The information contained in this document provides a general overview on the long-term financial position of Liverpool City Council and is based on forward estimates and modelling which have been prepared using assumptions available at the time of publication. Liverpool City Council reserves the right to make changes to this Plan accordingly.

2017-2027
<table>
<thead>
<tr>
<th>Table of Contents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislative Framework and Objectives</td>
<td>2</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>3</td>
</tr>
<tr>
<td>Long Term Financial Plan Assumptions</td>
<td>7</td>
</tr>
<tr>
<td>Capital Expenditure Program</td>
<td>9</td>
</tr>
<tr>
<td>Cash and Reserves</td>
<td>10</td>
</tr>
<tr>
<td>Measuring Performance</td>
<td>12</td>
</tr>
<tr>
<td>Long Term Financial Plan Scenarios</td>
<td>14</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Scale and capacity</th>
<th>Does not satisfy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial criteria –</td>
<td>Satisfies overall</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Satisfies</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Satisfies</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Satisfies</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>S94 developer contributions</td>
<td>Unexpended s94 contributions restricted for use only for the purpose for which they were collected under various contribution plans.</td>
</tr>
<tr>
<td>Specific purpose unexpended grants</td>
<td>Federal/State Government and other grants received for specific purposes are restricted.</td>
</tr>
<tr>
<td>Domestic waste management</td>
<td>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.</td>
</tr>
<tr>
<td>Stormwater management</td>
<td>Stormwater levy collected and unspent is restricted for use in forward years.</td>
</tr>
<tr>
<td>Environmental levy reserve</td>
<td>Environmental levy collected under Council’s environment restoration plan and unexpended is restricted for defined purposes.</td>
</tr>
<tr>
<td>City development fund</td>
<td>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.</td>
</tr>
</tbody>
</table>

Internally Restricted

<table>
<thead>
<tr>
<th>Name</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees leave entitlement reserve</td>
<td>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.</td>
</tr>
<tr>
<td>Reserve Type</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Insurance reserve</td>
<td>Budgeted savings on insurance premiums and claims excess set aside for potential insurance claims in future.</td>
</tr>
<tr>
<td>Moorebank voluntary acquisition reserve</td>
<td>Funds kept aside to acquire properties at risk of hazardous flooding alongside Georges River.</td>
</tr>
<tr>
<td>Parking strategy reserve</td>
<td>Revenue from city centre parking set aside to improve CBD car parking.</td>
</tr>
<tr>
<td>General property reserve</td>
<td>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.</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measure</th>
<th>Definition</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY</td>
<td>Operating Performance Ratio</td>
<td>Key measure of financial sustainability - indicates Council's capacity to meet ongoing operating expenditure requirements</td>
<td>&gt;= 0</td>
</tr>
<tr>
<td></td>
<td>Own Source Revenue Ratio</td>
<td>Council's with higher own source revenue have greater ability to control their own operating performance and financial sustainability</td>
<td>&gt; 60%</td>
</tr>
<tr>
<td></td>
<td>Building and Infrastructure Asset Renewal Ratio</td>
<td>Measures whether council's assets are deteriorating faster than they are being renewed. Indicator of whether Council's infrastructure backlog is likely to increase</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td>EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT</td>
<td>Infrastructure Backlog Ratio</td>
<td>Measures how effectively Council is managing its infrastructure. Increasing backlogs may affect Council's ability to provide services and remain sustainable.</td>
<td>&lt; 2%</td>
</tr>
<tr>
<td></td>
<td>Asset Maintenance Ratio</td>
<td>Measures whether Council is spending enough on maintaining its assets to avoid increasing its infrastructure backlog</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td></td>
<td>Debt Service Ratio</td>
<td>Indicates whether Council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases.</td>
<td>&gt;0% and &lt;= 20%</td>
</tr>
<tr>
<td>EFFICIENCY</td>
<td>A decrease in Real Operating Expenditure per capita over time</td>
<td>Indicates how well Council is utilising economies of scale and managing service levels to achieve efficiencies.</td>
<td>Downward trend</td>
</tr>
</tbody>
</table>
The following table provides actual and projected Fit for the Future indicators:

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Performance Ratio&lt;br&gt;Benchmark: &gt;=0% (Average over 3 years)</td>
<td>-3.4% -1.5% -2.6% -1.5% -1.0% 1.1% 2.2% 3.2% 3.7% 3.3% 2.9% 2.1%</td>
</tr>
<tr>
<td>Own Source Operating Revenue Ratio&lt;br&gt;Benchmark: &gt;= 60% (Average over 3 years)</td>
<td>58.5% 56.3% 57.6% 63.7% 64.7% 66.0% 67.9% 69.1% 71.1% 71.7% 72.3% 72.7%</td>
</tr>
<tr>
<td>Buildings &amp; infrastructure Renewals Ratio&lt;br&gt;Benchmark: &gt;100% (Average over 3 years)</td>
<td>90.8% 97.4% 100.7% 103.1% 101.6% 98.7% 97.5% 95.0% 91.1% 87.7% 84.5% 82.6%</td>
</tr>
<tr>
<td>Infrastructure Backlog Ratio&lt;br&gt;Benchmark: &lt;2%</td>
<td>3.7% 3.5% 2.7% 2.0% 1.5% 1.1% 0.8% 0.6% 0.6% 0.5% 0.5%</td>
</tr>
<tr>
<td>Asset Maintenance Ratio&lt;br&gt;Benchmark: &gt;100% (Average over 3 years)</td>
<td>100.3% 115.3% 118.6% 121.7% 118.7% 118.0% 118.3% 116.2% 114.3% 112.4% 110.6% 109.9%</td>
</tr>
<tr>
<td>Debt Service Ratio&lt;br&gt;Benchmark: &gt;0% and &lt;=20% (Average over 3 years)</td>
<td>5.5% 5.1% 5.3% 5.7% 6.4% 6.7% 6.7% 6.5% 6.3% 6.0% 5.7% 5.5%</td>
</tr>
<tr>
<td>Real Operating Expenditure&lt;br&gt;Benchmark: Decrease per capita over time</td>
<td>$683 $665 $659 $619 $611 $606 $589 $577 $566 $560 $550 $545</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>Liverpool City Council</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME STATEMENT - GENERAL FUND</strong></td>
</tr>
<tr>
<td><strong>Scenario: Decline in Service</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>Current Year</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
<th>Projected Years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actuals</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
</tr>
<tr>
<td><strong>10 Year Financial Plan for the Years ending 30 June 2027</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Operating Result for the Year</strong></td>
<td>344,000</td>
<td>(326,535)</td>
<td>(576,667)</td>
<td>3,375,817</td>
<td>739,309</td>
<td>3,465,650</td>
<td>6,215,932</td>
</tr>
<tr>
<td><strong>Total Income from Continuing Operations</strong></td>
<td>329,655,000</td>
<td>241,353,057</td>
<td>251,350,731</td>
<td>251,667,321</td>
<td>246,043,376</td>
<td>262,719,297</td>
<td>262,489,814</td>
</tr>
<tr>
<td><strong>Other Income:</strong></td>
<td>112,950,000</td>
<td>118,679,272</td>
<td>122,084,362</td>
<td>126,388,704</td>
<td>131,114,166</td>
<td>135,179,640</td>
<td>139,353,738</td>
</tr>
<tr>
<td><strong>Rates &amp; Annual Charges</strong></td>
<td>16,193,000</td>
<td>19,638,716</td>
<td>18,994,792</td>
<td>18,399,028</td>
<td>19,405,151</td>
<td>19,588,053</td>
<td>19,764,423</td>
</tr>
<tr>
<td><strong>User Charges &amp; Fees</strong></td>
<td>5,950,000</td>
<td>5,646,679</td>
<td>5,234,526</td>
<td>5,172,401</td>
<td>5,378,233</td>
<td>6,507,816</td>
<td>7,909,453</td>
</tr>
<tr>
<td><strong>Interest &amp; Investment Revenue</strong></td>
<td>20,145,000</td>
<td>9,471,548</td>
<td>8,650,318</td>
<td>8,729,810</td>
<td>8,943,918</td>
<td>15,404,165</td>
<td>15,746,012</td>
</tr>
<tr>
<td><strong>Other Revenues</strong></td>
<td>17,802,000</td>
<td>16,171,230</td>
<td>16,184,607</td>
<td>15,778,748</td>
<td>15,768,423</td>
<td>15,754,985</td>
<td>15,743,321</td>
</tr>
<tr>
<td><strong>Grants &amp; Contributions provided for Operating Purposes</strong></td>
<td>369,000</td>
<td>-</td>
<td>1,421,103</td>
<td>-</td>
<td>6,155,400</td>
<td>3,110,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net gains from the disposal of assets</strong></td>
<td>369,000</td>
<td>-</td>
<td>1,421,103</td>
<td>-</td>
<td>6,155,400</td>
<td>3,110,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Joint Ventures &amp; Associated Entities</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Income from Continuing Operations</strong></td>
<td>329,655,000</td>
<td>241,353,057</td>
<td>251,350,731</td>
<td>251,667,321</td>
<td>246,043,376</td>
<td>262,719,297</td>
<td>262,489,814</td>
</tr>
<tr>
<td><strong>Operating Result from Continuing Operations</strong></td>
<td>156,590,000</td>
<td>69,995,974</td>
<td>73,145,059</td>
<td>77,144,447</td>
<td>65,847,794</td>
<td>73,425,288</td>
<td>69,863,799</td>
</tr>
<tr>
<td><strong>Discontinued Operations - Profit/(Loss)</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Profit/(Loss) from Discontinued Operations</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Operating Result for the Year</strong></td>
<td>156,590,000</td>
<td>69,995,974</td>
<td>73,145,059</td>
<td>77,144,447</td>
<td>65,847,794</td>
<td>73,425,288</td>
<td>69,863,799</td>
</tr>
<tr>
<td><strong>Net Operating Result before Grants and Contributions provided for Capital Purposes</strong></td>
<td>344,000</td>
<td>(326,535)</td>
<td>(576,667)</td>
<td>3,375,817</td>
<td>739,309</td>
<td>3,465,650</td>
<td>6,215,932</td>
</tr>
</tbody>
</table>
## Liverpool City Council
### 10 Year Financial Plan for the Years ending 30 June 2027
### BALANCE SHEET - GENERAL FUND

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

### ASSETS

- **Cash & Cash Equivalents**: 31,642,000

- **Investments**: 17,004,000

- **Receivables**: 15,457,000

- **Inventories**: 70,000

- **Other**: 1,392,000

**Total Current Assets**: 65,565,000

### Non-Current Assets

- **Investments**: 109,560,000

- **Receivables**: 120,000

- **Infrastructure, Property, Plant & Equipment**: 2,378,592,000

- **Investments Accounted for using the equity method**: 6,050,000

- **Investment Property**: 16,000,000

- **Intangible Assets**: 1,527,000

**Total Non-Current Assets**: 3,041,343,190

**TOTAL ASSETS**: 3,233,782,166

### LIABILITIES

- **Payables**: 23,172,000

- **Borrowings**: 7,395,000

- **Provisions**: 19,043,000

**Total Current Liabilities**: 49,610,000

- **Payables**: 6,462,000

- **Borrowings**: 32,476,000

- **Provisions**: 2,149,000

**Total Non-Current Liabilities**: 1,010,400

**TOTAL LIABILITIES**: 50,620,400

**EQUITY**

- **Retained Earnings**: 1,705,627,000

- **Revaluation Reserves**: 781,090,000

- **Council Equity Interest**: 2,486,717,000

**Total Equity**: 2,486,717,000

---

### Notes

- **Liverpool City Council**

- **Total Equity**: 2,556,712,974

- **Total Liabilities**: 3,112,484,585

- **Projected Years**
### Liverpool City Council

**10 Year Financial Plan for the Years ending 30 June 2027**

**CASH FLOW STATEMENT - GENERAL FUND**

#### Scenario: Decline in Service

<table>
<thead>
<tr>
<th>Actuals</th>
<th>Current Year</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
<th>2024/25</th>
<th>2025/26</th>
<th>2026/27</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**Cash Flows from Operating Activities**

- **Receivables:**
  - $113,218,000
  - $17,046,818
  - $7,380,000
- **Investment Income:**
  - $67,344,727
  - $2,270,000
  - $21,289,455
- **Other:**
  - $16,341,818

**Net Cash provided (or used in) Operating Activities**

<table>
<thead>
<tr>
<th>Actuals</th>
<th>$</th>
<th>2027/28</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

#### Cash Flows from Investing Activities

- **Sale of Investment Securities:**
  - $80,000
  - $3,645,146
- **Purchase of Intangible Assets:**
  - $405,000
  - $6,694,208
  - $12,973,625

**Net Cash provided (or used in) Investing Activities**

<table>
<thead>
<tr>
<th>Actuals</th>
<th>$</th>
<th>2027/28</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

#### Cash Flows from Financing Activities

- **Receipts:**
  - Proceeds from Borrowings & Advances:
    - $3,000,000
  - Repayment of Borrowings & Advances:
    - $3,000,000

**Net Cash provided (or used in) Financing Activities**

<table>
<thead>
<tr>
<th>Actuals</th>
<th>$</th>
<th>2027/28</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

#### Income from Continuing Operations

- **Revenue:**
  - **Rates & Annual Charges:** 112,950,000
  - **User Charges & Fees:** 16,190,000
  - **Interest & Investment Revenue:** 5,950,000
  - **Other Revenues:** 20,145,000
  - **Grants & Contributions provided for Operating Purposes:** 17,802,000
  - **Grants & Contributions provided for Capital Purposes:** 156,246,000

- **Total Income from Continuing Operations:** 329,655,000

#### Expenses from Continuing Operations

- **Employee Benefits & On-Costs:** 59,283,000
- **Borrowing Costs:** 2,067,000
- **Materials & Contracts:** 62,429,000
- **Depreciation & Amortisation:** 33,859,000
- **Other Expenses:** 10,484,000
- **Interest & Investment Losses:** -
- **Net Losses from the Disposal of Assets:** -
- **Joint Ventures & Associated Entities:** -

- **Total Expenses from Continuing Operations:** 211,098,236

#### Operating Result from Continuing Operations

- **Operating Result from Continuing Operations:** 118,556,764

#### Discontinued Operations - Profit/(Loss)

- **Net Profit/(Loss) from Discontinued Operations:** -

#### Net Operating Result for the Year

- **Net Operating Result before Grants and Contributions provided for Capital Purposes:** 344,000

---

---

---
## Liverpool City Council

### 10 Year Financial Plan for the Years ending 30 June 2027

**BALANCE SHEET - GENERAL FUND**

**Scenario: Maintain Services**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

### ASSETS

**Current Assets**

- **Cash & Cash Equivalents**: 31,642,000
  - 2019/20: 30,747,141
  - 2024/25: 41,087,000

- **Investments**: 10,000,000
  - 2019/20: 16,197,894
  - 2024/25: 7,395,000

- **Receivables**: 15,457,000
  - 2019/20: 15,821,738
  - 2024/25: 11,631,980

- **Inventories**: 70,000
  - 2019/20: 50,000
  - 2024/25: 50,000

- **Other**: 1,392,000
  - 2019/20: 817,037
  - 2024/25: 818,485

**Total Current Assets**: 65,966,000
  - 2019/20: 63,833,810
  - 2024/25: 77,794,000

**Non-Current Assets**

- **Investments**: 109,560,000
  - 2019/20: 104,366,106
  - 2024/25: 70,605,795

- **Investments Accounted for using the equity method**: 6,050,000
  - 2019/20: 5,570,000
  - 2024/25: 6,375,000

- **Infrastructure, Property, Plant & Equipment**: 2,378,592,000
  - 2019/20: 2,435,901,755
  - 2024/25: 2,590,109,511

**Total Non-Current Assets**: 2,511,849,000
  - 2019/20: 2,579,430,954
  - 2024/25: 2,682,824,313

**TOTAL ASSETS**: 2,577,414,000
  - 2019/20: 2,643,064,764
  - 2024/25: 2,765,145,067

### LIABILITIES

**Current Liabilities**

- **Payables**: 23,172,000
  - 2019/20: 27,214,657
  - 2024/25: 27,656,071

- **Borrowings**: 7,395,000
  - 2019/20: 7,152,831
  - 2024/25: 7,187,792

- **Provisions**: 19,043,000
  - 2019/20: 18,918,157
  - 2024/25: 18,918,157

**Total Current Liabilities**: 49,610,000
  - 2019/20: 53,268,645
  - 2024/25: 53,762,020

**Non-Current Liabilities**

- **Payables**: 6,462,000
  - 2019/20: 3,230,902
  - 2024/25: 3,230,902

- **Borrowings**: 32,476,000
  - 2019/20: 26,359,400
  - 2024/25: 45,819,268

- **Liabilities associated with assets classified as "held for sale"**: 1,201,000
  - 2019/20: 1,201,000
  - 2024/25: 1,201,000

**Total Non-Current Liabilities**: 41,087,000
  - 2019/20: 33,065,145
  - 2024/25: 35,525,013

**TOTAL LIABILITIES**: 90,707,000
  - 2019/20: 86,351,794
  - 2024/25: 106,287,033

**Net Assets**: 2,486,717,000
  - 2019/20: 2,556,712,974
  - 2024/25: 2,629,858,034

### EQUITY

- **Retained Earnings**: 1,705,627,000
  - 2019/20: 1,775,622,974
  - 2024/25: 1,848,768,034

- **Revaluation Reserves**: 781,090,000
  - 2019/20: 781,090,000
  - 2024/25: 781,090,000

- **Council Equity Interest**: 2,486,717,000
  - 2019/20: 2,556,712,974
  - 2024/25: 2,629,858,034

**Total Equity**: 2,486,717,000
  - 2019/20: 2,556,712,974
  - 2024/25: 2,629,858,034
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows from Operating Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>113,218,000</td>
<td>117,621,988</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User Charges &amp; Fees</td>
<td>17,046,818</td>
<td>19,438,052</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest &amp; Investment Revenue Received</td>
<td>7,283,000</td>
<td>4,897,365</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grants &amp; Contributions</strong></td>
<td>67,344,727</td>
<td>71,323,455</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds &amp; Deposits Received</td>
<td>2,270,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>21,285,455</td>
<td>12,823,451</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payments:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Benefits &amp; On-Costs</td>
<td>(58,244,000)</td>
<td>(61,232,157)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Contracts</td>
<td>(74,391,000)</td>
<td>(58,275,145)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>(1,576,000)</td>
<td>(1,597,829)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>(4,915,000)</td>
<td>(12,634,597)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Cash provided (or used in) Operating Activities</strong></td>
<td>89,326,000</td>
<td>92,364,583</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash Flows from Investing Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Investment Securities</td>
<td>85,005,000</td>
<td>6,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Infrastructure, Property, Plant &amp; Equipment</td>
<td>3,645,000</td>
<td>6,396,146</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payments:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of Investment Securities</td>
<td>(105,885,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of Infrastructure, Property, Plant &amp; Equipment</td>
<td>(92,669,000)</td>
<td>(98,431,097)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Cash provided (or used in) Investing Activities</strong></td>
<td>(109,904,000)</td>
<td>(96,526,989)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash Flows from Financing Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Borrowings &amp; Advances</td>
<td>13,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payments:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of Borrowings &amp; Advances</td>
<td>(6,481,000)</td>
<td>(6,722,453)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Cash Flow provided (used in) Financing Activities</strong></td>
<td>6,519,000</td>
<td>(6,222,453)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Increase (Decrease) in Cash &amp; Cash Equivalents</strong></td>
<td>(14,059,000)</td>
<td>(884,859)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</strong></td>
<td>45,701,000</td>
<td>31,642,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash &amp; Cash Equivalents - end of the year</strong></td>
<td>31,642,000</td>
<td>30,747,141</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash &amp; Cash Equivalents - end of the year</strong></td>
<td>31,642,000</td>
<td>30,747,141</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cash, Cash Equivalents &amp; Investments - end of the year</strong></td>
<td>158,206,000</td>
<td>151,311,141</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Representing:**
- External Restrictions
- Internal Restrictions
- Unrestricted
Scenario 3
Increase in Service
2018 – 2027
Liverpool City Council
10 Year Financial Plan for the Years ending 30 June 2027

10 Year Financial Plan for the Years ending 30 June 2027

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

**Income from Continuing Operations**

- **Revenue:**
  - Rates & Annual Charges: £112,950,000
  - User Charges & Fees: £16,180,000
  - Interest & Investment Income: £5,950,000
  - Other Revenues: £20,145,000
- Grants & Contributions provided for Capital Purposes: £17,802,000
- Grants & Contributions provided for Operating Purposes: £156,246,000

**Projected Years**

- **Total income from continuing Operations:** £329,655,000

**Expenses from Continuing Operations**

- Employee Benefits & On-Costs: £59,283,000
- Borrowing Costs: £2,067,000
- Materials & Contracts: £62,429,000
- Depreciation & Amortisation: £33,859,000
- Impairment: £10,484,000
- Other Expenses: £12,634,597
- Interest & Investment Losses: £49,430,000
- Net Losses from the disposal of Assets: £325,000
- Joint Ventures & Associated Entities: £325,000

**Total expenses from continuing Operations:** £173,065,000

**Operating Result from Continuing Operations:**

- £156,590,000

**Discontinued Operations - Profit/(Loss):**

- £0

**Net Profit/(Loss) from Discontinued Operations:**

- £0

**Net Operating Result for the Year:**

- £156,590,000

**Net Operating Result before Grants and Contributions provided for Capital Purposes:**

- £344,000 (2023/24: £76,647, 2024/25: £8,440,780)
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>23,172</td>
<td>27,214</td>
<td>26,991</td>
<td>28,131</td>
<td>29,303</td>
<td>30,012</td>
<td>30,012</td>
<td>30,012</td>
<td>30,012</td>
<td>30,012</td>
</tr>
<tr>
<td>Borrowings</td>
<td>7,395,000</td>
<td>7,153,831</td>
<td>7,187,792</td>
<td>6,896,632</td>
<td>5,595,224</td>
<td>5,784,203</td>
<td>5,225,739</td>
<td>3,917,300</td>
<td>3,213,997</td>
<td>1,714,405</td>
</tr>
<tr>
<td>Provisions</td>
<td>19,043,000</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
<td>18,918,157</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>49,610,000</td>
<td>53,268,645</td>
<td>53,762,020</td>
<td>52,806,109</td>
<td>52,644,456</td>
<td>54,005,791</td>
<td>53,690,481</td>
<td>52,847,807</td>
<td>52,637,343</td>
<td>52,695,277</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>32,476,000</td>
<td>26,339,400</td>
<td>45,819,268</td>
<td>60,238,663</td>
<td>71,363,065</td>
<td>70,522,012</td>
<td>66,055,835</td>
<td>62,079,119</td>
<td>58,905,577</td>
<td>59,005,497</td>
</tr>
<tr>
<td>Provisions</td>
<td>2,149,000</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
<td>2,273,843</td>
</tr>
<tr>
<td>Liabilities associated with assets classified as &quot;held for sale&quot;</td>
<td>-</td>
<td>1,201,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Non-Current Liabilities</td>
<td>41,087,000</td>
<td>33,065,145</td>
<td>52,520,013</td>
<td>53,743,428</td>
<td>76,857,830</td>
<td>76,026,757</td>
<td>71,560,880</td>
<td>67,583,864</td>
<td>62,497,733</td>
<td>45,311,322</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>90,697,000</td>
<td>86,351,790</td>
<td>106,287,033</td>
<td>118,540,537</td>
<td>120,902,285</td>
<td>130,032,548</td>
<td>125,211,061</td>
<td>120,431,670</td>
<td>118,005,598</td>
<td>97,428,350</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>1,705,627,000</td>
<td>1,775,622,974</td>
<td>1,848,768,033</td>
<td>1,930,388,828</td>
<td>2,000,919,254</td>
<td>2,079,486,522</td>
<td>2,154,775,169</td>
<td>2,209,034,901</td>
<td>2,295,650,220</td>
<td>2,369,333,139</td>
</tr>
<tr>
<td>Revaluation Reserves</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
<td>781,090,000</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>2,486,717,000</td>
<td>2,556,712,974</td>
<td>2,629,858,033</td>
<td>2,711,478,828</td>
<td>2,782,009,254</td>
<td>2,860,576,522</td>
<td>2,935,865,169</td>
<td>3,010,124,901</td>
<td>3,076,740,220</td>
<td>3,150,423,139</td>
</tr>
</tbody>
</table>
Liverpool City Council  
10 Year Financial Plan for the Years ending 30 June 2027  
CASH FLOW STATEMENT - GENERAL FUND  
Scenario: Increase in Service

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>

**Cash Flows from Operating Activities**

- **Receipts:**
  - Rates & Annual Charges: 113,218,000
  - User Charges & Foss: 17,008,180
  - Interest & Investment Revenue Received: 7,283,000
  - Grants & Contributions: 67,344,727
  - Bonds & Deposits: 2,276,000
  - Other: 21,289,455

- **Payments:**
  - Employee Benefits & On-Costs: (58,244,000)
  - Materials & Contracts: (74,391,000)
  - Borrowing Costs: (1,576,000)
  - Other: (4,915,000)

**Net Cash provided (or used in) Operating Activities:** 89,326,000

**Cash Flows from Investing Activities**

- **Receipts:**
  - Sale of Investment Securities: 85,005,000
  - Sale of Property, Plant & Equipment: 3,645,000
  - Purchase of Intangible Assets: -

- **Payments:**
  - Purchase of Investment Securities: (105,885,000)
  - Purchase of Property, Plant & Equipment: (92,669,000)
  - Purchase of Intangible Assets: -

**Net Cash provided (or used in) Investing Activities:** (109,904,000)

**Cash Flows from Financing Activities**

- **Receipts:**
  - Proceeds from Borrowings & Advances: 13,000,000

- **Payments:**
  - Repayment of Borrowings & Advances: (6,481,000)

**Net Cash Flow provided (used in) Financing Activities:** 6,519,000

**Net Increase/(Decrease) in Cash & Cash Equivalents:** (14,059,000)

**plus: Cash, Cash Equivalents & Investments - beginning of year:** 45,701,000

**Cash & Cash Equivalents - end of the year:** 31,642,000

**Cash & Cash Equivalents - end of the year**

- **Representing:**
  - External Restrictions: 98,507,000
  - Internal Restrictions: 15,643,000
  - Unrestricted: 44,056,000

**Cash, Cash Equivalents & Investments - end of the year:** 158,206,000

**Revenue:**

- 117,621,988
- 3,645,000
- 3,645,000
- -
- 2,276,000
- 2,276,000

**Expenses:**

- (2024/25): 146,380,393
- (2025/26): -
- (2026/27): -
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: lcc@liverpool.nsw.gov.au

By Post: Locked Bag 7064 Liverpool BC NSW 1871

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