

DRAFT
LONG TERM
FINANCIAL
PLAN



2027-2036

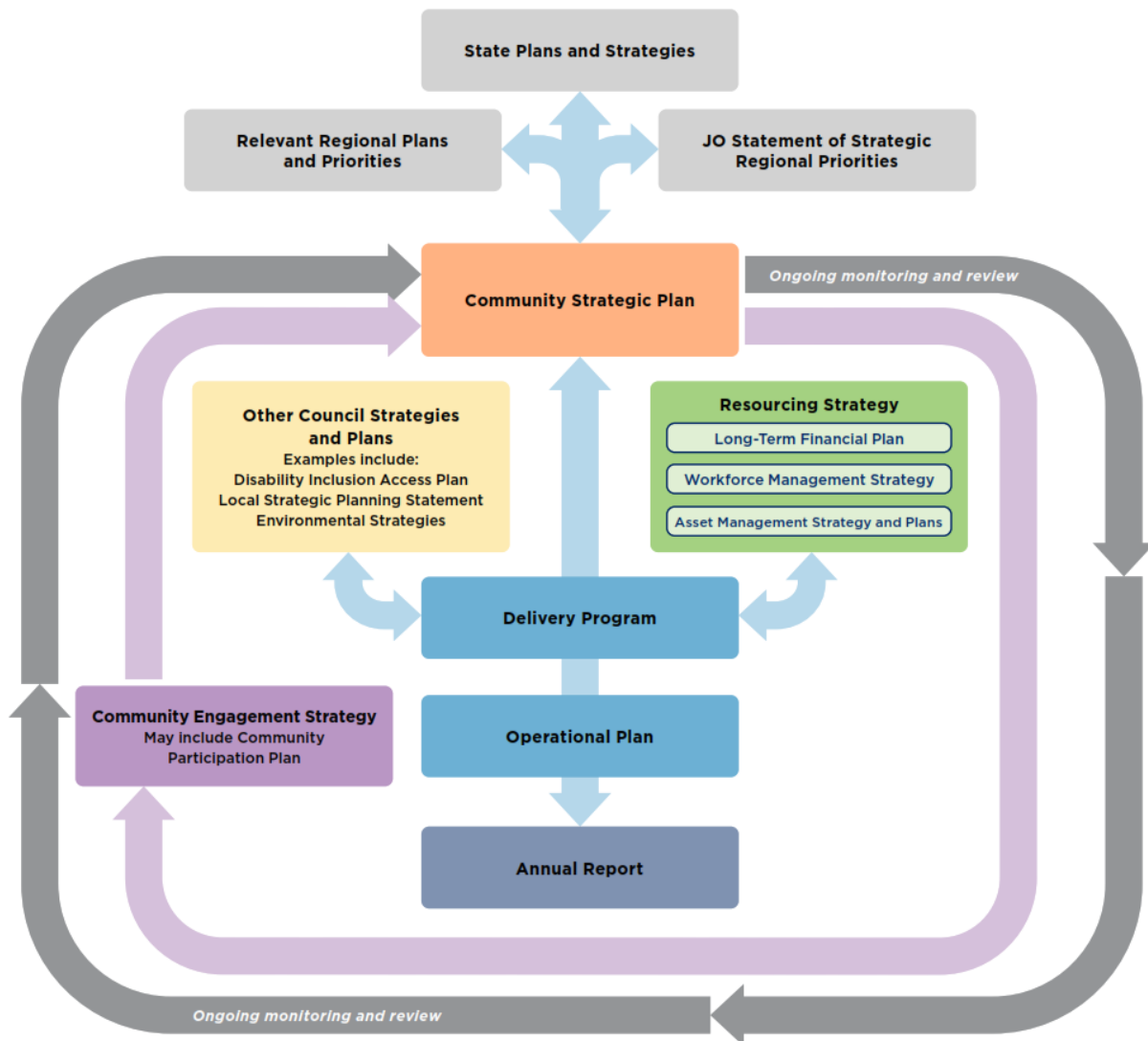


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Legislative framework

The Long-Term Financial Plan (LTFP) is a key part of the resourcing strategy developed and reported under the NSW Integrated Planning and Reporting Framework pursuant to 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 future strategies and actions of Council to ensure that it continues to operate in a financially sustainable manner.



The LTFP is a decision-making tool that assists Council to understand the financial impacts of the strategic choices it makes in relation to its core and other ancillary services. The LTFP is a guide for future action, to be reviewed and updated annually, and addresses the following:

- The resilience of Council to withstand future financial shocks.
- Opportunities for future income and economic growth.
- Whether Council can afford the services the community demands.
- How council can achieve agreed outcomes with the community.

The LTFP is prepared for a 10-year period and includes:

- Projected income and expenditure, balance sheet and cash flow statement.
- Planning assumptions.
- Sensitivity analysis, highlighting factors and assumptions most likely to impact the LTFP.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.
- Major capital and operational expenditure implications.

Strategic financial objectives

Council's strategic financial objectives resulting in the development of its 2026-27 budget and its LTFP, are all guided by the overriding principles of sound financial management as defined in Section 8B of the Local Government Act 1993. These include:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
 - performance management and reporting
 - asset maintenance and enhancement
 - funding decisions
 - risk management practices
- Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - policy decisions are made after considering their financial effects on future generations
 - the current generation funds the cost of its services



Financial sustainability and performance measurement

Council uses financial ratios prescribed by the NSW Office of Local Government to assess financial sustainability and is working towards achieving each of the benchmarks.

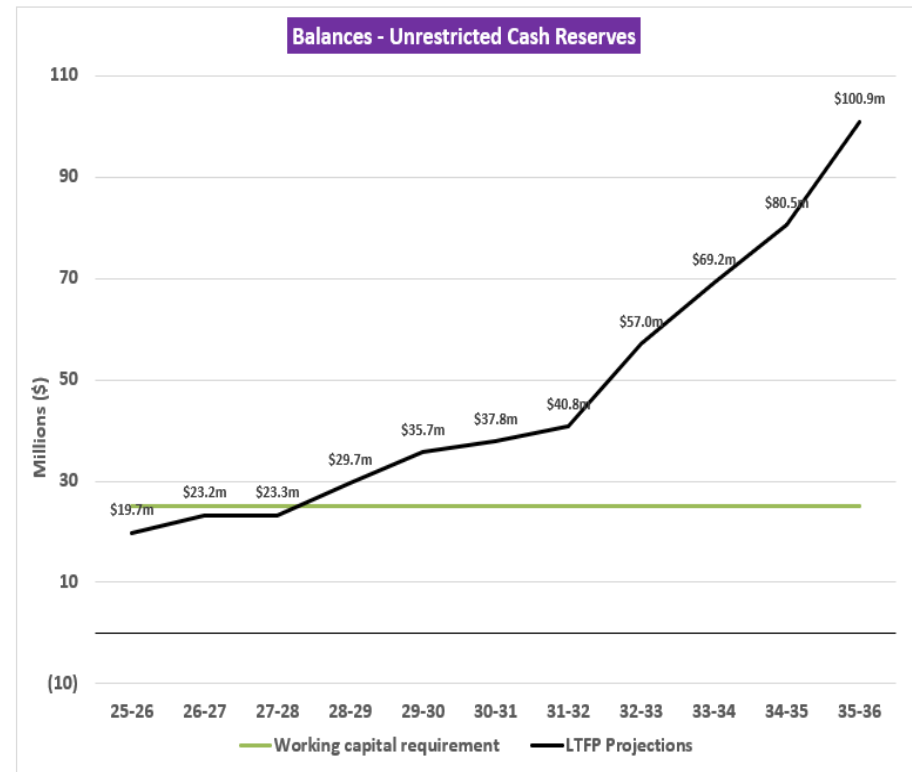
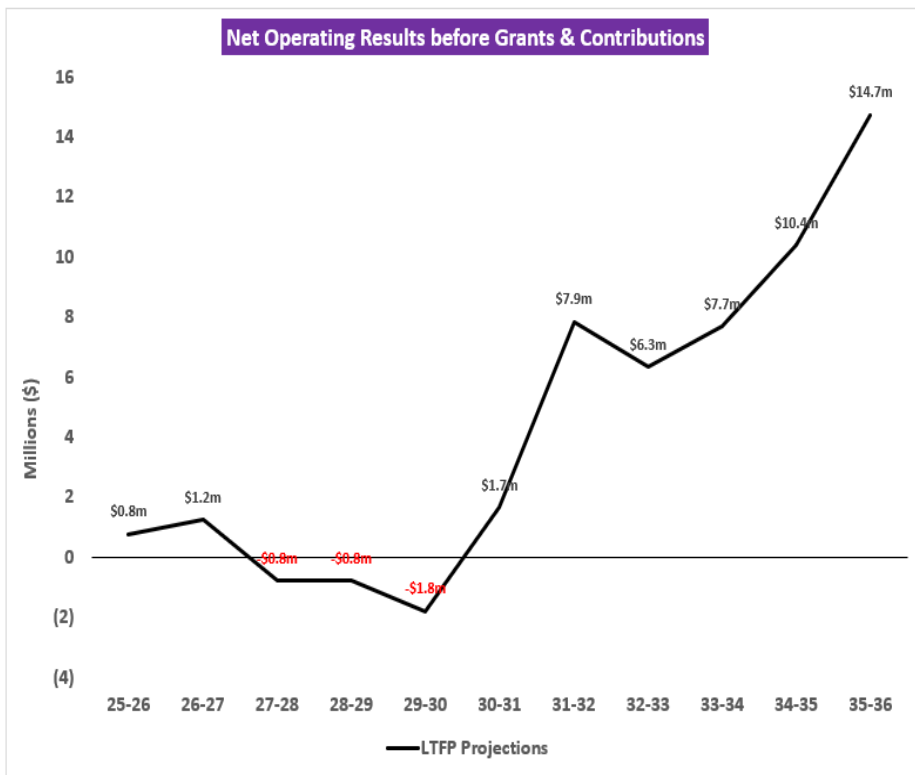
Indicator	Qualitative measure	Benchmarks
Operating performance		
Operating performance ratio	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	Greater than 0%
Own source operating revenue ratio	Measures council's fiscal flexibility and is the degree of reliance on external funding sources, for example, operating grants and contributions.	Greater than 60%
Liquidity		
Unrestricted current ratio	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	Greater than 1.5x
Unrestricted cash expense cover ratio	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	Greater than 2 months
Outstanding rates and annual charges	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Less than 5%



Indicator	Qualitative measure	Benchmarks
Debt management		
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2x
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	Greater than 0 but less than 20%
Interest cover ratio	Indicates the extent to which Council can service interest bearing debt and take on additional borrowings.	Greater than 4x



The net operating result (before capital grants and contributions) and level of unrestricted cash reserves are two main indicators of financial performance and sustainability. The projected result of Council's strategic plans on operating results and unrestricted cash reserves over the next 10 years is illustrated below.





Based on the LTFP, Council's financial performance against sustainability ratios is provided in the table below:

Indicators	2024-25 Actual	2025-26 Forecast	2026-27 Budget	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating Performance												
Operating performance ratio	-6.4% ✘	-2.2% ✘	0.9% ✔	0.3% ✔	0.3% ✔	0.0% ✔	0.9% ✔	1.0% ✔	2.1% ✔	2.3% ✔	2.9% ✔	3.8% ✔
Own source operating revenue ratio	64.5% ✔	57.4% ✘	57.3% ✘	61.3% ✔	62.9% ✔	69.5% ✔	69.6% ✔	70.6% ✔	71.4% ✔	71.7% ✔	72.4% ✔	73.2% ✔
Liquidity												
Unrestricted current ratio	2.1 ✔	2.5 ✔	2.0 ✔	2.2 ✔	2.1 ✔	2.1 ✔	2.1 ✔	2.3 ✔	2.4 ✔	2.4 ✔	2.3 ✔	2.3 ✔
Unrestricted cash expense cover ratio	2.7 ✔	3.6 ✔	3.9 ✔	3.0 ✔	2.7 ✔	2.7 ✔	2.7 ✔	4.0 ✔	4.9 ✔	5.5 ✔	6.1 ✔	7.0 ✔
Rates and annual charges outstanding %	7.5% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘	7.2% ✘
Debt Management												
Debt service cover ratio	1.7 ✔	2.1 ✔	2.6 ✔	2.6 ✔	2.8 ✔	2.8 ✔	2.9 ✔	3.8 ✔	4.4 ✔	4.7 ✔	5.0 ✔	5.3 ✔
Debt service ratio	9.3% ✔	8.7% ✔	7.7% ✔	7.3% ✔	6.6% ✔	6.5% ✔	6.3% ✔	4.6% ✔	4.0% ✔	3.7% ✔	3.6% ✔	3.5% ✔
Interest cover ratio	5.1 ✔	6.3 ✔	7.9 ✔	8.3 ✔	8.8 ✔	9.7 ✔	11.2 ✔	12.6 ✔	14.5 ✔	16.6 ✔	19.2 ✔	22.9 ✔



Risks and opportunities

Operating environment

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

- **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. A number of fees and charges are not set by Council but apply at legislated values. These rates may not be reflective of the actual cost to deliver services.
- **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 many years by rate-pegging, a legislative instrument whereby the maximum increase in rating revenues is set by the NSW Independent Pricing and Regulatory Tribunal (IPART). The NSW State Government only applied a growth factor to the calculation since 2022 despite Liverpool LGA growing for decades.
- **Industry Award** – Annual award increases to staff salaries is determined by industry representatives including LGNSW and staff unions, over which Council has no control.
- **Hazardous Waste Management** – Presence of asbestos waste material is widespread in the Liverpool LGA. PFAS material has also been found contaminating various sites within the LGA. Due to public safety concerns, Council has responsibility to clean up these sites at a standard prescribed by the NSW Environmental Protection Authority.
- **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.
- **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:

- contribution for emergency services
- 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 revenue. This income gap has been where possible, addressed by way of productivity gains and efficiency savings. However, service level reductions could potentially occur if this structural funding issue is not addressed.

Population Growth

Liverpool is experiencing rapid population growth, positioning it as one of Sydney's fastest-growing regions with a projected population of 317,000 people by 2036.

This surge is driven by a combination of overseas migration, urban release developments, and redevelopment in established areas. The substantial growth underscores the need for strategic planning in infrastructure, housing, and services to accommodate the expanding community.

Transformation Projects

(i) Circular Economy Centre

Effectively managing waste and maximising recycling opportunities remains a key strategic objective of Council. To advance this commitment, Council has acquired the property at 600 Cowpasture Road and plans to relocate its domestic waste management operations from the existing Rose Street Depot.

The increased operational capacity at the new site has enabled the establishment of an on-site mattress shredding facility. This initiative supports Council's sustainability objectives by diverting waste from landfill and generating revenue through service provision to neighbouring



Councils and other businesses expected to utilise the facility for mattress drop-off and processing.

In addition, Council has partnered with the University of New South Wales to trial an innovative recycling solution that converts shredded mattress flock into tiles and pavers, further promoting a circular economy approach. The revenue that can be reliably measured at this stage has been included in the LTFP.

(ii) Western Sydney International Airport (WSIA)

The development of the Bradfield City Centre and the Western Sydney International (Nancy-Bird Walton) Airport is expected to deliver significant benefits to the Liverpool Local Government Area (LGA). As a key gateway to the Aerotropolis, Liverpool is strategically positioned to benefit from major infrastructure investments, improved connectivity, and a projected surge in job creation across sectors such as aerospace, advanced manufacturing, logistics, health, and education. The associated growth will stimulate local business activity, attract investment, and support population growth across the region.

In addition, Council is currently in negotiations with the WSIA for payment of a rates-equivalent sum to maintain growing demands on services and infrastructure maintenance and renewals, ensuring the community benefits financially from the area's long-term development. A notional sum has been included in FY 2026/27 and forward years.

Council has also established an Aerotropolis Contributions Plan to collect developer contributions to deliver local infrastructure in the new development area.

(iii) Organisation Restructure

A new Strategic Unit has been established within the Office of the Chief Executive Officer to drive revenue growth and support asset optimisation outcomes across the organisation. In addition to operational improvements, the restructure is expected to deliver recurring cost efficiencies. These changes will position Council to enhance long-term financial sustainability while improving service delivery outcomes for the community.

(iv) Project 26

Liverpool City Council manages a diverse property portfolio, including community and commercial facilities, parks, and public assets. Guided by its Community Strategic Plan (CSP) and supporting Asset Management Strategy, Council aims to rationalise and modernise ageing infrastructure to meet current and future needs.

To align with the transformational impact of the 2026 opening of the Western Sydney International Airport, Council has launched Project 26, a major initiative to future-proof the organisation. Project 26 comprises four key initiatives:



1. Increasing and maximising revenue streams
2. Maximising operational efficiencies and cost reductions
3. Investment in Information Technology to enable people and systems optimisation
4. Asset optimisation to ensure best use of Council resources.

The goals of Project 26 are to increase revenue (excluding contributions), significantly reduce debt, and create a more efficient workforce. Ultimately, the project seeks to boost investment in the community, infrastructure, and staff, aligning with the vision of the CSP.

The economic benefits that will be realised have not at this stage been included in the LTFP.

(v) Western Sydney Infrastructure Grant Program (WSIG)

The NSW State Government under its WSIG Program has approved more than \$150m to fund several key infrastructure projects the in Liverpool LGA. These projects include:

- Carnes Hill Aquatic & Leisure Centre project
- Recreation area at Brickmakers
- Upgrade to Light Horse Park
- Upgrade of Macquarie Street
- Upgrade of Scott Street
- Upgrade of Railway Street

(vi) TechOne “One-Council” Platform

Council is investing in a fully integrated TechnologyOne “One-Council” platform to replace multiple legacy standalone systems and establish a single, modern operating environment across core corporate and operational functions. The initiative will enhance integration, governance and operational efficiency by reducing manual handoffs and system reconciliations, strengthening data integrity and audit traceability, and enabling more robust enterprise reporting through a consistent One-Council financial structure and multidimensional reporting capability.

Total investment (including implementation) is estimated at \$46.54 million (excl. GST) over 10 years and has been incorporated into Council’s Long-Term Financial Plan. A significant portion of the implementation cost has been treated as operating expenditure in line with accounting guidelines for Software-as-a-Service (SaaS) arrangements, reflecting the subscription-based nature of the platform rather than capital acquisition.



(vii) Public Inquiry

The NSW Government has launched a public inquiry (under Section 438U of the Local Government Act 1993) into the functions and operations of the elected Council and the Council's administration. The Commissioner of Inquiry is expected to report on findings in around July 2026. No provisions have been made in the LTFP for any financial implications resulting from any findings or determinations that may result from the Inquiry.



Long-Term Financial Plan assumptions

The LTFP assumes continuation of Council services at current levels, consistent with its Community Strategic Plan. In developing the budget and LTFP, consideration was given to:

- Demands on core services that must be satisfied during the planning cycle.
- Initiatives to improve service delivery and capitalise on growth opportunities.
- Statutory obligations that may be applicable (such as in the pricing policy), and
- Asset and resource management requirements that satisfy service delivery demands including investments in new infrastructure.

Population and indexations

The table below provides details of expected population and rateable properties growth as well as estimates of expected increases in service costs (represented by CPI increases), employment costs and income from rates ad annual charges.

	2025-26 Forecast	2026-27 Budget	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Population	262,171	267,714	273,257	278,800	284,343	289,887	295,302	300,717	306,132	311,547	316,961
Number of Rateable Properties	83,969	85,469	86,969	88,469	89,969	91,469	92,969	94,469	95,969	97,469	98,969
Consumer Price Index	3.8%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
IPART Rate Peg	6.0%	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Local Government Award	3.0%	4.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Revenue assumptions

Ordinary rates

Under its new methodology, the NSW Independent Pricing and Regulatory Tribunal (IPART) set the maximum allowable increase to Council's 2026-27 rates income at 4.1%, comprising a general increase component of 3.0% and a population growth factor of 1.1%. Council's 2026-27 budget incorporates a 4.1% rate variation in line with the IPART determination. The LTFP assumes annual rate increases of 4.0% for 2027–28 and forward years.

No special rate variations have been included in the 10-year projections.

Domestic Waste Management Charge

In accordance with Section 504 of the Local Government Act 1993, income obtained from charges for domestic waste management (DWM) must be calculated to not exceed the



reasonable cost to the Council for providing those services. The DMW charge in 2026-27 has been set to increase by \$65 per household to align with new contract pricing, additional services and CPI adjustments. The LTFP assumes the annual DMW charge will increase on average by 3.0% from 2027-28. This position will continue to be monitored as successful implementation of the Circular Economy Centre (CEC) may result in further cost increases (or reductions) in further years.

Environment Levy

The Environment Levy was introduced in 2006-07 following a successful application to the Minister for Local Government for a special rate variation. The money collected from the levy is used to fund works identified in the Environment Restoration Plan and in particular to strategically address environmental issues in rural and urban areas of the city and support local environmental groups in restoring sites around Liverpool.

City Development Fund

The City Development Fund (CDF) is a special levy based on the rateable land value of all commercially zoned properties within an agreed boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The CDF is to be spent only on projects within that boundary which improve all or any of the following aspects of the city centre including image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity.

	2024-25 Actual \$'000	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Ordinary Rates *	128,942	137,541	148,744	156,297	163,917	171,860	180,160	188,836	197,901	207,371	217,270	227,615
Domestic Waste Management Services	51,546	56,691	62,317	65,134	67,840	70,603	73,422	76,299	80,085	84,540	87,575	90,709
Environment Levy	2,125	2,276	2,378	2,495	2,617	2,745	2,877	3,015	3,158	3,306	3,461	3,622
City Development Fund	1,478	1,564	1,608	1,672	1,739	1,809	1,881	1,957	2,035	2,116	2,201	2,289
Stormwater Management Services	1,781	1,810	1,847	1,877	1,907	1,937	1,967	1,997	2,027	2,057	2,087	2,117
Miscellaneous - On Site Sewerage Management	245	245	252	261	269	277	285	294	302	311	321	330
Total	186,116	200,126	217,147	227,737	238,290	249,230	260,593	272,396	285,508	299,702	312,915	326,683

* Includes rates equivalent ex-gratia payments from National Intermodal Company and Western Sydney International Airport

Storm Water Management Service Charge

Council first introduced the Storm Water Management Service Charge for residential and business properties in 2008–09. A flat \$25 per lot charge is intended to ensure that the maintenance, renewal, and improvements to Liverpool’s storm water system is adequately funded. The LTFP assumes no increases to the base rate, however, has been adjusted for growth.



User fees and charges

Council can 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 4.5% for 2026-27, 3.5% for 2027-28 and 3.0% for 2028-29 onwards.

	2024-25 Actual \$'000	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Planning & Building Regulation Fees	3,011	2,612	2,718	2,737	2,754	2,771	2,789	2,807	2,826	2,845	2,865	2,886
Parking Fees	3,393	3,628	4,255	4,403	4,536	4,672	4,812	4,956	5,105	5,258	5,416	5,578
Child Care Fees	2,384	3,015	3,336	3,742	3,846	3,953	4,062	4,176	4,292	4,412	4,536	4,663
Community & Recreational Facilities Hire	1,972	1,827	1,909	1,976	2,035	2,096	2,159	2,224	2,290	2,359	2,430	2,503
Other Statutory Regulatory Fees	1,234	1,193	1,193	1,234	1,270	1,308	1,347	1,386	1,427	1,470	1,513	1,558
Other Fees & Charges	5,230	5,399	5,777	5,871	5,978	6,194	6,286	6,381	6,479	6,580	6,684	6,791
Total	17,224	17,675	19,188	19,963	20,419	20,993	21,454	21,930	22,420	22,924	23,444	23,979

Interest and investment revenue

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRNs) 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.



The forecasted interest revenue is based on the estimated cash balances and estimated average portfolio yield at the end of the financial year.

Financial Assistance Grants

The Federal Government Financial Assistance (FAG) program consists of two components:

- A general-purpose component which is distributed by the NSW Grants Commissions on a per capita basis; and
- An identified local road component which is distributed according to fixed historical shares.

Both components of the grant are untied allowing Council to spend the grants according to local priorities.

The FAG is anticipated to remain at a constant level without any annual indexation on the current \$10.3 million for 2026-27.

Other Operating Grants

These are mostly specific purpose grants from NSW State Government agencies. Although the operating grants vary each year dependent on the programs, the assumption applied is that Council will continue to receive the current level of grant support. Since operating grants generally have matching operating expenditures, there is no substantive impact on net cost of services.

Section 7.11 Developer Contributions

Section 7.11 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. For Council to levy contributions there must be a clear nexus between the proposed development and the need for the public service or amenity for which the levy is required. These funds are held separately to Council's general income and can only be applied to the provision of services and amenities identified in Council's Developer Contributions Plan. The delivery of works funded by developer contributions is subject to the timing of receipts. The LTFP projections are based on estimated levels of development in the Liverpool LGA.

Rental: Investment and Other Properties

Council has a number of properties on lease, including new commercial offices in Liverpool Civic Place, Council's ex-office buildings at 33 Moore Street, and 3 Hoxton Park Road, and old library building. The income included in the LTFP includes rental yield based on current and proposed lease agreements.

Other Revenue



Income from Council's non-core activities are also included in the LTFP are based on current levels, comprising:

	2024-25 Actual \$'000	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Parking & Other Fines	4,493	5,111	5,112	5,291	5,450	5,613	5,782	5,955	6,134	6,318	6,507	6,703
Restoration Works - Cost Recovery	1,983	3,913	2,632	2,724	2,805	2,890	2,976	3,066	3,158	3,252	3,350	3,450
Sales General (CPAC/Cafes/Events/Recycled Materials)	1,816	966	990	1,025	1,055	1,087	1,120	1,153	1,188	1,224	1,260	1,298
Miscellaneous	5,012	3,886	4,507	4,516	4,601	4,062	4,003	4,096	4,191	4,289	4,391	4,495
Total	13,305	13,875	13,241	13,556	13,911	13,652	13,881	14,270	14,670	15,083	15,508	15,946

Operating expenditure assumptions

Employee related costs

In the 2026–27 financial year, Council has budgeted for the equivalent of 1,005 full-time staff. This figure includes both full-time and part-time employees who deliver frontline services to the Liverpool community as well as those providing corporate support.

Staff base salaries are adjusted annually to reflect award increases and incremental progression within Council's salary structure for eligible employees. The LTFP includes a projected award increase of 4.5% for 2026–27, 3.5% for 2027–28, and 3% for subsequent years. From 2027–28 onwards, an additional 1% has been factored to account for workforce growth.

Borrowing costs

As at 31 March 2026, Council's debt portfolio totalled \$202 million, primarily relating to borrowings for the Liverpool Civic Place Project. Interest cost estimates included in the LTFP are based on scheduled repayment obligations in accordance with approved loans.

Materials and services

This expense category includes contractor costs for domestic waste management collection, tipping costs (including hazardous waste remediation), and general maintenance cost of Council's infrastructure, buildings, and community facilities.



Projected costs and increases in materials and contract costs are generally in line with expected inflation, except for known contracted costs such as 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 over their useful lives and should be used as the basis for determining renewal expenditure. This also includes amortisation of the “rights of use” assets leased and/or contracted but predominately used for delivery of Liverpool City Council services.

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

Other expenses

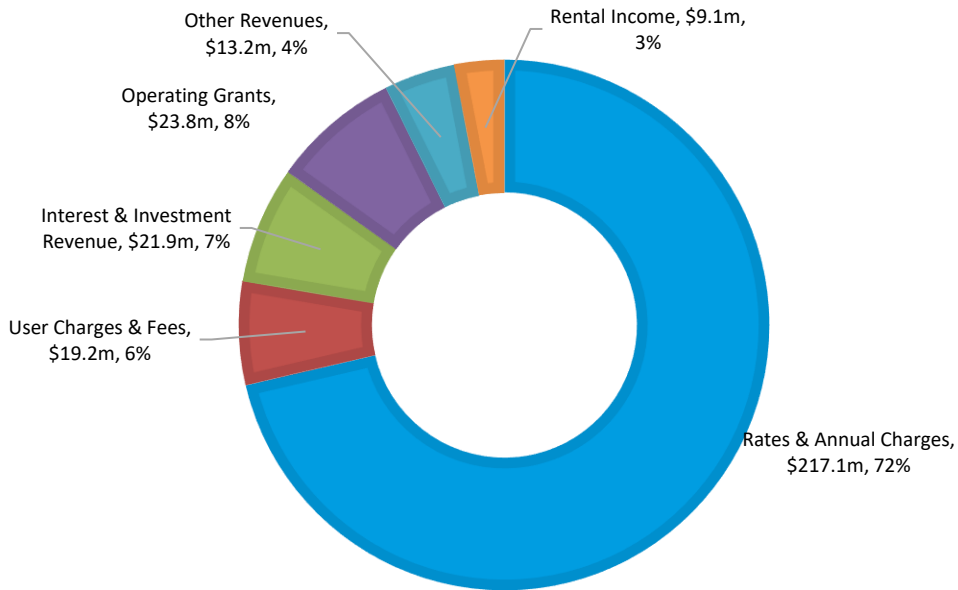
Costs included in this category are tabulated below and have been adjusted mainly in line with expected inflation.

	2024-25 Actual \$'000	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Emergency Services Contributions (NSW Fire / SES / RFS)	3,535	3,665	3,665	3,775	3,888	4,004	4,125	4,248	4,376	4,507	4,642	4,782
Grants, Contributions, Donations, Subsidies and Sponsorships	1,434	1,542	839	845	852	859	866	840	742	746	749	753
Other Statutory Charges	166	162	162	162	162	162	162	162	162	162	162	162
Miscellaneous	295	242	116	119	123	126	130	134	138	142	146	151
Total	5,430	5,610	4,781	4,901	5,025	5,152	5,283	5,385	5,418	5,557	5,700	5,848



Operating Income 2026-27

The composition of Council’s budgeted operating income for 2026-27 is illustrated below:



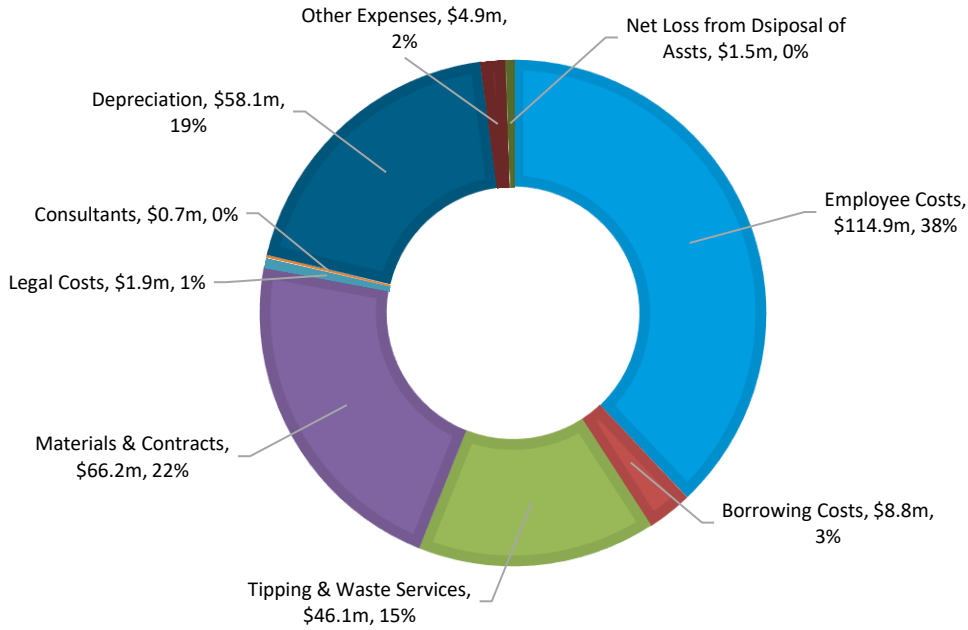
Income	2024-25 Annual Actual	2025-26 Forecast	2026-27 Budget
Rates and annual charges	186,115,892	200,125,993	217,146,548
User charges and fees	17,219,554	17,674,532	19,187,767
Interest and investment revenue	19,216,932	19,925,807	21,870,057
Grants and contributions - operating	21,292,942	20,299,692	23,797,072
Grants and contributions - capital (others) *	59,094,964	92,862,093	112,755,514
Grants and contributions - capital (s711) *	52,078,071	79,350,000	75,000,000
Other revenues	12,336,023	13,875,436	13,240,636
Rental income	6,198,826	7,956,772	9,066,820
Net gain from the disposal of assets	3,632,435	8,949,514	0
Fair value increment on investments	3,035,249	500,000	0
Total	380,220,889	461,519,839	492,064,414

* These are income for capital acquisition and works that are excluded in calculation of the Net Cost of Services



Operating Expenditure 2026-27

The composition of Council’s budgeted operating expenditure for 2026-27 is illustrated below:



Expense	2024-25 Annual Actual	2025-26 Forecast	2026-27 Budget
Employee costs	110,597,913	106,857,553	114,948,671
Borrowing costs	9,451,742	9,372,329	8,838,069
Materials & services - tipping & waste services	35,999,838	42,284,275	46,128,325
Materials & services - Other	59,333,790	62,381,325	66,152,387
Legal costs	2,344,140	2,525,608	1,901,506
Consultants	1,123,825	1,274,711	653,027
Depreciation	55,138,037	55,646,710	58,090,430
Other expenses	5,497,174	5,684,202	4,857,126
Net loss from the disposal of assets *	0	2,500,000	1,500,000
Total	279,486,458	288,526,713	303,069,540

* This is as a result of annual write off of the residual value of roads that are being replaced / renewed.



Capital Expenditure Program

Council's 10-year capital expenditure program that reflects the requirements identified in its Asset Management Plan is summarised as follows:

	2024-25 Actual \$'000	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Total Capital Expenditure	105,010	208,256	243,877	221,239	183,055	148,391	168,153	144,054	170,015	172,423	175,079	171,251
Comprising of:												
Buildings	5,395	8,164	24,516	10,793	4,518	5,613	5,614	5,801	10,867	10,717	10,766	10,991
Drainage	19,246	16,880	45,000	27,992	29,734	33,749	54,169	27,611	47,431	39,515	37,768	37,798
Floodplain	3,924	15,797	1,250	1,250								
Information Technology	486	975	581									
Land	2,733	24,140	53,489	53,200	56,000	56,000	51,000	51,000	51,000	51,000	51,000	51,000
Land Improvements												
Library Materials	656	653										
Office Equipment, Furniture and Fittings	193	3,350										
Parks and Recreation	22,930	38,677	35,074	57,971	31,613	2,467	2,385	2,068	2,155	2,231	2,980	1,830
Plant and Fleet	5,031	6,552	6,598	6,368	6,600	8,901	3,668	5,449	5,268	5,209	8,380	4,439
Roads	32,969	82,339	60,935	58,849	50,808	40,579	50,353	51,185	51,242	62,697	63,532	64,139
Bridges	17	50	250	100	103	53	83	83	53	53	53	53
Footpaths	11,427	10,681	16,185	4,716	3,679	1,028	882	857	2,000	1,001	600	1,000
Group into:												
New Asset	77,056	160,860	194,664	175,641	134,935	110,059	120,807	93,963	114,241	105,777	103,183	104,438
Renewal Asset	27,954	47,396	49,213	45,598	48,121	38,332	47,346	50,091	55,774	66,645	71,896	66,812
Funded by:												
Grants	26,279	78,186	105,756	69,298	44,195	3,980	4,327	3,027	2,777	1,777	1,777	1,792
s711 Developer Contributions	24,566	83,083	102,422	114,880	89,241	97,692	118,112	91,555	121,382	113,463	111,664	111,664
s711 Non-Cash Developer Contributions	32,462	14,694	7,000	7,000	12,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Stormwater Reserve	2,288		2,100	1,882	1,912	1,942	1,972	2,002	2,033	2,063	2,093	2,123
Domestic Waste Reserve	1,915	1,930		955	2,275	3,075			1,200	1,200		
Environment Levy	385	455	500	440	440	440	440	440	440	440	440	440
Contribution Reserve	(99)											
Edmondson Park Reserve	20	988										
Loan Reserve				2,200	5,000	5,000						
General Property Reserve			2,489									
Parking Strategy Reserve	899											
Carnes Hill Stage2 Reserve	13			4,253								
Hammondville Pool and Precinct Reserve	123											
General Fund	16,159	28,920	23,610	24,809	23,915	25,262	32,302	36,030	31,183	42,480	48,105	44,231

A detailed list of capital projects by funding source planned for 2026-27 is provided as an appendix.



Cash and reserves

Council maintains both statutory (externally restricted) and discretionary (internally restricted) reserves that acknowledge the receipt of funds from various 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 to comply with legislative requirements and Council resolutions:

Externally restricted

Name	Purpose
s7.11 developer contributions	Unexpended s7.11 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 10% 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.
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.
Carnes Hill Development Stage 2	Proceeds from disposal of 88 Kurrajong Road (DP 1236888) set aside for concept design and planning costs for Carnes Hill Stage 2 development.
National Intermodal Ex-Gratia Funds Reserve	Unspent rate equivalent funds kept aside for future use.



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 may impact Council’s growth projections and development activities.
- On-going waste remediation to Environment Protection Authority standards
- Cost to maintain Council’s infrastructure assets to a satisfactory standard.

Based on the above, Council has developed its LTFP under three different scenarios, base case scenario being the preferred scenario.

Base Case Scenario

The assumptions under this scenario are tabulated below:

Revenue	Budget Year 2026/27	Forward Years 2027/28 to 2035/36
Rates & Annual Charges	<ul style="list-style-type: none"> • Increase by 4.1% as determined by IPART in September 2025 (comprising of 3% general increase and 1.1% population growth factor) • Estimates include additional revenue from growth, estimated at 1500 new ratepayers • Increase in Domestic Waste Management Charge from \$670 to \$735, comprising of \$15 to align with new contract pricing, \$20 CPI adjustment on estimated 84,600 services, and \$30 for increased number of household pickup service and red bin upgrades. 	<ul style="list-style-type: none"> • Estimates include an average 4% rate increases from FY 2027/28 onwards and factors in an annual growth of 1500 rateable properties • Estimates include a 3% general CPI indexation to Domestic Waste Management Charge, plus a cumulative reduction of \$15 over 10 years
User Charges & Fees	<ul style="list-style-type: none"> • Estimates include 4.5% general indexation on non-statutory fees and charges 	<ul style="list-style-type: none"> • 3.5% general indexation on both statutory and non-



Revenue	Budget Year 2026/27	Forward Years 2027/28 to 2035/36
	<ul style="list-style-type: none"> Statutory fees and charges have been adjusted to legislated rates, where applicable 	<ul style="list-style-type: none"> statutory fees and charges for FY 2027/28 3% general indexation on both statutory and non-statutory fees and charges for forward years
Interest & Investment Revenue	<ul style="list-style-type: none"> Estimate is based on current investment portfolio and average yield. 	<ul style="list-style-type: none"> Estimate is based on projected investment portfolio and average current yield
Grants & Contributions - Operating	<ul style="list-style-type: none"> No indexation to current \$10.3m Financial Assistance Grant is included Estimates for other operating grants are based on approved specific purpose funding from external organisations 	<ul style="list-style-type: none"> Estimates assume continuation of Financial Assistance Grant with no indexation, and similar level of operating grants support from external organisations
Grants & Contributions - Capital (Others)	<ul style="list-style-type: none"> Estimates for capital grant are based on approved project-specific funding from external organisations 	<ul style="list-style-type: none"> Estimates for capital grant are based on approved project-specific funding from external organisations
Grants & Contributions - Capital (s711)	<ul style="list-style-type: none"> Estimates based on contributions payable under various plans 	<ul style="list-style-type: none"> Projections are based on contributions payable under various plans
Other Revenues	<ul style="list-style-type: none"> Estimates include 4.5% general indexation Revenue from parking fines is based on SDRO's estimate of 70% recovery of infringements issued 	<ul style="list-style-type: none"> Estimates include a 3.5% general indexation for FY 2027/28 and 3% for forward years Revenue from parking fines is based on SDRO's estimate of 70% recovery of infringements issued
Rental Income	<ul style="list-style-type: none"> Estimates include rental yield on commercial properties based on current lease agreements 	<ul style="list-style-type: none"> Estimates include rental yield on commercial properties based on current lease agreements



Revenue	Budget Year 2026/27	Forward Years 2027/28 to 2035/36
Fair value increment on Investments	<ul style="list-style-type: none">• Due to uncertain market movements, no capital gains on investments have been included	<ul style="list-style-type: none">• Due to uncertain market movements, no capital gains on investments have been included



Expenses	Budget Year 2026/27	Forward Years 2027/28 to 2035/36
Employee Costs	<ul style="list-style-type: none"> Estimates includes: <ul style="list-style-type: none"> - Salaries provision (including on-costs) for 1,004 full time equivalent staff - Salary increase of 4.5%, - Provision for 12% guaranteed superannuation contribution - Churn savings equal to 10% staff turnover rate - Savings from structural changes A 3% general indexation on other employee costs, including workers compensation insurance 	<ul style="list-style-type: none"> Estimates includes: <ul style="list-style-type: none"> - Salary increases of 3.5% for FY 2027/28 - Salary increase of 3% for forward years - Assumes no material increase in Defined Benefit Superannuation scheme levy - A 3% general indexation on other employee costs for FY2027/28 and forward years
Borrowing Costs	<ul style="list-style-type: none"> Estimates are based on scheduled repayment obligations 	<ul style="list-style-type: none"> Estimates are based on scheduled repayment obligations Estimates also include refinance of \$23m loan from NSW TCorp expected to be repaid in FY 2028/29
Materials & Services - Tipping & Waste Services	<ul style="list-style-type: none"> Estimates include 3% general price increase indexation, 10.5% contract price variation and cost of new services 	<ul style="list-style-type: none"> Estimates include 3% CPI increase applied from FY 2027/28 and forward years
Materials & Services - Other	<ul style="list-style-type: none"> Estimates include 3% general price increase indexation 	<ul style="list-style-type: none"> Estimates include 3% CPI increase applied from FY 2027/28 and forward years Additional maintenance and operating costs for Western Sydney Infrastructure Grant funded projects from FY 2027/28 onwards



Expenses	Budget Year 2026/27	Forward Years 2027/28 to 2035/36
		<ul style="list-style-type: none"> 0.5% general provision to meet growth related service demands
Legal Costs	<ul style="list-style-type: none"> Estimates are based on costs to deal with current level of legal cases, including planning & development related matters 	<ul style="list-style-type: none"> General estimates are based on costs to deal with current level of legal cases, including planning & development related matters
Consultants	<ul style="list-style-type: none"> Estimates include cost of consultancy required on identified business matters that require expert advice 	<ul style="list-style-type: none"> General estimates include cost of consultancy that may be required
Depreciation	<ul style="list-style-type: none"> Estimates are based on condition assessment and remaining useful lives of Council assets 	<ul style="list-style-type: none"> Estimates have been adjusted for new assets that will be constructed through Council's capital works program
Other Expenses	<ul style="list-style-type: none"> Estimates include 3% general price indexation 	<ul style="list-style-type: none"> Estimates include average 3% general price indexation Election expenses \$1.6m for FY 2028/29 and \$1.8m for FY 2032/33 \$500k general provision for strategic initiatives
Net Loss from the Disposal of Assets	<ul style="list-style-type: none"> Estimate of \$2.5m relates to write-off of road surfaces removed during resurfacing works. 	<ul style="list-style-type: none"> Estimates include average \$2.5m in forward years relates to write-off of road surfaces removed during resurfacing works.



Pessimistic scenario

This scenario assumes:

	Variations to Base Case 2026/27 to 2035/36	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% lower than budgeted from FY27/28.	\$736k	Unlikely/Insignificant	Low
	Anticipated growth is 300 lots lower than budgeted.	\$276k	Unlikely/Insignificant	Low
	Lower than anticipated income from rates equivalency payment	\$2.5m	Likely/Moderate	High
Grants & Contributions - Operating	Lower than anticipated success in securing operating grants	\$750k	Likely/ Minor	Medium
Expenses				
Employee Costs	Award increase is 0.5% higher than expected from FY27/28.	\$610k	Possible/Minor	Medium
Materials & Services - Other	Price escalation is 0.5% higher than provision in budget.	\$320k	Possible/Insignificant	Low
Other Expenses	Price escalation is 0.5% higher than provision in budget.	\$23k	Possible/Insignificant	Low

Overall financial impact of the above variations in FY 2026/27 will be:

- \$3.5 million decrease in operating revenue.
- \$0.3 million increase in operating expenditure.
- Council will post a Net Operating Cost of Services (before capital grants and contributions) deficit of \$2.6 million.
- Decrease in Council's cash reserves by \$3.8 million.

Budget performance is reviewed quarterly, and if necessary, the following strategies can be adopted to mitigate impacts:

- Review operating costs and rationalise expenditure.



- Review capital expenditure program and rationalise expenditure including descoping projects and delaying works.
- Continue rationalising Council's surplus property assets by re-investing in better income producing assets.
- Continue seeking alternative revenue sources and/or opportunities



Optimistic scenario

This scenario assumes:

	Variations to Base Case 2026/27 to 2035/36	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% higher than budgeted from FY27/28.	\$736k	Possible/Minor	Moderate
	Anticipated growth is 200 lots higher than budgeted.	\$276k	Likely/Insignificant	Low
Interest & Investment Revenue	Favourable changes to financial markets resulting in 0.5% higher yield on investments	\$2.2m	Likely/Minor	Moderate
Expenses				
Employee Costs	Award increase is 0.5% lower than expected from FY27/28.	\$630k	Likely/Insignificant	Low

Overall financial impact of the above variations in FY 2026/27 will be:

- \$2.5 million increase in operating revenue.
- Increase in projected Net operating cost of services (before capital grants and contributions) surplus to \$3.7 million.
- Increase Council's cash reserves by \$2.5 million.

Budget performance is reviewed quarterly, and the following opportunities can be considered:

- Investment in existing Council services to achieve improved community outcomes.
- Investment in infrastructure renewals or constructing new assets.



Scenario 1
Base Case
2027 – 2036



Income Statement
10 Year Financial Plan ending 30 June 2036
Scenario: Base Case

	2024-25 Annual Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from Continuing Operations												
Revenue:												
Rates and annual charges	186,115,892	200,125,993	217,146,548	227,736,824	238,289,789	249,230,095	260,593,380	272,396,449	285,507,743	299,701,990	312,915,001	326,682,875
User charges and fees	17,219,554	17,674,532	19,187,767	19,962,844	20,418,701	20,992,675	21,454,358	21,929,854	22,419,571	22,924,034	23,443,575	23,978,748
Interest and investment revenue	19,216,932	19,925,807	21,870,057	21,055,300	21,112,173	21,331,941	21,824,164	23,058,167	23,335,680	23,154,467	23,277,694	24,498,607
Grants and contributions - operating	21,292,942	20,299,692	23,797,072	24,644,342	24,932,033	25,228,359	25,533,574	25,847,948	26,114,895	26,505,266	26,848,791	27,202,622
Grants and contributions - capital (others) *	59,094,964	92,862,093	112,755,514	76,298,241	56,194,623	14,980,363	15,327,000	14,027,000	13,777,000	12,777,000	12,777,000	12,792,000
Grants and contributions - capital (s711) *	52,078,071	79,350,000	75,000,000	85,000,000	100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	110,000,000	110,000,000	110,000,000
Other revenues	12,336,023	13,875,436	13,240,636	13,555,508	13,911,483	13,651,681	13,880,794	14,269,777	14,670,431	15,083,106	15,508,161	15,945,968
Rental income	6,198,826	7,956,772	9,066,820	9,279,889	10,249,793	12,249,830	12,971,481	13,445,422	13,936,340	14,386,099	14,893,746	15,419,179
Net gain from the disposal of assets	3,632,435	8,949,514	0	0	0	0	0	5,740,023	0	0	0	0
Fair value increment on investments	3,035,249	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	380,220,889	461,519,839	492,064,414	477,532,948	485,108,595	457,664,944	476,584,751	495,714,640	504,761,660	524,531,962	539,663,968	556,519,999
Expenses from Continuing Operations												
Employee costs	110,597,913	106,857,553	114,948,671	120,527,404	124,391,580	128,390,615	132,178,348	136,090,902	140,109,243	144,259,778	148,522,660	152,925,638
Borrowing costs	9,451,742	9,372,329	8,838,069	8,345,059	8,142,977	7,459,678	6,888,944	6,343,728	5,873,450	5,421,592	4,953,468	4,453,353
Materials & services - tipping & waste services	35,999,838	42,284,275	46,128,325	49,626,118	52,047,075	56,872,465	59,638,771	62,526,861	65,889,772	72,231,759	75,341,205	78,590,623
Materials & services - Other	59,333,790	62,381,325	66,152,387	68,740,329	73,137,308	77,292,236	78,917,872	84,281,361	86,175,744	86,755,679	89,187,557	91,353,353
Legal costs	2,344,140	2,525,608	1,901,506	1,617,001	1,617,511	1,618,036	1,618,578	1,619,135	1,619,709	1,620,301	1,620,910	1,621,537
Consultants	1,123,825	1,274,711	653,027	500,000	500,000	500,000	500,000	500,000	500,080	500,000	500,000	500,000
Depreciation	55,138,037	55,646,710	58,090,430	60,171,572	62,247,872	64,598,283	66,989,193	69,496,764	71,468,098	75,132,039	78,069,663	81,093,832
Other expenses	5,497,174	5,684,202	4,857,126	4,979,420	5,105,383	5,235,122	5,368,754	5,473,056	5,508,554	5,650,388	5,796,478	5,946,951
Net loss from the disposal of assets	0	2,500,000	1,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Total Expenses from Continuing Operations	279,486,458	288,526,713	303,069,540	317,006,903	329,689,706	344,466,435	354,600,460	368,831,807	379,644,650	394,071,536	406,491,941	418,985,287
Operating Results from Continuing Operations	100,734,430	172,993,126	188,994,874	160,526,045	155,418,889	113,198,509	121,984,291	126,882,833	125,117,010	130,460,426	133,172,027	137,534,712
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	100,734,430	172,993,126	188,994,874	160,526,045	155,418,889	113,198,509	121,984,291	126,882,833	125,117,010	130,460,426	133,172,027	137,534,712
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,438,605)	781,033	1,239,360	(772,196)	(775,734)	(1,781,854)	1,657,291	7,855,833	6,340,010	7,683,426	10,395,027	14,742,712



Statement of Financial Position
10 Year Financial Plan ending 30 June 2036
Scenario: Base Case

	30-Jun-25 Opening Balance Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
ASSETS												
Current assets												
Cash and cash equivalents	123,817,000	137,157,963	143,040,630	157,883,174	161,268,305	169,375,266	151,721,039	162,872,605	161,957,020	157,657,371	150,846,965	144,683,964
Investments	121,706,000	123,154,090	106,871,718	95,028,603	103,449,901	107,818,002	118,265,903	136,820,177	145,241,480	157,715,969	172,217,059	190,771,341
Receivables	28,708,000	29,513,037	31,666,409	32,450,494	33,312,634	33,807,122	34,921,567	36,001,192	37,196,834	38,535,976	39,757,380	41,027,303
Inventories	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000
Other (Prepayments)	3,566,000	3,424,504	3,410,847	3,413,257	3,439,146	3,508,357	3,485,880	3,540,008	3,532,877	3,561,163	3,561,923	3,560,249
Total current assets	278,143,000	293,595,594	285,335,604	289,121,528	301,815,986	314,854,747	308,740,389	339,579,982	348,274,211	357,816,479	366,729,327	380,388,857
Non-current assets												
Investments	178,566,000	180,690,625	156,801,268	139,425,152	151,780,808	158,189,649	173,518,719	200,741,390	213,097,054	231,399,517	252,675,392	279,898,076
Receivables	779,000	855,800	918,556	961,526	1,004,577	1,045,734	1,091,239	1,139,340	1,192,598	1,250,140	1,303,929	1,359,949
Infrastructure, property, plant and equipment (IPPE)	3,982,309,000	4,125,657,558	4,309,798,981	4,468,783,366	4,587,313,821	4,668,839,118	4,767,711,804	4,825,635,577	4,921,822,391	5,016,756,914	5,111,414,721	5,199,223,982
Intangible assets	1,514,000	1,646,432	1,791,915	1,375,025	1,151,804	919,422	710,599	584,091	444,477	300,675	152,559	-
Right of use assets	7,681,000	5,703,771	4,595,662	3,334,012	10,563,436	9,240,636	8,117,836	6,963,786	5,784,736	4,405,686	3,466,636	10,981,533
Total non-current Assets	4,170,849,000	4,314,554,186	4,473,906,382	4,613,879,081	4,751,814,446	4,838,234,559	4,951,150,197	5,035,064,184	5,142,341,256	5,254,112,932	5,369,013,237	5,491,463,540
Total assets	4,448,992,000	4,608,149,780	4,759,241,986	4,903,000,609	5,053,630,432	5,153,089,306	5,259,890,586	5,374,644,166	5,490,615,467	5,611,929,411	5,735,742,564	5,871,852,397
LIABILITIES												
Current liabilities												
Payables	29,730,000	29,730,000	30,153,204	31,901,956	32,876,211	34,130,815	34,779,480	35,059,138	35,807,032	36,833,946	37,682,903	38,518,298
Income received in advance	1,000	1,000	2,987	573	598	1,004	1,120	1,147	1,176	1,205	1,235	1,265
Contract liabilities	27,936,000	27,936,000	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406
Lease liabilities	3,196,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,012,000	14,772,226	14,917,346	13,811,202	15,090,593	15,669,027	10,961,838	9,536,165	9,617,286	10,093,110	10,600,925	11,129,965
Employee benefit obligations	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000
Provisions	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000
Total current liabilities	110,799,000	110,163,260	99,459,361	99,534,690	101,291,404	101,570,912	97,562,594	98,089,623	98,619,700	99,972,467	101,479,269	102,693,734
Non-current liabilities												
Payables	10,886,000	10,886,000	10,886,000	11,999,316	11,999,316	11,999,316	11,999,316	10,886,000	10,886,000	10,886,000	10,886,000	10,886,000
Income received in advance	1,581,000	1,581,000	4,723,060	905,127	945,809	1,587,615	1,770,679	1,814,000	1,858,616	1,904,575	1,951,909	2,000,667
Contract liabilities	28,580,000	28,580,000	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754
Lease liabilities	5,349,000	3,356,124	1,711,617	603,916	8,331,093	8,562,229	7,389,339	4,562,272	3,682,189	2,453,139	1,364,089	9,028,986
Borrowings	198,686,000	183,906,554	168,989,208	155,178,006	140,087,413	124,418,386	113,456,548	103,920,383	94,303,097	84,209,987	73,609,062	62,479,097
Employee benefit obligations	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000
Provisions	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000
Total non-current liabilities	248,997,000	232,224,678	205,197,639	187,574,119	180,251,385	165,455,300	153,503,636	140,070,409	129,617,656	118,341,455	106,698,814	103,282,504
Total liabilities	359,796,000	342,387,938	304,657,000	287,108,809	281,542,789	267,026,212	251,066,230	238,160,032	228,237,356	218,313,922	208,178,083	205,976,238
Net assets	4,089,196,000	4,265,761,842	4,454,584,986	4,615,891,800	4,772,087,643	4,886,063,094	5,008,824,356	5,136,484,134	5,262,378,111	5,393,615,489	5,527,564,481	5,665,876,159
EQUITY												
Accumulated surplus	2,496,135,000	2,672,700,842	2,861,523,986	3,022,830,800	3,179,026,643	3,293,002,094	3,415,763,356	3,543,423,134	3,669,317,111	3,800,554,489	3,934,503,481	4,072,815,159
IPPE revaluation surplus	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000
Council equity interest	4,089,196,000	4,265,761,842	4,454,584,986	4,615,891,800	4,772,087,643	4,886,063,094	5,008,824,356	5,136,484,134	5,262,378,111	5,393,615,489	5,527,564,481	5,665,876,159
Total Equity	4,089,196,000	4,265,761,842	4,454,584,986	4,615,891,800	4,772,087,643	4,886,063,094	5,008,824,356	5,136,484,134	5,262,378,111	5,393,615,489	5,527,564,481	5,665,876,159



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2036
Scenario: Base Case

	30-Jun-25 Opening Balance Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Cash flows from operating activities												
Receipts:												
Rates and annual charges	185,080,000	199,764,173	215,955,110	226,995,504	237,551,082	248,464,273	259,797,950	271,570,235	284,589,952	298,708,393	311,990,090	325,719,124
User charges and fees	22,185,000	18,035,682	18,703,531	19,714,820	20,272,827	20,809,003	21,306,620	21,777,694	22,262,863	22,762,605	23,277,322	23,807,493
Investment revenue and interest	18,716,000	19,825,862	21,742,403	20,975,873	21,033,026	21,249,888	21,738,940	22,969,644	23,237,345	23,048,010	23,178,596	24,395,348
Grants and contributions	95,512,000	179,497,872	204,552,586	178,942,583	169,126,656	129,208,722	134,860,574	133,874,948	133,891,895	138,282,266	138,625,791	138,994,622
Bonds, deposits and retentions received	4,974,000	-	-	2,000,000	-	-	-	(2,000,000)	-	-	-	-
Other	34,857,000	19,870,986	25,038,703	19,256,766	24,260,520	27,039,625	26,903,897	27,697,718	28,575,350	29,379,992	30,364,340	31,326,257
Payments:												
Payments to employees	(104,221,000)	(106,857,553)	(114,948,671)	(120,527,404)	(124,391,580)	(128,390,615)	(132,178,348)	(136,090,902)	(140,109,243)	(144,259,778)	(148,522,660)	(152,925,638)
Payments for materials and services	(113,820,000)	(108,324,423)	(139,159,685)	(119,538,421)	(126,274,490)	(135,010,983)	(139,914,408)	(147,752,411)	(153,375,706)	(160,054,073)	(165,743,714)	(171,167,777)
Borrowing costs	(9,465,000)	(9,372,329)	(8,922,608)	(8,430,428)	(8,222,015)	(7,546,039)	(6,978,615)	(6,406,460)	(5,928,024)	(5,476,630)	(5,011,229)	(4,514,020)
Deposits and retention refunded	(2,477,000)	(3,706,973)	(3,749,017)	(3,717,770)	(12,334,807)	(3,912,322)	(4,245,954)	(4,319,006)	(4,329,504)	(4,271,338)	(4,857,428)	(13,461,848)
Net cash provided (or used in) operating activities	131,341,000	208,733,297	219,212,352	215,671,523	201,021,219	171,911,552	181,290,656	181,321,460	188,814,928	198,119,447	203,301,108	202,173,561
Cash flows from investing activities												
Receipts:												
Sales of investments / Redemption of term deposits	212,250,000	-	40,000,000	30,000,000	-	-	-	-	-	-	-	-
Proceeds from sale of IPPE	8,580,000	15,577,936	-	-	-	-	-	20,000,000	-	-	-	-
Payments:												
Purchase of investments / Acquisition of term deposits	(243,945,000)	-	-	-	(20,000,000)	(10,000,000)	(25,000,000)	(45,000,000)	(20,000,000)	(30,000,000)	(35,000,000)	(45,000,000)
Payments for IPPE	(78,420,000)	(192,742,397)	(235,996,463)	(214,139,067)	(162,353,336)	(137,291,198)	(156,853,056)	(132,729,006)	(158,715,298)	(161,322,760)	(163,539,354)	(151,139,587)
Purchase of intangible assets	(304,000)	(524,811)	(580,873)	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(101,839,000)	(177,689,272)	(196,577,336)	(184,139,067)	(182,353,336)	(147,291,198)	(181,853,056)	(157,729,006)	(178,715,298)	(191,322,760)	(198,539,354)	(196,139,587)
Cash flows from financing activities												
Receipts:												
Proceeds from borrowings	12,200,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of borrowings	(15,112,000)	(15,019,220)	(14,772,226)	(14,917,346)	(13,811,202)	(15,090,593)	(15,669,027)	(10,961,838)	(9,536,165)	(9,617,286)	(10,093,110)	(10,600,925)
Principal components of lease payments	(3,856,000)	(2,683,842)	(1,980,123)	(1,772,566)	(1,471,550)	(1,422,800)	(1,422,800)	(1,479,050)	(1,479,050)	(1,479,050)	(1,479,050)	(1,596,050)
Net cash provided (or used in) financing activities	(6,768,000)	(17,703,062)	(16,752,349)	(16,689,912)	(15,282,752)	(16,513,393)	(17,091,827)	(12,440,888)	(11,015,215)	(11,096,336)	(11,572,160)	(12,196,975)
Net change in cash and cash equivalents	22,734,000	13,340,963	5,882,667	14,842,544	3,385,131	8,106,961	(17,654,227)	11,151,566	(915,585)	(4,299,649)	(6,810,406)	(6,163,001)
Plus: cash and cash equivalents - beginning of reporting period	101,083,000	123,817,000	137,157,963	143,040,630	157,883,174	161,268,305	169,375,266	151,721,039	162,872,605	161,957,020	157,657,371	150,846,965
Cash and cash equivalents at end of year	123,817,000	137,157,963	143,040,630	157,883,174	161,268,305	169,375,266	151,721,039	162,872,605	161,957,020	157,657,371	150,846,965	144,683,964



Scenario 2
Pessimistic
2027–2036



Income Statement
10 Year Financial Plan ending 30 June 2036
Scenario: Pessimistic

	2024-25 Annual Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from Continuing Operations												
Revenue:												
Rates and annual charges	186,115,892	200,125,993	214,370,548	223,853,615	233,215,823	242,875,671	252,863,811	263,191,823	274,722,653	287,225,270	298,627,935	310,460,304
User charges and fees	17,219,554	17,674,532	19,187,767	19,962,844	20,418,701	20,992,675	21,454,358	21,929,854	22,419,571	22,924,034	23,443,575	23,978,748
Interest and investment revenue	19,216,932	19,925,807	21,870,057	21,055,300	21,112,173	21,331,941	21,824,164	23,058,167	23,335,680	23,154,467	23,277,694	24,498,607
Grants and contributions - operating	21,292,942	20,299,692	23,047,072	23,394,342	23,682,033	23,978,359	24,283,574	24,597,948	24,864,895	25,255,266	25,598,791	25,952,622
Grants and contributions - capital (others) *	59,094,964	92,862,093	112,755,514	76,298,241	56,194,623	14,980,363	15,327,000	14,027,000	13,777,000	12,777,000	12,777,000	12,792,000
Grants and contributions - capital (s711) *	52,078,071	79,350,000	75,000,000	85,000,000	100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	110,000,000	110,000,000	110,000,000
Other revenues	12,336,023	13,875,436	13,240,636	13,555,508	13,911,483	13,651,681	13,880,794	14,269,777	14,670,431	15,083,106	15,508,161	15,945,968
Rental income	6,198,826	7,956,772	9,066,820	9,279,889	10,249,793	12,249,830	12,971,481	13,445,422	13,936,340	14,386,099	14,893,746	15,419,179
Net gain from the disposal of assets	3,632,435	8,949,514	0	0	0	0	0	5,740,023	0	0	0	0
Fair value increment on investments	3,035,249	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	380,220,889	461,519,839	488,538,414	472,399,739	478,784,629	450,060,520	467,605,182	485,260,014	492,726,570	510,805,242	524,126,902	539,047,428
Expenses from Continuing Operations												
Employee costs	110,597,913	106,857,553	114,948,671	121,137,439	125,021,303	129,040,708	132,847,818	136,780,384	140,819,282	144,991,046	149,275,736	153,701,235
Borrowing costs	9,451,742	9,372,329	8,838,069	8,345,059	8,142,977	7,459,678	6,888,944	6,343,728	5,873,450	5,421,592	4,953,468	4,453,353
Materials & services - tipping & waste services	35,999,838	42,284,275	46,128,325	49,626,118	52,047,075	56,872,465	59,638,771	62,526,861	65,889,772	72,231,759	75,341,205	78,590,623
Materials & services - Other	59,333,790	62,381,325	66,471,964	69,073,212	73,492,343	77,667,441	79,300,968	84,690,494	86,594,073	87,176,823	89,620,506	91,796,816
Legal costs	2,344,140	2,525,608	1,901,506	1,617,001	1,617,511	1,618,036	1,618,578	1,619,135	1,619,709	1,620,301	1,620,910	1,621,537
Consultants	1,123,825	1,274,711	653,027	500,000	500,000	500,000	500,000	500,000	500,080	500,000	500,000	500,000
Depreciation	55,138,037	55,646,710	58,090,430	60,171,572	62,247,872	64,598,283	66,989,193	69,496,764	71,468,098	75,132,039	78,069,663	81,093,832
Other expenses	5,497,174	5,684,202	4,880,590	5,003,533	5,130,166	5,260,535	5,394,816	5,499,624	5,535,295	5,677,817	5,824,616	5,975,820
Net loss from the disposal of assets	0	2,500,000	1,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0	0
Internal charges	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	279,486,458	288,526,713	303,412,582	317,973,935	330,699,248	345,517,146	355,679,088	369,956,990	380,799,758	395,251,377	407,706,104	420,233,215
Operating Results from Continuing Operations	100,734,430	172,993,126	185,125,832	154,425,804	148,085,381	104,543,373	111,926,094	115,303,024	111,926,812	115,553,865	116,420,797	118,814,213
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	100,734,430	172,993,126	185,125,832	154,425,804	148,085,381	104,543,373	111,926,094	115,303,024	111,926,812	115,553,865	116,420,797	118,814,213
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,438,605)	781,033	(2,629,682)	(6,872,437)	(8,109,242)	(10,436,990)	(8,400,906)	(3,723,976)	(6,850,188)	(7,223,135)	(6,356,203)	(3,977,787)



Statement of Financial Position
10 Year Financial Plan ending 30 June 2036
Scenario: Pessimistic

	30-Jun-25 Opening Balance Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
ASSETS												
Current assets												
Cash and cash equivalents	123,817,000	137,157,963	139,444,355	148,280,785	144,427,499	143,981,126	116,376,496	116,065,718	102,083,531	83,009,103	59,589,452	34,857,507
Investments	121,706,000	123,154,090	108,029,320	94,285,250	104,212,477	108,121,830	130,092,015	146,901,807	159,726,289	177,751,512	198,630,334	224,437,213
Receivables	28,708,000	29,513,037	31,452,326	32,148,413	32,922,907	33,323,142	34,336,369	35,307,420	36,386,728	37,601,355	38,689,504	39,816,960
Inventories	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000
Other (Prepayments)	3,566,000	3,424,504	3,417,708	3,420,397	3,446,742	3,516,370	3,494,063	3,548,722	3,541,779	3,570,134	3,571,145	3,569,696
Total current assets	278,143,000	293,595,594	282,689,709	278,480,845	285,355,625	289,288,468	284,644,943	302,169,667	302,084,327	302,278,104	300,826,435	303,027,376
Non-current assets												
Investments	178,566,000	180,690,625	158,499,691	138,334,510	152,899,653	158,635,421	190,869,890	215,533,071	234,349,041	260,795,494	291,428,723	329,292,355
Receivables	779,000	855,800	907,749	946,408	984,823	1,020,996	1,061,146	1,103,505	1,150,610	1,201,566	1,248,307	1,296,792
Infrastructure, property, plant and equipment (IPPE)	3,982,309,000	4,125,657,558	4,309,798,981	4,468,783,366	4,587,313,821	4,668,839,118	4,767,711,804	4,825,635,577	4,921,822,391	5,016,756,914	5,111,414,721	5,199,223,982
Intangible assets	1,514,000	1,646,432	1,791,915	1,375,025	1,151,804	919,422	710,599	584,091	444,477	300,675	152,559	-
Right of use assets	7,681,000	5,703,771	4,595,662	3,334,012	10,563,436	9,240,636	8,117,836	6,963,786	5,784,736	4,405,686	3,466,636	10,981,533
Total non-current assets	4,170,849,000	4,314,554,186	4,475,593,998	4,612,773,321	4,752,913,537	4,838,655,593	4,968,471,275	5,049,820,030	5,163,551,255	5,283,460,335	5,407,710,946	5,540,794,662
Total assets	4,448,992,000	4,608,149,780	4,758,283,707	4,891,254,166	5,038,269,162	5,127,944,061	5,253,116,218	5,351,989,697	5,465,635,582	5,585,738,439	5,708,537,381	5,843,822,038
LIABILITIES												
Current liabilities												
Payables	29,730,000	29,730,000	30,207,942	31,958,790	32,936,310	34,193,896	34,843,952	35,127,290	35,876,481	36,904,145	37,755,035	38,592,208
Income received in advance	1,000	1,000	2,987	573	598	1,004	1,120	1,147	1,176	1,205	1,235	1,265
Contract liabilities	27,936,000	27,936,000	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406
Lease liabilities	3,196,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,012,000	14,772,226	14,917,346	13,811,202	15,090,593	15,669,027	10,961,838	9,536,165	9,617,286	10,093,110	10,600,925	11,129,965
Employee benefit obligations	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000
Provisions	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000
Total current liabilities	110,799,000	110,163,260	99,514,099	99,591,524	101,351,503	101,633,993	97,627,066	98,157,775	98,689,149	100,042,666	101,551,401	102,767,644
Non-current liabilities												
Payables	10,886,000	10,886,000	10,886,000	11,999,316	11,999,316	11,999,316	11,999,316	10,886,000	10,886,000	10,886,000	10,886,000	10,886,000
Income received in advance	1,581,000	1,581,000	4,723,060	905,127	945,809	1,587,615	1,770,679	1,814,000	1,858,616	1,904,575	1,951,909	2,000,667
Contract liabilities	28,580,000	28,580,000	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754
Lease liabilities	5,349,000	3,356,124	1,711,617	603,916	8,331,093	8,562,229	7,389,339	4,562,272	3,682,189	2,453,139	1,364,089	9,028,986
Borrowings	198,686,000	183,906,554	168,989,208	155,178,006	140,087,413	124,418,386	113,456,548	103,920,383	94,303,097	84,209,987	73,609,062	62,479,097
Employee benefit obligations	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000
Provisions	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000
Total non-current liabilities	248,997,000	232,224,678	205,197,639	187,574,119	180,251,385	165,455,300	153,503,636	140,070,409	129,617,656	118,341,455	106,698,814	103,282,504
Total liabilities	359,796,000	342,387,938	304,711,738	287,165,643	281,602,888	267,089,293	251,130,702	238,228,184	228,306,805	218,384,121	208,250,215	206,050,148
Net assets	4,089,196,000	4,265,761,842	4,453,571,969	4,604,088,523	4,756,666,274	4,860,854,768	5,001,985,516	5,113,761,513	5,237,328,777	5,367,354,318	5,500,287,166	5,637,771,890
EQUITY												
Accumulated surplus	2,496,135,000	2,672,700,842	2,860,510,969	3,011,027,523	3,163,605,274	3,267,793,768	3,408,924,516	3,520,700,513	3,644,267,777	3,774,293,318	3,907,226,166	4,044,710,890
IPPE revaluation surplus	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000
Council equity interest	4,089,196,000	4,265,761,842	4,453,571,969	4,604,088,523	4,756,666,274	4,860,854,768	5,001,985,516	5,113,761,513	5,237,328,777	5,367,354,318	5,500,287,166	5,637,771,890
Total Equity	4,089,196,000	4,265,761,842	4,453,571,969	4,604,088,523	4,756,666,274	4,860,854,768	5,001,985,516	5,113,761,513	5,237,328,777	5,367,354,318	5,500,287,166	5,637,771,890



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2036
Scenario: Pessimistic

	30-Jun-25 Opening Balance Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Cash flows from operating activities												
Receipts:												
Rates and annual charges	185,080,000	199,764,173	213,373,430	223,189,800	232,560,468	242,199,482	252,164,641	262,468,862	273,915,495	286,350,087	297,829,749	309,632,038
User charges and fees	22,185,000	18,035,682	18,703,531	19,714,820	20,272,827	20,809,003	21,306,620	21,777,694	22,262,863	22,762,605	23,277,322	23,807,493
Investment revenue and interest	18,716,000	19,825,862	21,763,223	20,984,177	21,041,956	21,259,492	21,749,253	22,980,707	23,249,199	23,060,697	23,192,174	24,409,865
Grants and contributions	95,512,000	179,497,872	203,802,586	177,692,583	167,876,656	127,958,722	133,610,574	132,624,948	132,641,895	137,032,266	137,375,791	137,744,622
Bonds, deposits and retentions received	4,974,000	-	-	2,000,000	-	-	-	(2,000,000)	-	-	-	-
Other	34,857,000	19,870,986	25,048,453	19,263,266	24,260,520	27,039,625	26,903,897	27,697,718	28,575,350	29,379,992	30,364,340	31,326,257
Payments:												
Payments to employees	(104,221,000)	(106,857,553)	(114,948,671)	(121,137,439)	(125,021,303)	(129,040,708)	(132,847,818)	(136,780,384)	(140,819,282)	(144,991,046)	(149,275,736)	(153,701,235)
Payments for materials and services	(113,820,000)	(108,324,423)	(139,431,385)	(119,869,487)	(126,626,716)	(135,383,623)	(140,296,283)	(148,158,395)	(153,792,926)	(160,474,536)	(166,174,981)	(171,609,687)
Borrowing costs	(9,465,000)	(9,372,329)	(8,922,608)	(8,430,428)	(8,222,015)	(7,546,039)	(6,978,615)	(6,406,460)	(5,928,024)	(5,476,630)	(5,011,229)	(4,514,020)
Deposits and retention refunded	(2,477,000)	(3,706,973)	(3,772,481)	(3,741,883)	(12,359,590)	(3,937,735)	(4,272,016)	(4,345,574)	(4,356,245)	(4,298,767)	(4,885,566)	(13,490,717)
Net cash provided (or used in) operating activities	131,341,000	208,733,297	215,616,078	209,665,409	193,782,802	163,358,218	171,340,253	169,859,116	175,748,326	183,344,668	186,691,863	183,604,616
Cash flows from investing activities												
Receipts:												
Sales of investments / Redemption of term deposits	212,250,000	-	40,000,000	30,000,000	-	-	-	-	-	-	-	-
Proceeds from sale of IPPE	8,580,000	15,577,936	-	-	-	-	-	20,000,000	-	-	-	-
Payments:												
Purchase of investments / Acquisition of term deposits	(243,945,000)	-	-	-	(20,000,000)	(10,000,000)	(25,000,000)	(45,000,000)	(20,000,000)	(30,000,000)	(35,000,000)	(45,000,000)
Payments for IPPE	(78,420,000)	(192,742,397)	(235,996,463)	(214,139,067)	(162,353,336)	(137,291,198)	(156,853,056)	(132,729,006)	(158,715,298)	(161,322,760)	(163,539,354)	(151,139,587)
Purchase of intangible assets	(304,000)	(524,811)	(580,873)	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(101,839,000)	(177,689,272)	(196,577,336)	(184,139,067)	(182,353,336)	(147,291,198)	(181,853,056)	(157,729,006)	(178,715,298)	(191,322,760)	(198,539,354)	(196,139,587)
Cash flows from financing activities												
Receipts:												
Proceeds from borrowings	12,200,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of borrowings	(15,112,000)	(15,019,220)	(14,772,226)	(14,917,346)	(13,811,202)	(15,090,593)	(15,669,027)	(10,961,838)	(9,536,165)	(9,617,286)	(10,093,110)	(10,600,925)
Principal components of lease payments	(3,856,000)	(2,683,842)	(1,980,123)	(1,772,566)	(1,471,550)	(1,422,800)	(1,422,800)	(1,479,050)	(1,479,050)	(1,479,050)	(1,479,050)	(1,596,050)
Net cash provided (or used in) financing activities	(6,768,000)	(17,703,062)	(16,752,349)	(16,689,912)	(15,282,752)	(16,513,393)	(17,091,827)	(12,440,888)	(11,015,215)	(11,096,336)	(11,572,160)	(12,196,975)
Net change in cash and cash equivalents	22,734,000	13,340,963	2,286,393	8,836,430	(3,853,286)	(446,373)	(27,604,630)	(310,778)	(13,982,187)	(19,074,428)	(23,419,651)	(24,731,946)
Plus: cash and cash equivalents - beginning of reporting period	101,083,000	123,817,000	137,157,963	139,444,356	148,280,786	144,427,500	143,981,127	116,376,496	116,065,718	102,083,531	83,009,103	59,589,453
Cash and cash equivalents at end of year	123,817,000	137,157,963	139,444,356	148,280,786	144,427,500	143,981,127	116,376,496	116,065,718	102,083,531	83,009,103	59,589,453	34,857,507



Scenario 3
Optimistic
2027–2036



Income Statement
10 Year Financial Plan ending 30 June 2036
Scenario: Optimistic

	2024-25 Annual Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Income from Continuing Operations												
Revenue:												
Rates and annual charges	186,115,892	200,125,993	217,422,548	229,045,033	240,718,870	252,875,749	265,557,256	278,786,476	293,438,483	309,295,009	324,300,751	339,999,708
User charges and fees	17,219,554	17,674,532	19,187,767	19,962,844	20,418,701	20,992,675	21,454,358	21,929,854	22,419,571	22,924,034	23,443,575	23,978,748
Interest and investment revenue	19,216,932	19,925,807	24,064,631	25,591,999	25,894,594	26,310,946	26,987,506	28,425,471	28,848,722	28,878,721	29,186,637	30,601,642
Grants and contributions - operating	21,292,942	20,299,692	23,797,072	24,644,342	24,932,033	25,228,359	25,533,574	25,847,948	26,114,895	26,505,266	26,848,791	27,202,622
Grants and contributions - capital (others) *	59,094,964	92,862,093	112,755,514	76,298,241	56,194,623	14,980,363	15,327,000	14,027,000	13,777,000	12,777,000	12,777,000	12,792,000
Grants and contributions - capital (s711) *	52,078,071	79,350,000	75,000,000	85,000,000	100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	110,000,000	110,000,000	110,000,000
Other revenues	12,336,023	13,875,436	13,240,636	13,555,508	13,911,483	13,651,681	13,880,794	14,269,777	14,670,431	15,083,106	15,508,161	15,945,968
Rental income	6,198,826	7,956,772	9,066,820	9,279,889	10,249,793	12,249,830	12,971,481	13,445,422	13,936,340	14,386,099	14,893,746	15,419,179
Net gain from the disposal of assets	3,632,435	8,949,514	0	0	0	0	0	5,740,023	0	0	0	0
Fair value increment on investments	3,035,249	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	380,220,889	461,519,839	494,534,988	483,377,856	492,320,097	466,289,603	486,711,969	507,471,971	518,205,442	539,849,235	556,958,661	575,939,867
Expenses from Continuing Operations												
Employee costs	110,597,913	106,857,553	114,948,671	119,897,542	123,741,391	127,719,394	131,487,120	135,379,012	139,376,128	143,504,744	147,745,109	152,124,834
Borrowing costs	9,451,742	9,372,329	8,838,069	8,345,059	8,142,977	7,459,678	6,888,944	6,343,728	5,873,450	5,421,592	4,953,468	4,453,353
Materials & services - tipping & waste services	35,999,838	42,284,275	46,128,325	49,626,118	52,047,075	56,872,465	59,638,771	62,526,861	65,889,772	72,231,759	75,341,205	78,590,623
Materials & services - Other	59,333,790	62,381,325	66,152,387	68,740,329	73,137,308	77,292,236	78,917,872	84,281,361	86,175,744	86,755,679	89,187,557	91,353,353
Legal costs	2,344,140	2,525,608	1,901,506	1,617,001	1,617,511	1,618,036	1,618,578	1,619,135	1,619,709	1,620,301	1,620,910	1,621,537
Consultants	1,123,825	1,274,711	653,027	500,000	500,000	500,000	500,000	500,000	500,080	500,000	500,000	500,000
Depreciation	55,138,037	55,646,710	58,090,430	60,171,572	62,247,872	64,598,283	66,989,193	69,496,764	71,468,098	75,132,039	78,069,663	81,093,832
Other expenses	5,497,174	5,684,202	4,857,126	4,979,420	5,105,383	5,235,122	5,368,754	5,473,056	5,508,554	5,650,388	5,796,478	5,946,951
Net loss from the disposal of assets	0	2,500,000	1,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Total Expenses from Continuing Operations	279,486,458	288,526,713	303,069,540	316,377,041	329,039,517	343,795,214	353,909,232	368,119,917	378,911,535	393,316,502	405,714,390	418,184,483
Operating Results from Continuing Operations	100,734,430	172,993,126	191,465,447	167,000,815	163,280,580	122,494,389	132,802,736	139,352,054	139,293,907	146,532,733	151,244,271	157,755,384
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	100,734,430	172,993,126	191,465,447	167,000,815	163,280,580	122,494,389	132,802,736	139,352,054	139,293,907	146,532,733	151,244,271	157,755,384
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,438,605)	781,033	3,709,933	5,702,574	7,085,957	7,514,026	12,475,736	20,325,054	20,516,907	23,755,733	28,467,271	34,963,384



Statement of Financial Position
10 Year Financial Plan ending 30 June 2036
Scenario: Optimistic

	30-Jun-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	Opening Balance Actual	Forecast										
ASSETS												
Current assets												
Cash and cash equivalents	123,817,000	137,157,963	145,489,814	166,727,131	177,887,084	195,195,643	188,257,698	211,767,958	224,909,864	236,553,696	247,676,597	261,584,609
Investments	121,706,000	123,154,090	105,879,017	93,597,146	101,703,511	105,756,679	115,889,646	134,128,988	142,235,358	154,394,914	168,581,071	186,820,420
Receivables	28,708,000	29,513,037	31,686,725	32,546,787	33,491,432	34,075,465	35,286,942	36,471,543	37,780,591	39,242,089	40,595,449	42,007,514
Inventories	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000	346,000
Other (Prepayments)	3,566,000	3,424,504	3,410,847	3,413,257	3,439,146	3,508,357	3,485,880	3,540,008	3,532,877	3,561,163	3,561,923	3,560,249
Total current assets	278,143,000	293,595,594	286,812,403	296,630,321	316,867,173	338,882,144	343,266,166	386,254,497	408,804,690	434,097,862	460,761,040	494,318,792
Non-current assets												
Investments	178,566,000	180,690,625	155,344,785	137,324,929	149,218,520	155,165,292	170,032,296	196,792,901	208,686,497	226,526,895	247,340,701	274,101,318
Receivables	779,000	855,800	919,630	966,619	1,014,034	1,059,928	1,110,564	1,164,217	1,223,474	1,287,487	1,348,256	1,411,793
Infrastructure, property, plant and equipment (IPPE)	3,982,309,000	4,125,657,558	4,309,798,981	4,468,783,366	4,587,313,821	4,668,839,118	4,767,711,804	4,825,635,577	4,921,822,391	5,016,756,914	5,111,414,721	5,199,223,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	1,514,000	1,646,432	1,791,915	1,375,025	1,151,804	919,422	710,599	584,091	444,477	300,675	152,559	-
Right of use assets	7,681,000	5,703,771	4,595,662	3,334,012	10,563,436	9,240,636	8,117,836	6,963,786	5,784,736	4,405,686	3,466,636	10,981,533
Total non-current Assets	4,170,849,000	4,314,554,186	4,472,450,973	4,611,783,951	4,749,261,615	4,835,224,396	4,947,683,099	5,031,140,572	5,137,961,575	5,249,277,657	5,363,722,873	5,485,718,626
Total assets	4,448,992,000	4,608,149,780	4,759,263,376	4,908,414,272	5,066,128,788	5,174,106,540	5,290,949,265	5,417,395,069	5,546,766,265	5,683,375,519	5,824,483,913	5,980,037,418
LIABILITIES												
Current liabilities												
Payables	29,730,000	29,730,000	30,153,204	31,901,956	32,876,211	34,130,815	34,779,480	35,059,138	35,807,032	36,833,946	37,682,903	38,518,298
Income received in advance	1,000	1,000	2,987	573	598	1,004	1,120	1,147	1,176	1,205	1,235	1,265
Contract liabilities	27,936,000	27,936,000	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406	16,697,406
Lease liabilities	3,196,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,012,000	14,772,226	14,917,346	13,811,202	15,090,593	15,669,027	10,961,838	9,536,165	9,617,286	10,093,110	10,600,925	11,129,965
Employee benefit obligations	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000	25,697,000
Provisions	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000	9,227,000
Total current liabilities	110,799,000	110,163,260	99,459,361	99,534,690	101,291,404	101,570,912	97,562,594	98,089,623	98,619,700	99,972,467	101,479,269	102,693,734
Non-current liabilities												
Payables	10,886,000	10,886,000	10,886,000	11,999,316	11,999,316	11,999,316	11,999,316	10,886,000	10,886,000	10,886,000	10,886,000	10,886,000
Income received in advance	1,581,000	1,581,000	4,723,060	905,127	945,809	1,587,615	1,770,679	1,814,000	1,858,616	1,904,575	1,951,909	2,000,667
Contract liabilities	28,580,000	28,580,000	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754	14,972,754
Lease liabilities	5,349,000	3,356,124	1,711,617	603,916	8,331,093	8,562,229	7,389,339	4,562,272	3,682,189	2,453,139	1,364,089	9,028,986
Borrowings	198,686,000	183,906,554	168,989,208	155,178,006	140,087,413	124,418,386	113,456,548	103,920,383	94,303,097	84,209,987	73,609,062	62,479,097
Employee benefit obligations	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000	1,032,000
Provisions	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000	2,883,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	248,997,000	232,224,678	205,197,639	187,574,119	180,251,385	165,455,300	153,503,636	140,070,409	129,617,656	118,341,455	106,698,814	103,282,504
Total liabilities	359,796,000	342,387,938	304,657,000	287,108,809	281,542,789	267,026,212	251,066,230	238,160,032	228,237,356	218,313,922	208,178,083	205,976,238
Net assets	4,089,196,000	4,265,761,842	4,454,606,376	4,621,305,463	4,784,585,999	4,907,080,328	5,039,883,035	5,179,235,037	5,318,528,909	5,465,061,597	5,616,305,830	5,774,061,180
EQUITY												
Accumulated surplus	2,496,135,000	2,672,700,842	2,861,545,376	3,028,244,463	3,191,524,999	3,314,019,328	3,446,822,035	3,586,174,037	3,725,467,909	3,872,000,597	4,023,244,830	4,181,000,180
IPPE revaluation surplus	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000	1,593,061,000
Council equity interest	4,089,196,000	4,265,761,842	4,454,606,376	4,621,305,463	4,784,585,999	4,907,080,328	5,039,883,035	5,179,235,037	5,318,528,909	5,465,061,597	5,616,305,830	5,774,061,180
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,089,196,000	4,265,761,842	4,454,606,376	4,621,305,463	4,784,585,999	4,907,080,328	5,039,883,035	5,179,235,037	5,318,528,909	5,465,061,597	5,616,305,830	5,774,061,180



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2036
Scenario: Optimistic

	30-Jun-25											
	Opening Balance Actual	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Cash flows from operating activities												
Receipts:												
Rates and annual charges	185,080,000	199,764,173	216,211,790	228,231,459	239,901,701	252,024,768	264,669,550	277,860,431	292,412,842	308,185,052	323,250,349	338,900,781
User charges and fees	22,185,000	18,035,682	18,703,531	19,714,820	20,272,827	20,809,003	21,306,620	21,777,694	22,262,863	22,762,605	23,277,322	23,807,493
Investment revenue and interest	18,716,000	19,825,862	23,934,907	25,504,830	25,807,040	26,219,770	26,892,395	28,326,251	28,738,832	28,759,797	29,074,094	30,483,900
Grants and contributions	95,512,000	179,497,872	204,552,586	178,942,583	169,126,656	129,208,722	134,860,574	133,874,948	133,891,895	138,282,266	138,625,791	138,994,622
Bonds, deposits and retentions received	4,974,000	-	-	2,000,000	-	-	-	(2,000,000)	-	-	-	-
Other	34,857,000	19,870,986	25,038,703	19,256,766	24,260,520	27,039,625	26,903,897	27,697,718	28,575,350	29,379,992	30,364,340	31,326,257
Payments:												
Payments to employees	(104,221,000)	(106,857,553)	(114,948,671)	(119,897,542)	(123,741,391)	(127,719,394)	(131,487,120)	(135,379,012)	(139,376,128)	(143,504,744)	(147,745,109)	(152,124,834)
Payments for materials and services	(113,820,000)	(108,324,423)	(139,159,685)	(119,538,421)	(126,274,490)	(135,010,983)	(139,914,408)	(147,752,411)	(153,375,706)	(160,054,073)	(165,743,714)	(171,167,777)
Borrowing costs	(9,465,000)	(9,372,329)	(8,922,608)	(8,430,428)	(8,222,015)	(7,546,039)	(6,978,615)	(6,406,460)	(5,928,024)	(5,476,630)	(5,011,229)	(4,514,020)
Deposits and retention refunded	(2,477,000)	(3,706,973)	(3,749,017)	(3,717,770)	(12,334,807)	(3,912,322)	(4,245,954)	(4,319,006)	(4,329,504)	(4,271,338)	(4,857,428)	(13,461,848)
Net cash provided (or used in) operating activities	131,341,000	208,733,297	221,661,536	222,066,297	208,796,041	181,113,150	192,006,939	193,680,153	202,872,420	214,062,927	221,234,416	222,244,574
Cash flows from investing activities												
Receipts:												
Sales of investments / Redemption of term deposits	212,250,000	-	40,000,000	30,000,000	-	-	-	-	-	-	-	-
Proceeds from sale of IPPE	8,580,000	15,577,936	-	-	-	-	-	20,000,000	-	-	-	-
Payments:												
Purchase of investments / Acquisition of term deposits	(243,945,000)	-	-	-	(20,000,000)	(10,000,000)	(25,000,000)	(45,000,000)	(20,000,000)	(30,000,000)	(35,000,000)	(45,000,000)
Payments for IPPE	(78,420,000)	(192,742,397)	(235,996,463)	(214,139,067)	(162,353,336)	(137,291,198)	(156,853,056)	(132,729,006)	(158,715,298)	(161,322,760)	(163,539,354)	(151,139,587)
Purchase of intangible assets	(304,000)	(524,811)	(580,873)	-	-	-	-	-	-	-	-	-
Net cash provided (or used in) investing activities	(101,839,000)	(177,689,272)	(196,577,336)	(184,139,067)	(182,353,336)	(147,291,198)	(181,853,056)	(157,729,006)	(178,715,298)	(191,322,760)	(198,539,354)	(196,139,587)
Cash flows from financing activities												
Receipts:												
Proceeds from borrowings	12,200,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of borrowings	(15,112,000)	(15,019,220)	(14,772,226)	(14,917,346)	(13,811,202)	(15,090,593)	(15,669,027)	(10,961,838)	(9,536,165)	(9,617,286)	(10,093,110)	(10,600,925)
Principal components of lease payments	(3,856,000)	(2,683,842)	(1,980,123)	(1,772,566)	(1,471,550)	(1,422,800)	(1,422,800)	(1,479,050)	(1,479,050)	(1,479,050)	(1,479,050)	(1,596,050)
Net cash provided (or used in) financing activities	(6,768,000)	(17,703,062)	(16,752,349)	(16,689,912)	(15,282,752)	(16,513,393)	(17,091,827)	(12,440,888)	(11,015,215)	(11,096,336)	(11,572,160)	(12,196,975)
Net change in cash and cash equivalents	22,734,000	13,340,963	8,331,851	21,237,318	11,159,953	17,308,559	(6,937,944)	23,510,259	13,141,907	11,643,831	11,122,902	13,908,012
Plus: cash and cash equivalents - beginning of reporting period	101,083,000	123,817,000	137,157,963	145,489,814	166,727,132	177,887,085	195,195,644	188,257,700	211,767,959	224,909,866	236,553,696	247,676,598
Cash and cash equivalents at end of year	123,817,000	137,157,963	145,489,814	166,727,132	177,887,085	195,195,644	188,257,700	211,767,959	224,909,866	236,553,696	247,676,598	261,584,610



Appendix

Schedule of Capital Projects Planned for 2026-27

Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Buildings	24,516,300	4,871,300	15,300,000	4,345,000
Buildings Accessibility Infrastructure	500,000	0	0	500,000
Child Care Centre Rehabilitation / Renovation	120,000	0	0	120,000
Community Centre Rehabilitation Program	200,000	0	0	200,000
Water & Energy Conservation Delivery Program	120,000	0	0	120,000
Heritage Conservation Program	70,000	30,000	0	40,000
Sports Amenity Building Upgrade Program	300,000	0	0	300,000
Leisure Centre Upgrade Program - Michael Wenden	150,000	0	0	150,000
Leisure Centre Upgrade Program - Whitlam	200,000	0	0	200,000
Library & Museum Rehabilitation Program	330,000	0	0	330,000
Compliance Program	200,000	0	0	200,000
Lighthouse Park Community Hub	4,841,300	4,841,300	0	0
Casula Powerhouse Four AC Chillers Replacement	400,000	0	0	400,000
Casula Powerhouse Smokestack Demolition	575,000	0	0	575,000
New Sports Amenity at Carnes Hill	1,800,000	0	1,800,000	0
Edmondson Park Community Facility - Design	13,500,000	0	13,500,000	0
Community Nursery at Chipping Norton	100,000	0	0	100,000
Liverpool Civic Place Capital Works	560,000	0	0	560,000
33 Moore Street Liverpool Capital Works	550,000	0	0	550,000
Drainage and Floodplain	46,250,115	30,692,000	13,458,115	2,100,000
Programmed Drainage Renewal	100,000	0	0	100,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000	0	0	150,000
Stormwater Pipe Relining	300,000	0	0	300,000
Stormwater Pipe Structural Patches	250,000	0	0	250,000
Gross Pollutant Trap	750,000	0	0	750,000
Telemetry System Maintenance	50,000	0	0	50,000
Flood Detention Basin 29 - Austral - Construction (staged)	500,000	0	500,000	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Flood Detention Basin 14 Edmondson Park - Construction	18,400,000	13,400,000	5,000,000	0
Austral / Leppington North - Basin 8 - Design	308,115	0	308,115	0
Construction of Basin 5 - Austral & Leppington North	6,000,000	0	6,000,000	0
Brickmakers Creek - Woodward Park Construction	17,292,000	17,292,000	0	0
Program - Drainage and Floodplain	200,000	0	0	200,000
Hopkins Creek Modification Works, Hinchinbrook - Construction	1,250,000	0	1,250,000	0
Austral - Flood Detention Basin 15 - Detailed Design	250,000	0	250,000	0
Erosion Protection works	300,000	0	0	300,000
Seventeenth Avenue Culvert and Channel upgrade works	150,000	0	150,000	0
Information Technology	580,873	0	0	580,873
New Council Website	580,873	0	0	580,873
Land	53,489,300	0	50,000,000	3,489,300
Road Closure 24 Scott Street Liverpool	2,489,300	0	0	2,489,300
Capitalised Waste Remediation Costs	1,000,000	0	0	1,000,000
Land Acquisition - Various	50,000,000	0	50,000,000	0
Parks and Recreation	35,073,618	17,716,202	13,229,416	4,128,000
Playground Replacement program	160,000	0	0	160,000
Bush Regeneration Program (a)	500,000	0	0	500,000
Sports Courts / Facilities	100,000	0	0	100,000
Open Space Accessibility Infrastructure	100,000	0	0	100,000
Solar Light Program	250,000	0	0	250,000
Shade Structure Program	250,000	0	0	250,000
Lyons Park - Park Development	200,000	0	0	200,000
Johnson Park - Local Park Upgrade	300,000	0	0	300,000
Greenway Park - Regional Playground	550,000	0	0	550,000
Winnal Reserve No. 2 - Floodlight Upgrade	200,000	0	0	200,000
Local Park LP51 Austral - Delivery	400,000	0	400,000	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Local Park LP52 Austral - Delivery	65,000	0	65,000	0
Local Park LP22 Austral - Delivery	1,590,000	0	1,590,000	0
Local Park LP59 Austral - Delivery	66,528	0	66,528	0
Carnes Hill Recreation Precinct Stage 2 - Aquatic Centre	6,686,500	6,686,500	0	0
Lighthouse Park Play Area and Open Space Construction	8,333,500	8,333,500	0	0
Picnic Facility Upgrade Program	240,000	0	0	240,000
Ernie Smith Reserve	400,000	0	0	400,000
Carnes Hill Sporting Fields	3,700,000	0	3,700,000	0
Thomas Moore Reserve - Upgrade	300,000	0	0	300,000
Local Park LP6 Austral - Park Development	593,343	0	593,343	0
Light Horse Park Embellishment and Upgrades	1,588,000	1,588,000	0	0
Development of concept design for DP3, Austral	44,248	0	44,248	0
Development of concept design for DP4, Austral	79,192	0	79,192	0
Development of concept design for DP10, Austral	25,000	0	25,000	0
Development of concept design for DP11, Austral	40,000	0	40,000	0
Preparation of Plans of Management for new reserves, LGA wide	121,112	0	121,112	0
Community Energy Upgrade – Operation Support	716,202	358,202	0	358,000
Austral Rain Garden Construction – Stage 1	150,000	0	150,000	0
Voyager Point Boardwalk Replacement	100,000	0	0	100,000
Austral Rain Garden Construction – Stage 2	1,200,000	0	1,200,000	0
LS1 Indoor recreational facility concept design - WV Scott M	30,524	0	30,524	0
Stanwell Oval - Car Park Lighting	120,000	0	0	120,000
Tree Planting - 2025 Greening Our City	750,000	750,000	0	0
Craik Sporting Field	300,000	0	300,000	0
Local Park (LP57) Austral Design and Delivery	145,105	0	145,105	0
Local Park (LP61) Austral & Leppington Design and Delivery	338,029	0	338,029	0
Local Park (LP2) - Delivery	1,290,000	0	1,290,000	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Local Park - Development of Concept Design - Gatto Place	100,000	0	100,000	0
Local Park - Development of Concept Design for Mannow Avenue	200,000	0	200,000	0
Local Park - Development of Concept Design for Pavo Park	100,000	0	100,000	0
Local Parks / Playground / Civic Place	300,000	0	300,000	0
Local Park - Development of Concept Design - Wingate Avenue	100,000	0	100,000	0
Local Park - Development of Concept Design Hallen Place	100,000	0	100,000	0
Local Park - Development of Concept Design	100,000	0	100,000	0
Local Park(LP39) - Development of Concept Design	100,000	0	100,000	0
Local Park(LP62) - Development of Concept Design	223,000	0	223,000	0
Local Park(LP66) - Development of Concept Design	320,000	0	320,000	0
District Park(DP5) - Development of Concept Design	525,000	0	525,000	0
District Park(DP12) - Development of Concept Design	154,000	0	154,000	0
Local Sports Field (LS5) - Development of Design, plan of management	729,335	0	729,335	0
Plant and Fleet	6,597,587	0	0	6,597,587
Major Plant	2,516,000	0	0	2,516,000
Purchase of New Plant	2,785,000	0	0	2,785,000
Finance Lease Vehicles End of Lease Payouts	1,296,587	0	0	1,296,587
Roads, Bridges and Footpaths	77,369,543	52,476,012	17,434,925	7,458,606
Bus Shelter Installations	25,200	0	0	25,200
Bridge Rehabilitation & Renewal	250,000	0	0	250,000
Bus Stops - Compliance	40,000	0	0	40,000
Road Resurfacing Program - Rejuvenation	250,000	0	0	250,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Road Resurfacing Program - Programmed Patching	350,000	0	0	350,000
Traffic Facilities in East Leppington	2,000,000	0	2,000,000	0
GMD - Intersection Upgrade of GMD and Hume Highway - Design	11,480,000	6,480,000	5,000,000	0
Edmondson Avenue Land Acquisition	20,165,602	20,165,602	0	0
Kurrajong Road / Lyn Pde Intersection Upgrade - Design	5,750,000	5,750,000	0	0
Kurrajong Rd and Mowbray St intersection, Prestons - Design	1,990,210	990,210	400,000	600,000
Traffic Facilities - Safety Related Projects	1,801,331	1,101,331	0	700,000
Denham Court Road Upgrade - Planning and Design	500,000	500,000	0	0
Traffic Facilities in Austral Leppington North	5,000,000	0	5,000,000	0
WSIGP Macquarie St, Streetscape Upgrade	3,625,800	3,556,000	0	69,800
WSIGP Railway St. Streetscape Upgrade	3,900,000	3,767,000	0	133,000
WSIGP Scott St. Streetscape Upgrade	5,959,000	5,826,000	0	133,000
Temporary Asphalt Footpaths	70,000	0	0	70,000
Carnes Hill Recreation Precinct - Access Road	800,000	0	0	800,000
Carnes Hill Recreation Precinct - Carpark 2&3	315,000	0	0	315,000
Liverpool Contributions Plan 2008, Edmondson Park – Technica	200,000	0	200,000	0
Austral Leppington Contributions Plan 2021	33,169	0	33,169	0
Liverpool Contributions Plan 2018, Liverpool City Centre	25,000	0	25,000	0
Detailed Design of Fourth Avenue Upgrade Works from	101,756	0	101,756	0
Pacific Palm Ct, Carnes Hill	350,000	0	0	350,000
Liverpool Contributions Plan 2009 - Transport, Local Works	25,000	0	25,000	0
Liverpool Contributions Plan 2009 - Other, Tree Planting,	3,000,000	0	3,000,000	0
Cross Street, Kemps Creek - Devonshire to Western	200,000	0	0	200,000
High Pedestrian Activity Area (HPAA)	500,000	0	0	500,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Bencubbin Street, Sadleir - Gabo to Bungulla - R2R	315,000	315,000	0	0
Market Street, Moorebank - Heathcote to Church -R2R	200,000	200,000	0	0
Charter Street, Sadleir - Festival to Gabo - R2R	500,000	500,000	0	0
Magee Street, Ashcroft - Maxwells to Byrne - R2R	275,000	275,000	0	0
Willandra Street, Miller - Miller to Banks - R2R	175,000	175,000	0	0
Feodore Drive, Cecil Hills -Sandringham to Clementina (HALF	285,000	0	0	285,000
Williamson Crescent, Warwick Farm - L/Hargraves to L/Hargraves	180,000	0	0	180,000
Woodlands Road, Liverpool - Elizabeth to Marsden R2R	389,500	389,500	0	0
Ryeland Street, Miller - Kenilworth to Miller - R2R	253,869	253,869	0	0
Busby Road, Busby - Lomani to South Liverpool - R2R	320,000	320,000	0	0
Sadleir Road, Sadleir - Celebration to Sth Liverpool	400,000	0	0	400,000
Regional Roads -Beech Road, Casula - Campbelltown Road	377,000	377,000	0	0
Shared Path - Development of Design for Puntillo Park	250,000	0	250,000	0
Shared Path - Development of Design - Connect Prestons	800,000	0	800,000	0
Dart Road, Bringelly - Reconstruction	150,000	0	0	150,000
Lang Rd, Casula - Rehabilitation	540,000	0	0	540,000
Drummond Street, Liverpool - Rehabilitation	380,000	334,500	0	45,500
Hart Lane, Liverpool - Rehabilitation	200,000	0	0	200,000
Lynn Parade , Prestons - Rehabilitation	650,000	0	0	650,000
York Street, Casula - Cul-de-sac - Reconstruction	222,106	0	0	222,106
Intersection Upgrade - Design - Kurrajong and Cedar Road	100,000	0	100,000	0
Intersection Upgrade - Design - Intersection of Cowpasture	200,000	0	200,000	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Intersection Upgrade - Design - Wattle Road & Cedar Road	100,000	0	100,000	0
Intersection Upgrade with Roundabout - Design - Watle & Box Road	100,000	0	100,000	0
Intersection Upgrade with Roundabout - Design - Wilson Road	100,000	0	100,000	0
Fourth Avenue, Austral Footpath and Kerb and Gutter works	1,200,000	1,200,000	0	0
Total Capital Expenditure	243,877,336	105,755,514	109,422,456	28,699,366

Notes:

(a) Project is funded from Environment Levy



Further information

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

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