	60,066,412
Other Income:												
Net gains from the disposal of assets	-	1,421,103	6,155,400	3,110,000	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	369,000	-	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Income from Continuing Operations	329,655,000	241,353,057	251,350,731	256,743,717	251,627,096	269,074,515	269,442,502	273,739,870	271,685,606	286,308,990	290,243,226	291,797,448
Expenses from Continuing Operations												
Employee Benefits & On-Costs	59,283,000	61,232,157	66,218,135	67,818,955	68,968,646	70,326,541	72,044,702	74,163,682	76,796,824	80,144,157	84,540,788	89,823,229
Borrowing Costs	2,067,000	1,902,852	1,572,522	1,254,308	1,046,467	2,311,182	1,928,634	1,830,582	1,742,188	1,638,440	1,500,555	1,308,886
Materials & Contracts	62,429,000	59,035,317	59,275,379	55,905,986	59,678,941	62,638,351	63,762,464	64,956,655	66,250,183	67,641,929	68,848,792	70,118,035
Depreciation & Amortisation	33,859,000	36,552,160	38,618,116	37,568,984	38,634,168	41,470,509	43,257,374	45,158,243	46,699,195	48,611,252	50,212,371	52,069,512
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	10,484,000	12,634,597	12,521,520	12,574,689	12,768,448	13,760,664	13,160,681	13,370,976	13,581,897	14,590,293	13,991,579	14,190,662
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	4,943,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	173,065,000	171,357,083	178,205,672	175,122,922	181,096,670	190,507,247	194,153,855	199,480,138	205,070,287	212,626,071	219,094,085	227,510,324
Operating Result from Continuing Operations	156,590,000	69,995,974	73,145,059	81,620,795	70,530,426	78,567,268	75,288,647	74,259,732	66,615,319	73,682,919	71,149,141	64,287,124
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	156,590,000	69,995,974	73,145,059	81,620,795	70,530,426	78,567,268	75,288,647	74,259,732	66,615,319	73,682,919	71,149,141	64,287,124
Net Operating Result before Grants and Contributions provided for Capital Purposes	344,000	(326,535)	(576,667)	4,852,165	2,321,941	5,407,630	8,440,780	8,705,728	8,777,904	7,001,449	6,494,127	4,220,712



Liverpool City Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - GENERAL FUND Scenario: Increase in Service			Actuals 2015/16	Current Year 2016/17	Projected Years							
	\$	\$	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	31,642,000	30,747,141	29,862,264	28,130,227	28,213,939	27,812,036	28,754,604	28,524,836	29,726,344	31,201,100	32,687,398	36,272,399
Investments	17,004,000	16,197,894	10,958,205	11,092,556	8,539,887	12,570,417	13,645,225	14,720,033	15,526,139	15,526,139	15,660,490	15,391,788
Receivables	15,457,000	15,821,738	11,631,980	11,525,027	11,494,712	12,137,157	12,042,365	12,160,299	12,327,967	12,613,549	12,825,456	13,014,999
Inventories	70,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other	1,392,000	817,037	818,485	780,680	825,900	870,949	876,924	892,935	910,086	937,447	944,380	961,119
Total Current Assets	65,565,000	63,633,810	53,320,933	51,578,489	49,124,439	53,440,558	55,369,118	56,348,103	58,540,535	60,328,235	62,167,724	65,690,305
Non-Current Assets												
Investments	109,560,000	104,366,106	70,605,795	71,471,444	55,024,113	80,993,583	87,918,775	94,843,967	100,037,861	100,037,861	100,903,510	99,172,212
Receivables	120,000	282,802	237,482	240,611	244,093	246,013	247,717	249,203	257,820	259,084	267,970	277,126
Infrastructure, Property, Plant & Equipment	2,378,592,000	2,453,901,755	2,590,109,511	2,698,445,452	2,798,965,943	2,847,832,496	2,909,507,677	2,970,894,552	3,024,323,132	3,088,785,010	3,146,392,080	3,198,435,408
Investments Accounted for using the equity method	6,050,000	6,050,000	6,375,000	6,700,000	7,025,000	7,350,000	7,675,000	8,000,000	8,325,000	8,650,000	8,975,000	9,300,000
Investment Property	16,000,000	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,527,000	1,430,291	2,096,344	1,592,369	1,127,952	746,420	397,943	220,746	390,947	368,547	294,346	216,746
Non-current assets classified as "held for sale"	-	13,400,000	13,400,000	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,511,849,000	2,579,430,954	2,682,824,133	2,778,449,876	2,862,387,101	2,937,168,512	3,005,747,112	3,074,208,468	3,133,334,760	3,198,100,502	3,256,832,906	3,307,401,492
TOTAL ASSETS	2,577,414,000	2,643,064,764	2,736,145,066	2,830,028,365	2,911,511,539	2,990,609,070	3,061,116,230	3,130,556,571	3,191,875,296	3,258,428,737	3,319,000,630	3,373,091,797
LIABILITIES												
Current Liabilities												
Payables	23,172,000	27,214,657	27,656,071	26,991,320	28,131,074	29,303,431	29,546,585	30,012,349	30,505,189	31,220,853	31,485,466	31,967,682
Borrowings	7,395,000	7,153,831	7,187,792	6,896,632	5,595,224	5,784,203	5,225,739	3,917,300	3,213,997	12,556,266	12,392,578	1,714,405
Provisions	19,043,000	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157	18,918,157
Total Current Liabilities	49,610,000	53,286,645	53,762,020	52,806,109	52,644,456	54,005,791	53,690,481	52,847,807	52,637,343	62,695,277	62,796,201	52,600,245
Non-Current Liabilities												
Payables	6,462,000	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902	3,230,902
Borrowings	32,476,000	26,359,400	45,819,268	60,238,683	71,353,085	70,522,012	66,055,835	62,079,119	56,992,988	39,805,577	29,127,404	29,127,404
Provisions	2,149,000	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843	2,273,843
Liabilities associated with assets classified as "held for sale"	-	1,201,000	1,201,000	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	41,087,000	33,065,145	52,525,013	65,743,428	76,857,830	76,026,757	71,560,580	67,583,864	62,497,733	45,310,322	34,632,149	34,632,149
TOTAL LIABILITIES	90,697,000	86,351,790	106,287,033	118,549,537	129,502,285	130,032,548	125,251,061	120,431,670	115,135,076	108,005,598	97,428,350	87,232,393
Net Assets	2,486,717,000	2,556,712,974	2,629,858,033	2,711,478,828	2,782,009,254	2,860,576,522	2,935,865,169	3,010,124,901	3,076,740,220	3,150,423,139	3,221,572,280	3,285,859,404
EQUITY												
Retained Earnings	1,705,627,000	1,775,622,974	1,848,768,033	1,930,388,828	2,000,919,254	2,079,486,522	2,154,775,169	2,229,034,901	2,295,650,220	2,369,333,139	2,440,482,280	2,504,769,404
Revaluation Reserves	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000	781,090,000
Council Equity Interest	2,486,717,000	2,556,712,974	2,629,858,033	2,711,478,828	2,782,009,254	2,860,576,522	2,935,865,169	3,010,124,901	3,076,740,220	3,150,423,139	3,221,572,280	3,285,859,404
Total Equity	2,486,717,000	2,556,712,974	2,629,858,033	2,711,478,828	2,782,009,254	2,860,576,522	2,935,865,169	3,010,124,901	3,076,740,220	3,150,423,139	3,221,572,280	3,285,859,404



Liverpool City Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: Increase in Service												
	Actuals	Current Year					Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	113,218,000	117,621,988	123,016,272	126,799,778	132,015,288	136,684,381	141,460,377	146,380,393	151,296,506	156,667,354	161,884,526	167,416,872
User Charges & Fees	17,046,818	19,438,052	19,591,643	19,351,581	20,305,184	20,575,292	20,658,066	20,837,645	21,020,824	21,207,683	21,398,282	21,592,704
Interest & Investment Revenue Received	7,283,000	4,897,365	6,717,697	5,115,572	5,598,056	6,420,590	7,813,087	7,955,174	8,003,795	8,031,828	8,002,064	8,081,424
Grants & Contributions	67,344,727	71,323,455	63,903,659	59,228,280	63,728,452	74,793,957	64,448,216	62,379,971	57,123,465	64,129,122	62,215,361	59,711,204
Bonds & Deposits Received	2,270,000	-	-	-	-	-	-	-	-	-	-	-
Other	21,289,455	12,823,451	9,896,424	8,917,226	8,937,328	15,016,415	15,963,320	16,161,413	16,578,756	16,723,500	17,261,339	17,536,248
Payments:												
Employee Benefits & On-Costs	(58,244,000)	(61,232,157)	(66,218,135)	(67,818,955)	(68,968,646)	(70,326,541)	(72,044,702)	(74,163,682)	(76,796,824)	(80,144,157)	(84,540,788)	(89,823,229)
Materials & Contracts	(74,391,000)	(58,275,145)	(58,957,112)	(56,618,823)	(58,675,189)	(61,631,475)	(63,571,516)	(64,554,244)	(65,822,458)	(66,998,951)	(68,631,733)	(69,694,100)
Borrowing Costs	(1,576,000)	(1,597,829)	(1,230,943)	(1,009,436)	(910,351)	(2,312,575)	(1,939,533)	(1,842,046)	(1,754,746)	(1,655,456)	(1,524,071)	(1,332,047)
Other	(4,915,000)	(12,634,597)	(12,521,520)	(13,775,689)	(12,768,448)	(13,760,664)	(13,160,681)	(13,370,976)	(13,581,897)	(14,590,293)	(13,991,579)	(14,190,662)
Net Cash provided (or used in) Operating Activities	89,326,000	92,364,583	84,197,985	80,189,535	89,261,674	105,459,379	99,626,635	99,783,647	96,067,422	103,370,628	102,073,399	99,298,414
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	85,005,000	6,000,000	39,000,000	-	19,000,000	-	-	-	-	-	-	2,000,000
Sale of Infrastructure, Property, Plant & Equipment	3,645,000	6,396,146	8,431,000	24,427,600	1,871,500	7,842,600	1,859,600	1,759,900	1,900,000	1,900,000	1,900,000	1,900,000
Payments:												
Purchase of Investment Securities	(105,885,000)	-	-	(1,000,000)	-	(30,000,000)	(8,000,000)	(8,000,000)	(6,000,000)	-	(1,000,000)	-
Purchase of Infrastructure, Property, Plant & Equipment	(92,669,000)	(98,431,097)	(150,287,544)	(118,902,734)	(119,387,375)	(82,711,788)	(87,174,026)	(88,168,160)	(84,426,480)	(95,595,730)	(90,335,240)	(88,635,240)
Purchase of Intangible Assets	-	(502,038)	(1,420,200)	(360,000)	(360,000)	(350,000)	(345,000)	(320,000)	(550,000)	(355,000)	(310,000)	(300,000)
Net Cash provided (or used in) Investing Activities	(109,904,000)	(86,536,989)	(104,276,744)	(95,835,134)	(98,875,875)	(105,219,188)	(93,659,426)	(94,728,260)	(89,076,480)	(94,050,730)	(89,745,240)	(85,035,240)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	13,000,000	-	27,375,000	24,000,000	21,500,000	10,000,000	6,000,000	6,000,000	5,000,000	3,000,000	-	-
Payments:												
Repayment of Borrowings & Advances	(6,481,000)	(6,722,453)	(8,181,118)	(10,086,438)	(11,802,087)	(10,642,094)	(11,024,641)	(11,285,155)	(10,789,434)	(10,845,142)	(10,841,861)	(10,678,173)
Net Cash Flow provided (used in) Financing Activities	6,519,000	(6,722,453)	19,193,882	13,913,562	9,697,913	(642,094)	(5,024,641)	(5,285,155)	(5,789,434)	(7,845,142)	(10,841,861)	(10,678,173)
Net Increase/(Decrease) in Cash & Cash Equivalents	(14,059,000)	(894,859)	(884,877)	(1,732,037)	83,712	(401,903)	942,568	(229,768)	1,201,508	1,474,756	1,486,298	3,585,001
plus: Cash, Cash Equivalents & Investments - beginning of year	45,701,000	31,642,000	30,747,141	29,862,264	28,130,227	28,213,939	27,812,036	28,754,604	28,524,836	29,726,344	31,201,100	32,687,398
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,264	28,130,227	28,213,939	27,812,036	28,754,604	28,524,836	29,726,344	31,201,100	32,687,398	36,272,399
Cash & Cash Equivalents - end of the year	31,642,000	30,747,141	29,862,264	28,130,227	28,213,939	27,812,036	28,754,604	28,524,836	29,726,344	31,201,100	32,687,398	36,272,399
Investments - end of the year	126,564,000	120,564,000	81,564,000	82,564,000	63,564,000	93,564,000	101,564,000	109,564,000	115,564,000	115,564,000	116,564,000	114,564,000
Cash, Cash Equivalents & Investments - end of the year	158,206,000	151,311,141	111,426,264	110,694,227	91,777,939	121,376,036	130,318,604	138,088,836	145,290,344	146,765,100	149,251,398	150,836,399
Representing:												
- External Restrictions	98,507,000	108,436,312	84,093,332	87,328,724	81,941,559	105,370,816	109,298,053	110,930,403	110,204,457	106,627,382	107,181,147	107,960,422
- Internal Restrictitons	15,643,000	10,542,632	6,137,756	6,024,573	5,932,981	6,993,693	8,076,824	9,182,416	10,310,306	10,059,981	9,830,302	9,620,461
- Unrestricted	44,056,000	32,332,197	21,195,176	17,340,930	3,903,399	9,011,527	12,943,727	17,976,017	24,775,581	30,077,737	32,239,949	33,255,516
	158,206,000	151,311,141	111,426,264	110,694,227	91,777,939	121,376,036	130,318,604	138,088,836	145,290,344	146,765,100	149,251,398	150,836,399



Acknowledgements

If you require further information on the plan, please contact Council:

By Phone: 1300 36 2170

By Interstate Phone: (02) 9821 9222

By NRS: 133 677 (for hearing or speech impaired customers)

In Person: Ground Floor, 33 Moore St, Liverpool NSW 2170

By Email: icc@liverpool.nsw.gov.au

By Post: Locked Bag 7064 Liverpool BC NSW 1871

Council's Website: www.liverpool.nsw.gov.au