

LONG TERM FINANCIAL PLAN



2023-2032

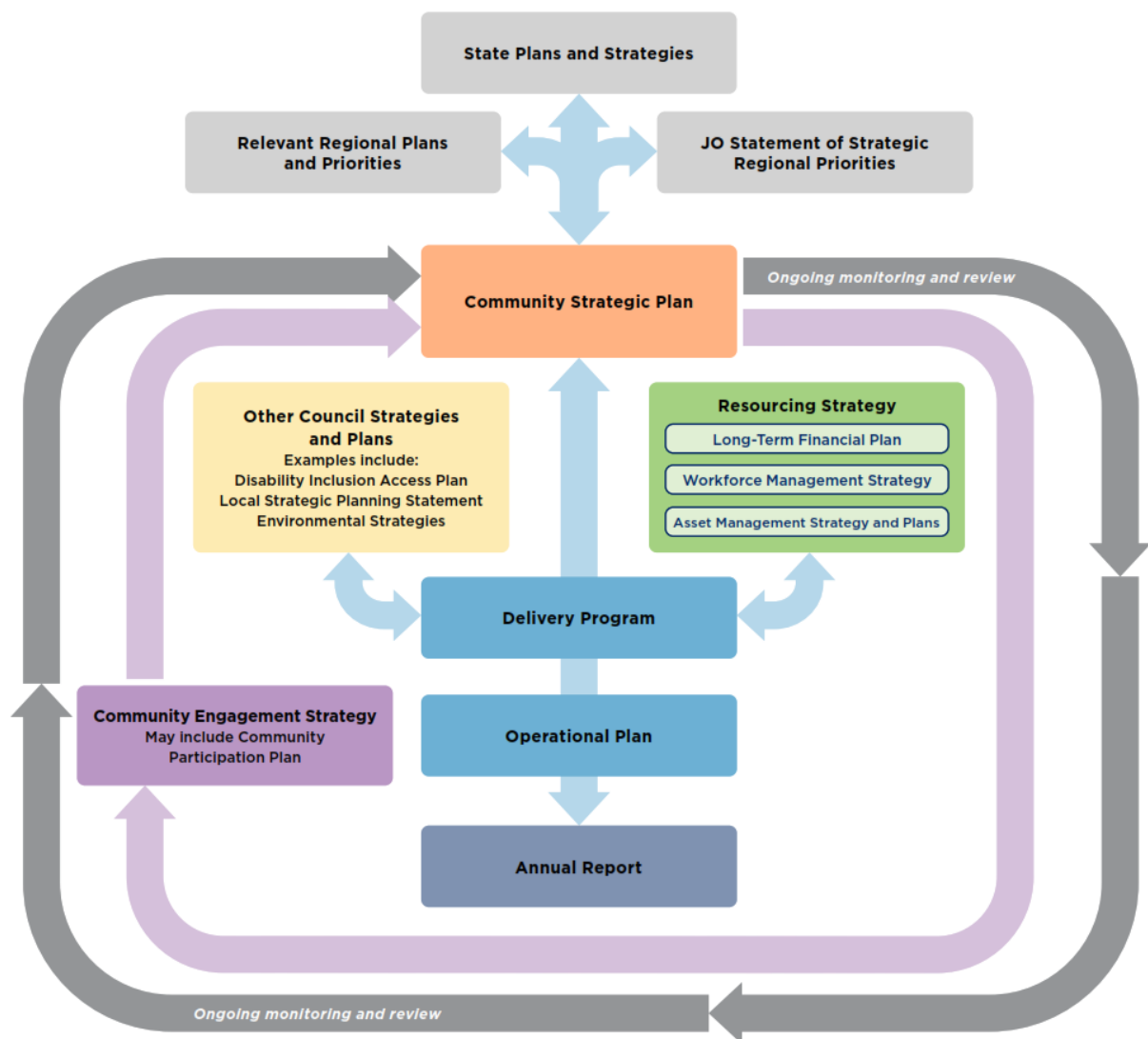


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Legislative framework

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 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 2022-23 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
Cash expense cover ratio	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	Greater than 3 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%



Debt management

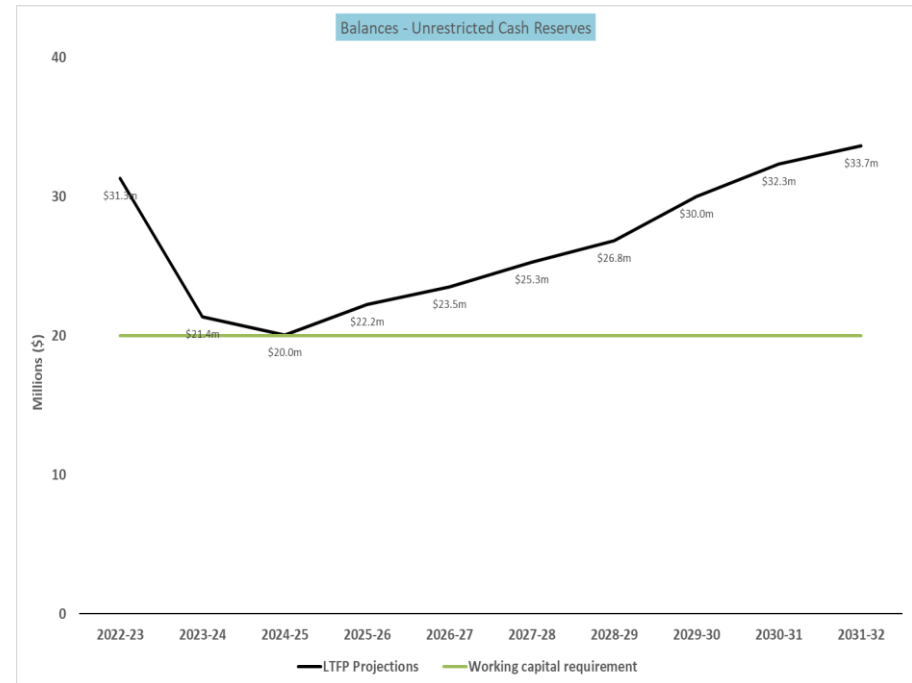
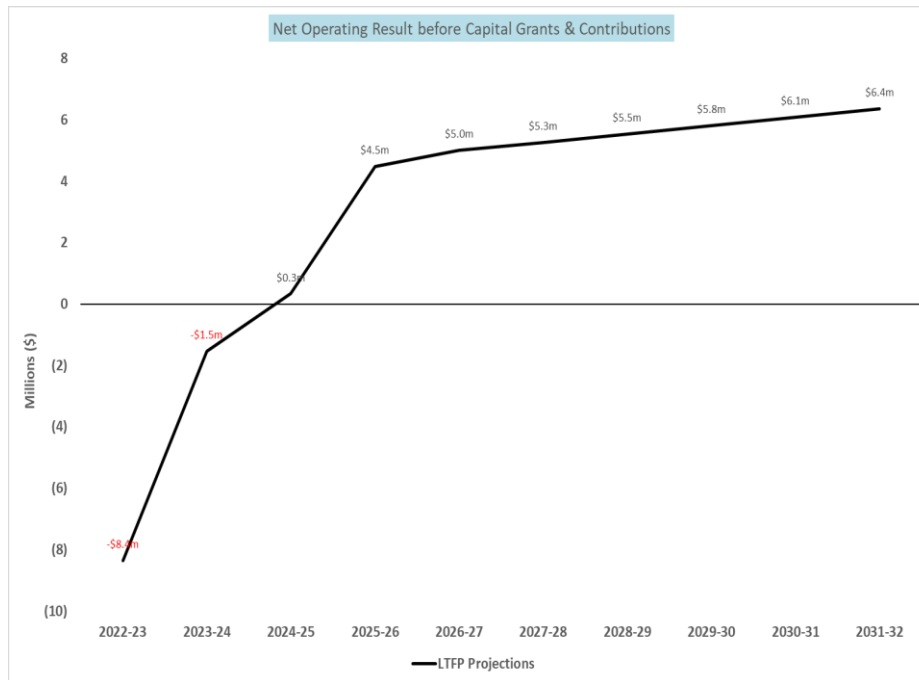
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2x
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	Greater than 0 but less than 20%
Interest cover ratio	Indicates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

Infrastructure & service management

Indicator	Qualitative measure	Benchmarks
Asset maintenance ratio	Compares actual versus required annual asset maintenance.	Greater than 100%
Infrastructure backlog ratio	Shows proportion of the backlog against the total value of a council's infrastructure.	Less than 2%
Building and infrastructure renewal ratio	Compares the rate of renewal against the rate at which they are depreciating.	Greater than 100%



The net operating result (before capital grants and contributions) and level of unrestricted cash reserves are two main indicators of financial performance and sustainability. Council's operating results in the past two years were significantly impacted by COVID-19. Council will be working on improving its operating results and maintaining sufficient working capital. The projected result of Council's strategic plans on operating results and unrestricted cash reserves is illustrated below.





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

Indicators	2020-21 Actual	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Operating Performance												
Operating Performance Ratio	-5.0% ✗	-5.9% ✗	-4.1% ✗	-0.1% ✗	0.7% ✓	2.4% ✓	2.5% ✓	2.6% ✓	2.6% ✓	2.6% ✓	2.6% ✓	2.6% ✓
Own Source Operating Revenue Ratio	51.4% ✗	60.6% ✓	59.5% ✗	58.4% ✗	61.7% ✓	62.4% ✓	65.0% ✓	67.3% ✓	69.9% ✓	70.6% ✓	71.3% ✓	71.9% ✓
Liquidity												
Unrestricted Current Ratio	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.5 ✓	1.6 ✓
Cash expense cover ratio	13.1 ✓	17.7 ✓	16.1 ✓	14.9 ✓	16.3 ✓	17.0 ✓	17.0 ✓	17.3 ✓	18.2 ✓	18.3 ✓	19.0 ✓	19.7 ✓
Rates and annual charges outstanding %	6.2% ✗	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓	5.0% ✓
Debt Management												
Debt service cover ratio	3.4 ✓	2.8 ✓	2.5 ✓	2.5 ✓	2.5 ✓	2.8 ✓	3.1 ✓	3.2 ✓	3.8 ✓	4.3 ✓	4.4 ✓	6.6 ✓
Debt Service Ratio	4.1% ✓	5.8% ✓	7.5% ✓	7.7% ✓	9.1% ✓	8.4% ✓	7.8% ✓	7.6% ✓	6.9% ✓	6.0% ✓	5.8% ✓	3.7% ✓
Interest cover ratio	21.8 ✓	28.5 ✓	36.9 ✓	42.8 ✓	9.4 ✓	11.2 ✓	12.8 ✓	14.9 ✓	18.1 ✓	21.1 ✓	23.9 ✓	26.8 ✓
Infrastructure & Service Management												
Building & Infrastructure Renewals Ratio	72.2% ✗	68.0% ✗	94.7% ✗	97.6% ✗	98.1% ✗	101.1% ✓	86.4% ✗	81.5% ✗	59.7% ✗	55.2% ✗	55.8% ✗	56.8% ✗
Infrastructure Backlog Ratio	2.4% ✗	2.6% ✗	2.4% ✗	1.8% ✓	1.4% ✓	1.1% ✓	0.9% ✓	0.7% ✓	0.7% ✓	0.7% ✓	0.7% ✓	0.7% ✓
Asset Maintenance Ratio	95.6% ✗	95.8% ✗	95.7% ✗	94.1% ✗	91.3% ✗	89.5% ✗	88.2% ✗	86.9% ✗	85.2% ✗	83.9% ✗	82.8% ✗	81.6% ✗



Risks and opportunities

Operating environment

Financial sustainability is a key challenge facing local government due to several factors. In many cases external factors exert significant pressure on Council's long-term financial sustainability. 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.
- 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 statewide 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 several 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).
- Growth and Urban Development – Liverpool's growing population is increasing demands on existing infrastructure and services. Expanding urban development is placing considerable pressure on the natural environment including exposure to a range of pollutants from industrial, commercial and household waste and increased traffic.
- Interest rates - The interest rate is at historically low levels. Interest rates impact directly on the return of Council's investments. Interest rates also impact on the housing market and other growth activities in the Liverpool local government area (LGA).
- Cost-shifting – Cost-shifting describes the situation where the responsibility for, or the cost of, providing certain services or regulatory functions are "shifted" from a higher level of government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Examples of cost shifting that impact on Council's financial performance and place additional pressure on its financial sustainability include:
 - contributions to the NSW Fire Brigade.
 - inadequate funding for public libraries.
 - inadequate reimbursement of pensioner rate rebates.
 - cost of regulation of companion animals.



- flood mitigation works.
- transfer of assets without appropriate funding for annual maintenance.
- cost of citizenship ceremonies.
- Cost of administering and enforcing environmental regulations.

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

Liverpool Civic Place

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

LCP is a \$400 million development, with \$195 million in Council works component including:

- state-of-art City Centre Library
- childcare facility
- commercial office spaces
- public car park – approximately 270 spaces
- new Council chambers and offices, and public domain areas

The balance of the project is developer works component which includes commercial offices and hotel.

The project will generate significant flow-on economic benefits including increased employment and business opportunities to the Liverpool community, however, post COVID-19 environment is adversely impacting on the office rental market. This may impact on Council's ability to generate projected rental income from new commercial offices and backfilling existing Council office spaces.

Significant developments in Liverpool LGA and population growth

Liverpool is one of the largest councils in NSW covering an area of 305 square kilometres with a projected population of 328,000 people by 2032. Liverpool's population is growing much faster than the Sydney average – currently 2.3%, which is almost twice the NSW average. This will be further fuelled by construction of Western Sydney Airport at Badgerys Creek and National Intermodal Facility at Moorebank.

These developments have generated strong local, national and international interest in business opportunities in the Liverpool LGA.



To ensure the delivery of optimum future outcomes, Council has adopted a strong, strategic leadership approach to planning across the LGA, including economic development, Greenfield areas in the South West growth corridor, revitalisation of the city centre and development on the Georges River. Council is also playing a strong role at State and Federal levels in advocating for integrated, co-ordinated land use and infrastructure planning

Transformation projects

(i) Organisational restructure

Section 333 of the Local Government Act 1993 requires councils to review its organisational structure within 12 months after any ordinary election of the council. In line with this requirement, Council has resolved to commence an organisational transformation project with a view to find efficiency gains and improve service delivery. The LTFP includes cost of implementing this project and expected cost savings in current and future years.

(ii) Digital transformation

Currently Council uses purpose-built legacy business software systems with inherent inefficiencies. Some of these systems will not be supported by the vendors as they are moving to Cloud versions. In 2021-22 Council engaged KPMG Consultants to review these systems and to develop a business case to move to a one-source software solution that will enhance customer experience and deliver significant efficiency gains from automation of business processes. The LTFP assumes the project will start from 2024-25 with a total implementation cost of \$24 million over this 10-year period and start generating efficiency savings after two years of project commencement (i.e. 2026-27).

Strategic service delivery opportunities

On completion, the transformation projects and increased rental revenue from commercial spaces will present Council strategic service delivery opportunities.



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:

- The impact COVID-19 had on Council's income streams.
- 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

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Population	249,312	255,903	262,396	269,575	276,970	285,430	293,950	302,731	311,060	319,304	327,612
Number of Ratepayers	75,695	77,925	79,425	80,925	82,425	83,925	85,425	86,925	88,425	89,925	91,425
Consumer Price Index	1.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
IPART Rate Peg	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Local Government Award	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

Revenue assumptions

Ordinary rates

Under its new methodology, the NSW Independent Pricing and Regulatory Tribunal determined the limit by which Council's 2022-23 rates income may be varied as 1%. This rate-peg was significantly lower than the increase factored in Council's LTFP.

Provisions under the NSW *Local Government Act 1993* allow councils to make special rate variation, subject to IPART approval, to meet cost of any works, facilities or services it provides. Council has applied for a permanent 1% additional rate variation.

An aggregate of 2% rate variation has been factored in Council's 2022-23 budget. The LTFP assumes annual rate increase of 2.5% for 2023-24 and forward years.



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 2022-23 has been set to increase by 4% due to increased costs associated with the provision of this service. The LTFP assumes the annual DMW charge will increase on average by 2%.

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. In 2022-23 Council has allocated \$1.6 million from the City Development Fund Reserve mainly to repay the loan taken out for City Revitalisation Projects.

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 are adequately funded. The LTFP assumes no increases to the base rate, however, has been adjusted for growth.

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Ordinary Rates	109,362	111,901	116,071	120,147	124,325	128,608	132,997	137,497	142,109	146,836	151,682
Domestic Waste Management Services	36,044	38,279	40,574	42,524	44,517	46,640	48,810	51,027	53,292	55,605	57,995
Environment Levy	1,878	1,919	1,990	2,062	2,136	2,212	2,290	2,370	2,451	2,535	2,621
City Development Fund	1,350	1,381	1,416	1,451	1,488	1,525	1,563	1,602	1,642	1,683	1,725
Stormwater Management Services	1,631	1,681	1,711	1,741	1,771	1,801	1,831	1,861	1,891	1,921	1,951
Miscellaneous - On Site Sewerage Management	265	272	279	286	293	300	308	315	323	331	340
Total	150,531	155,434	162,041	168,211	174,530	181,085	187,798	194,672	201,708	208,911	216,314



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 2.5% for 2022-23 and 2% for 2023-24 onwards.

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Planning & Building Regulation Fees	8,940	7,496	6,398	6,646	6,832	6,981	7,181	7,337	7,554	7,787	7,959
Parking Fees	2,675	3,470	3,557	3,646	3,737	3,831	3,926	4,024	4,125	4,228	4,334
Child Care Fees	2,508	3,208	3,813	3,919	4,027	4,131	4,239	4,349	4,463	4,579	4,704
Community & Recreational Facilities Hire	796	1,223	1,254	1,285	1,318	1,350	1,384	1,419	1,454	1,491	1,528
Other Statutory Regulatory Fees	680	1,056	1,107	1,209	1,210	1,212	1,214	1,215	1,217	1,219	1,221
Other Fees & Charges	2,330	2,417	2,468	2,476	2,484	2,492	2,500	2,508	2,517	2,525	2,534
Total	17,929	18,870	18,597	19,180	19,607	19,996	20,443	20,853	21,330	21,829	22,280

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 outstanding 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 for 2022-23. NSW Grants Commission, however, has indicated to change its capping to plus 6% and minus 4% range. This would reduce Council's general component grant by approximately \$265,000 from 2023-24 onwards.

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.

Section 7.11 Developer Contributions

Section 7.11 (formerly Section 94) 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 estimates is based on current levels of development in Liverpool LGA.

Rental: Investment and Other Properties

Effective from 1 July 2024, the LTFP assumes that Council will secure tenants for new commercial offices in Liverpool Civic Place, old library building and Hoxton Park building. Further, the LTFP assumes that University of Wollongong will lease additional levels at 33 Moore Street.

Other Revenue

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



	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Parking & Other Fines	3,067	4,000	4,100	4,202	4,307	4,415	4,525	4,639	4,755	4,873	4,995
Ex Gratia Payments - NICL	2,106	2,159	2,213	2,268	5,325	5,383	5,443	5,504	5,566	5,631	5,696
Restoration Works - Cost Recovery	1,277	1,625	2,416	2,458	2,500	2,544	2,589	2,742	2,791	2,841	2,891
Sales General (CPAC/Cafes/Events/Recycled Materials)	844	965	989	1,014	1,040	1,066	1,092	1,120	1,148	1,176	1,206
Miscellaneous	3,536	3,644	2,206	2,268	2,332	2,398	2,466	2,535	2,606	2,678	2,753
Total	10,830	12,394	11,924	12,211	15,505	15,806	16,115	16,538	16,865	17,200	17,541

Operating expenditure assumptions

Employee related costs

In 2022-23, Council budgeted to employ the equivalent of 926 full-time staff. That number fluctuates and consists of part-time as well as full-time officers that work directly in providing Council services in Liverpool and indirectly through the provision of corporate support services.

The base salaries of staff are adjusted annually by award increases and incremental progression through Council's salary system for eligible employees. The LTFP has factored a 2% award increase for 2022-23 and 2% for the forward years.

Council has resolved to start a three-year phased organisational transformation project in 2022-23. The cost of implementing and savings have been included in the budget and LTFP.

Borrowing costs

Borrowing costs included in the LTFP includes Council's planned \$177 million borrowings for construction of Liverpool Civic Place and \$14.2 million for other infrastructure works.

Interest cost of borrowing for Liverpool Civic Place while under construction will be added to the project costs as permitted by the Accounting Standards.

Materials and contracts

This includes contractor costs for domestic waste collection, tipping (including hazardous waste remedial), 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 LTFFP on the basis that depreciation is a charge for the consumption of the assets and should be used as the basis for determining renewal expenditure. 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 that ratepayers should fund to allow Council to maintain the current level of service.

Other expenses

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

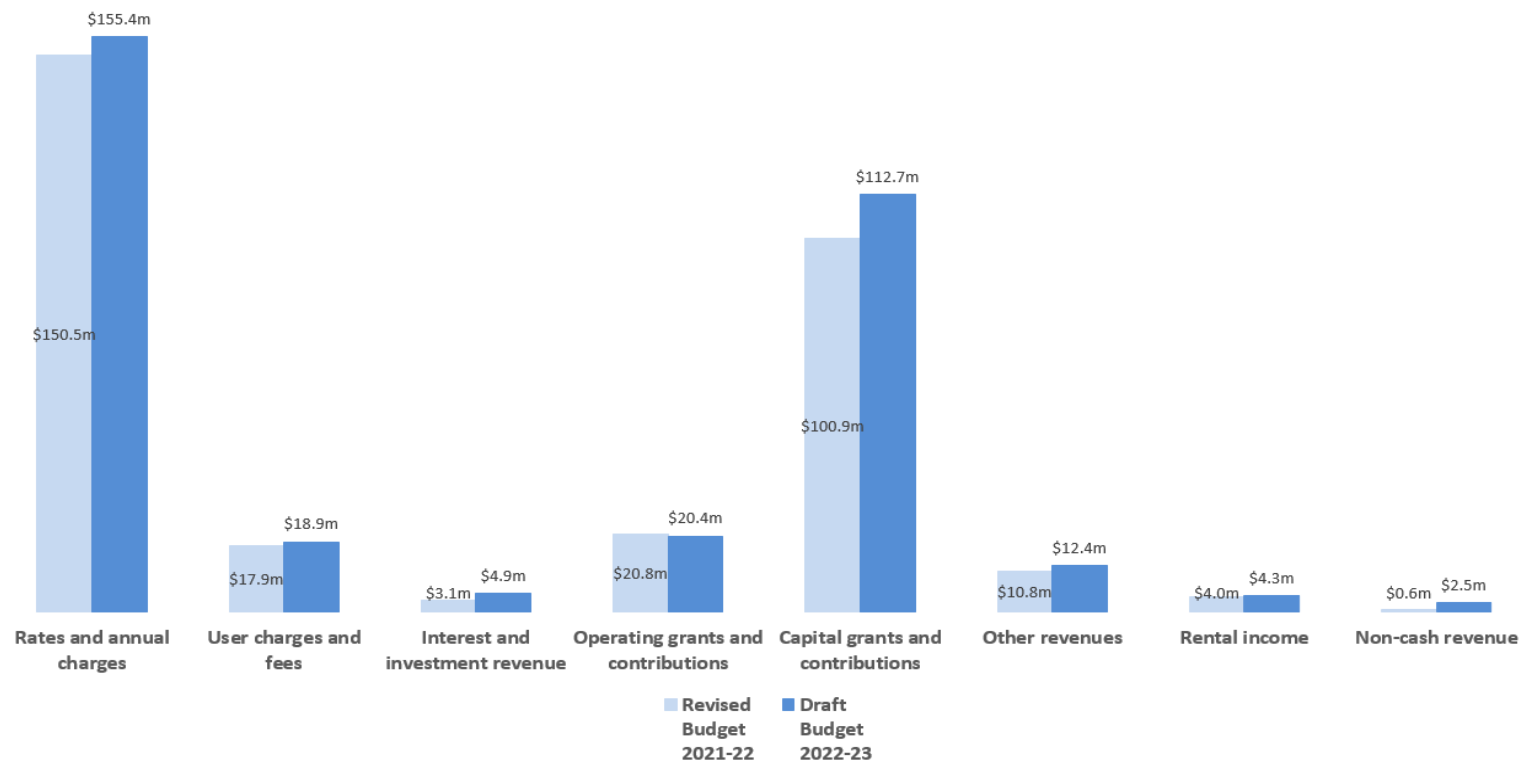
	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Emergency Services Contributions (NSW Fire / SES / RFS)	2,156	2,156	2,156	2,156	2,156	2,156	2,156	2,156	2,156	2,156	2,156
Grants, Contributions, Donations, Subsidies and Sponsorships	828	860	813	816	719	732	735	738	742	745	748
Other Statutory Charges	157	160	160	160	160	160	160	160	160	160	160
Miscellaneous	150	150	153	156	159	162	165	168	172	175	178
Total	3,291	3,326	3,282	3,288	3,194	3,210	3,216	3,222	3,229	3,235	3,242



Operating Budget 2022-23

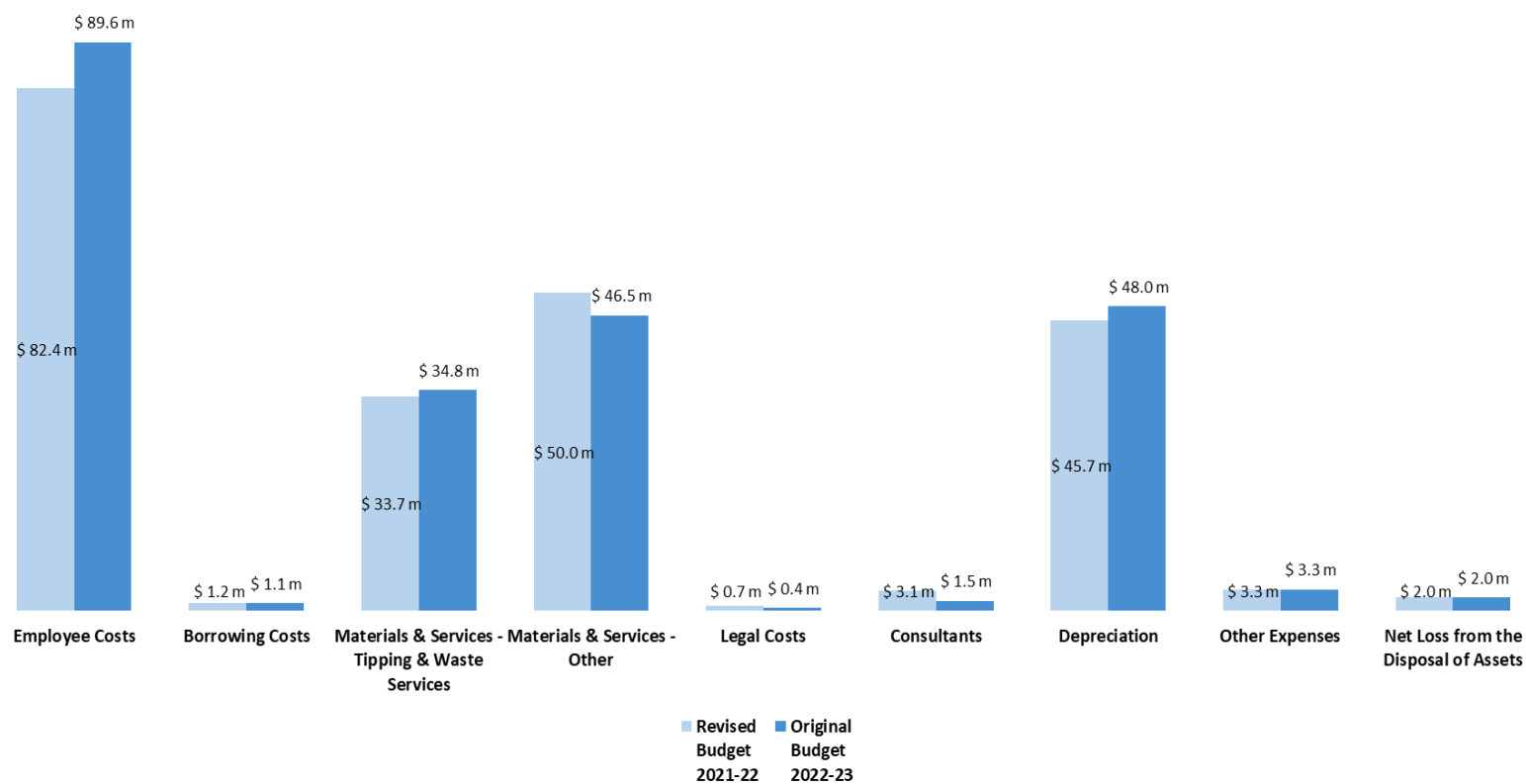
The composition of Council's income and expenditure budget for 2022-23 included as the base year in the LTFP is provided below:

Income





Expenditure





Capital Expenditure Program

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

	2021-22 Forecast \$'000	2022-23 Budget \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000
Total Capital Expenditure	279,655	265,614	174,730	121,018	126,421	140,522	126,904	115,552	132,208	108,893	123,544
Comprising of:											
Buildings	99,461	117,078	13,907	14,814	5,854	7,244	7,244	7,244	8,344	9,344	8,594
Drainage	76,271	76,827	68,354	37,742	31,411	40,600	50,423	41,133	58,557	31,113	9,353
Floodplain	3,102	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,078
Information Technology	6,548	5,128	1,690	2,724	4,005	6,900	7,340	7,565	3,825	2,125	1,770
Land	12,060	3,489	1,858	1,200	1,200	1,200	1,500	1,500	1,800	1,800	1,800
Land Improvements	65	10	10	10							
Library Materials	650	612	634	653	673	688	703	717	717	717	717
Office Equipment, Furniture and Fittings	48	505	206	57	57	58	58	58	58	58	58
Parks and Recreation	18,594	14,622	8,834	8,281	19,553	32,251	14,607	15,689	14,506	17,103	46,379
Plant and Fleet	7,562	6,151	3,530	3,392	2,984	4,411	6,022	7,841	4,495	6,848	5,137
Roads	49,070	33,358	71,367	48,494	56,783	43,503	34,880	30,309	36,404	36,166	46,538
Bridges	4,038	383	83	83	83	83	83	83	83	83	83
Footpaths	2,185	5,952	2,757	2,069	2,319	2,085	2,545	1,914	1,920	2,037	2,037
Group into:											
New Asset	226,855	215,411	132,915	79,234	81,253	101,062	96,267	81,622	90,858	65,396	72,676
Renewal Asset	52,800	50,203	41,815	41,784	45,168	39,461	30,637	33,931	41,350	43,497	50,868
Funded by:											
Developer Contributions (including In-Kind Works)	109,220	76,213	110,253	67,827	75,808	88,161	81,516	64,563	80,952	54,983	64,049
General Fund	49,420	47,019	32,055	29,246	27,858	33,337	34,991	40,210	42,730	43,082	49,526
External Borrowings	79,945	83,855	640	4,500							
Grants and Contributions	35,604	46,762	25,498	15,158	19,127	14,790	5,140	4,640	4,440	4,540	4,431
General Property Reserve	179	5,489									
Stormwater Reserve	1,464	1,525	1,875	1,875	1,875	1,875	1,675	1,875	1,925	1,925	1,925
Parking Strategy Reserve	500	1,500									
Domestic Waste Reserve	1,022	1,835	1,610	1,610	950	1,455	2,775	3,575	1,500	3,700	2,950
Environmental Levy	1,230	797	2,799	801	803	905	807	689	661	663	663
Better Waste and Recycling Reserve		620									
Carnes Hill Stage 2 Reserve	1,072										

A detailed list of capital projects by funding source planned for 2022-23 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:

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.
Better Waste and Recycling	Waste Less Recycle More initiative funds received from the NSW Environment Protection Authority (EPA).
Collingwood House Restoration Works	Contributions collected under a Voluntary Planning Agreement arrangement towards restoration works at Collingwood House.
Edmondson Park	Balance of funds borrowed under Local Infrastructure Renewals Scheme (interest free) for Edmondson Park



Internally restricted

Name	Purpose
Employees leave entitlement reserve	Funds set aside to meet accrued employee entitlements. Industry benchmark is to maintain this reserve equivalent to 20% of Council's employee leave entitlements liability at end of financial year.
Insurance reserve	Budgeted savings on insurance premiums and claims excess set aside for potential insurance claims in future.
Moorebank voluntary acquisition reserve	Funds kept aside to acquire properties at risk of hazardous flooding alongside Georges River
Parking strategy reserve	Revenue from city centre parking set aside to improve CBD car parking
General property reserve	Various property and buildings reserves were consolidated into a general property reserve. Proceeds from sale of surplus Council land and buildings are restricted to buy other properties and/or to maintain Council properties across the LGA.
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.



Long-Term Financial Plan scenarios

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

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

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

Pessimistic scenario

This scenario assumes:

- IPART rate-peg of 1% from 2022-23 and 2% from 2023-24 and forward years, resulting in a decrease in general revenue
- Development assessment activities will be 20% lower from 2023-24 and forward years
- Revenue from car parking fees and parking fines will be 10% lower from 2023-24 and forward years
- Other user charges and fees will be 0.5% lower from 2023-24 and forward years
- Growth slows down in later years presumably from wider economic conditions
- Award increase at 2.5% from 2023-24 and forward years
- General increase on materials, services, and other expenses at 4% from 2022-23 and 3% from 2023-24 and forward years
- On-going expenditure on waste remediation
- Current services will be maintained in short term, but decline in later years particularly impacting Council's capital works program

Base Case Scenario

This scenario assumes:

- IPART rate-peg of 2% for 2022-23 and 2.5% from 2023-24 and forward years
- Consistent growth of 1.25% in forward years
- General price increase of 3% from 2022-23 and 2% from 2023-24 and forward years
- Council will borrow funds in forward years to upgrade existing infrastructure and build new assets
- Growth and development activities flowing on from Moorebank Intermodal and Western Sydney Airport will continue in later years.



Optimistic Scenario

This scenario assumes:

- IPART rate peg of 3% from 2022-23 and forward years
- Higher than planned growth in forward years
- Development assessment activities will be 20% higher from 2023-24 and forward years
- Revenue from car parking fees and parking fines will be 10% higher from 2023-24 and forward years
- Other user charges and fees will be 0.5% higher from 2023-24 and forward years
- Higher interest and investment revenue with average portfolio yield between 1.3% in 2022-23 and 4% in 2031-32
- Increase in financial assistance grant due to growth in LGA
- Increase in State Government (RMS) capital grants for road network upgrades
- Higher than planned development activity impacting general revenue and grants and contributions for capital purposes
- Increase investment in infrastructure assets



Scenario 1

Pessimistic

2023 – 2032



Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2032
Scenario: Pessimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Income from Continuing Operations											
Revenue:											
Rates and annual charges	150,530,698	154,317,550	160,322,154	165,857,329	171,508,065	177,360,296	183,334,145	189,431,086	195,652,619	202,000,276	208,507,454
User charges and fees	17,928,944	18,870,010	17,581,056	18,108,928	18,492,689	18,846,384	19,247,578	19,619,520	20,047,358	20,493,720	20,902,962
Interest and investment revenue	3,138,362	4,936,185	4,363,964	4,725,749	4,955,762	5,783,338	5,982,285	6,976,806	7,230,812	7,628,917	8,024,502
Grants and contributions - operating	20,836,957	20,425,806	20,558,387	20,026,272	19,100,252	19,135,636	19,180,807	19,227,101	19,278,616	19,343,748	19,419,185
Grants and contributions - capital (others) *	50,863,505	51,788,498	61,554,559	46,203,132	49,583,366	37,414,144	29,312,721	19,640,000	19,440,000	19,540,000	19,430,851
Grants and contributions - capital (s711) *	50,000,000	60,956,556	60,956,556	67,051,912	67,051,912	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696
Other revenues	10,829,751	12,393,895	11,467,717	11,743,369	15,025,905	15,315,507	15,612,351	16,022,377	16,336,359	16,658,175	16,985,828
Rental income	3,953,204	4,272,374	4,325,602	10,547,620	10,774,342	11,020,619	11,267,714	11,519,566	11,779,786	12,047,500	12,318,643
Other Income:											
Net Gain from the Disposal of Assets	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Income from Continuing Operations	308,681,421	330,460,874	341,729,995	344,864,311	357,092,293	354,559,620	353,621,297	352,120,152	359,449,245	367,396,033	375,273,121
Expenses from Continuing Operations											
Employee Costs	82,392,473	89,593,258	91,005,485	88,738,977	89,483,423	88,162,896	87,080,926	85,833,393	84,622,982	83,449,393	82,494,598
Borrowing Costs	1,163,901	1,103,273	991,634	5,699,715	5,195,496	4,748,247	4,301,942	3,857,179	3,444,425	3,068,825	2,704,288
Materials & Services - Tipping & Waste Services	33,746,755	34,770,689	36,075,497	38,824,858	39,995,758	41,197,966	42,432,478	45,118,344	46,468,783	47,855,307	50,339,537
Materials & Services - Other	50,043,180	46,997,974	47,017,253	48,846,937	51,833,944	57,979,924	62,643,579	64,557,962	70,003,201	77,977,620	86,162,925
Legal Costs	745,642	352,210	358,901	365,720	372,668	379,749	386,963	394,315	401,808	409,442	417,222
Consultants	3,062,195	1,539,706	1,153,054	1,083,600	732,232	602,897	604,595	606,326	608,093	609,895	611,733
Depreciation	45,678,500	47,962,866	42,976,250	47,264,065	48,752,830	51,174,356	54,550,760	60,378,332	63,395,071	64,151,225	63,538,377
Other Expenses	3,290,526	3,328,872	3,284,642	3,290,495	3,195,481	3,211,558	3,217,748	3,224,061	3,230,495	3,237,047	3,243,724
Net Loss from the Disposal of Assets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	222,123,172	227,648,847	224,862,716	236,114,368	241,561,833	249,457,594	257,218,991	265,969,913	274,174,858	282,758,755	291,512,404
Operating Results from Continuing Operations	86,558,249	102,812,027	116,867,279	108,749,944	115,530,460	105,102,027	96,402,306	86,150,239	85,274,388	84,637,278	83,760,717
Discontinued Operations - Profit/(Loss)	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
Net Operating Result for the Year	86,558,249	102,812,027	116,867,279	108,749,944	115,530,460	105,102,027	96,402,306	86,150,239	85,274,388	84,637,278	83,760,717
Net Operating Result before Grants and Contributions provided for Capital Purposes	(14,305,256)	(9,933,027)	(5,643,836)	(4,505,100)	(1,104,818)	(1,395,813)	(1,994,111)	(2,573,457)	(3,249,308)	(3,986,418)	(4,753,830)



Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2032
Scenario: Pessimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
ASSETS											
Current Assets											
Cash & Cash Equivalents	138,925,320	151,280,055	142,259,174	150,115,532	151,133,872	150,258,474	149,420,472	150,603,791	148,290,096	145,192,956	161,903,547
Investments	58,072,099	31,366,708	27,454,708	31,366,708	35,474,308	36,256,708	38,603,908	41,929,108	43,493,908	49,753,108	50,144,308
Receivables	12,432,725	14,441,397	13,797,993	14,056,113	14,688,866	14,961,355	15,106,176	15,438,015	15,787,081	16,152,279	16,509,368
Inventories	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000
Other	1,817,766	1,739,789	1,757,787	1,848,232	1,922,602	2,067,442	2,185,707	2,278,020	2,414,248	2,601,786	2,815,503
Total Current Assets	211,536,910	199,116,949	185,558,662	197,675,585	203,508,648	203,832,979	205,605,263	210,537,934	210,274,333	213,989,129	231,661,726
Non-Current Assets											
Investments	163,089,394	128,994,785	112,906,785	128,994,785	145,887,185	149,104,785	158,757,585	172,432,385	178,867,585	204,608,385	206,217,185
Receivables	76,193	85,248	80,783	82,907	101,660	103,896	106,185	109,113	111,523	113,992	116,508
Infrastructure, Property, Plant & Equipment	3,164,103,371	3,372,941,063	3,502,599,618	3,563,048,608	3,636,945,668	3,720,347,055	3,787,187,521	3,839,490,390	3,909,521,136	3,956,932,952	4,019,628,024
Investments Accounted for using the equity method	8,225,000	8,825,000	9,425,000	10,025,000	10,625,000	11,225,000	11,825,000	12,425,000	13,025,000	13,625,000	14,225,000
Intangible Assets	7,281,087	11,494,779	11,590,133	12,394,808	14,165,884	18,112,423	21,625,418	22,496,437	19,278,580	14,608,539	9,919,070
Right of Use Assets	4,767,191	4,117,320	3,138,380	1,874,916	1,521,249	1,272,499	1,323,749	1,074,999	1,332,499	1,079,999	1,127,499
Total Non-Current Assets	3,347,542,236	3,526,458,195	3,639,740,699	3,716,421,024	3,809,246,646	3,900,165,658	3,980,825,458	4,048,028,324	4,122,136,323	4,190,968,867	4,251,233,286
TOTAL ASSETS	3,559,079,146	3,725,575,144	3,825,299,361	3,914,096,609	4,012,755,294	4,103,998,637	4,186,430,721	4,258,566,258	4,332,410,656	4,404,957,996	4,482,895,012
LIABILITIES											
Current Liabilities											
Payables	23,189,000	27,024,261	27,290,031	27,423,570	28,131,003	29,684,194	30,963,460	31,968,051	33,436,630	35,441,743	37,744,713
Income received in advance	3,000	703,438	653,597	671,677	754,168	768,643	784,348	801,943	818,634	835,918	852,498
Contract Liabilities	22,997,977	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360
Lease Liabilities	1,272,594	1,720,325	1,926,999	1,334,004	798,750	648,750	798,750	648,750	802,500	652,500	802,500
Borrowings	15,181,185	15,988,666	15,688,116	15,372,695	15,027,600	15,466,443	14,638,139	13,326,509	13,709,835	8,340,751	8,708,046
Provisions	27,110,000	27,105,690	26,605,690	26,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690
Total Current Liabilities	89,753,756	94,736,740	94,358,793	93,155,996	91,065,571	92,922,080	93,538,747	93,099,303	95,121,649	91,624,962	94,461,807
Non-Current Liabilities											
Payables	8,861,000	9,688,052	9,688,052	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852
Contract Liabilities	993,023	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640
Lease Liabilities	3,756,327	2,811,002	1,734,004	800,000	1,046,250	797,500	848,750	600,000	857,500	605,000	652,500
Borrowings	137,004,298	181,315,632	165,627,516	150,254,821	135,227,221	119,760,778	105,122,639	91,796,130	78,086,295	69,745,544	61,037,498
Provisions	4,640,000	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310
Total Non-Current Liabilities	155,254,648	199,755,636	182,990,522	164,240,623	149,459,273	133,744,080	119,157,191	105,581,932	92,129,597	83,536,346	74,875,800
TOTAL LIABILITIES	245,008,404	294,492,376	277,349,315	257,396,619	240,524,844	226,666,160	212,695,938	198,681,235	187,251,246	175,161,308	169,337,607
Net Assets	3,314,070,742	3,431,082,768	3,547,950,046	3,656,699,990	3,772,230,450	3,877,332,477	3,973,734,783	4,059,885,023	4,145,159,410	4,229,796,688	4,313,557,405
EQUITY											
Retained Earnings	2,193,662,742	2,310,674,768	2,427,542,046	2,536,291,990	2,651,822,450	2,756,924,477	2,853,326,783	2,939,477,023	3,024,751,410	3,109,388,688	3,193,149,405
Revaluation Reserves	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000
Council Equity Interest	3,314,070,742	3,431,082,768	3,547,950,046	3,656,699,990	3,772,230,450	3,877,332,477	3,973,734,783	4,059,885,023	4,145,159,410	4,229,796,688	4,313,557,405
Total Equity	3,314,070,742	3,431,082,768	3,547,950,046	3,656,699,990	3,772,230,450	3,877,332,477	3,973,734,783	4,059,885,023	4,145,159,410	4,229,796,688	4,313,557,405



Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2032
Scenario: Pessimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	154,964,777	154,203,944	160,142,016	165,691,274	171,338,543	177,184,729	183,154,930	189,248,177	195,465,973	201,809,847	208,312,238
User Charges & Fees	18,377,167	18,375,966	17,825,447	18,008,841	18,419,927	18,779,322	19,171,511	19,548,998	19,966,238	20,409,088	20,825,368
Interest & Investment Revenue Received	3,071,345	4,921,795	4,341,147	4,704,715	4,934,289	5,761,100	5,959,584	6,953,638	7,207,170	7,604,796	7,999,775
Grants & Contributions	104,540,950	127,272,578	107,156,634	102,268,666	105,258,472	103,024,767	93,469,815	92,953,883	92,803,321	92,966,321	92,933,962
Bonds, Deposits & Retentions Received	-	-	-	(3,200,000)	-	-	-	-	-	-	-
Other	17,848,752	16,842,399	16,206,220	22,303,519	25,515,681	26,325,308	26,961,331	27,498,284	28,071,759	28,655,597	29,258,753
Payments:											
Employee Benefits & On-Costs	(82,392,473)	(89,593,258)	(91,005,485)	(88,738,977)	(89,483,423)	(88,162,896)	(87,080,926)	(85,833,393)	(84,622,982)	(83,449,393)	(82,494,598)
Materials & Contracts	(86,288,538)	(79,302,742)	(84,312,165)	(88,277,294)	(92,258,495)	(98,710,108)	(104,863,308)	(109,723,682)	(116,112,220)	(124,996,302)	(135,418,810)
Borrowing Costs	(1,163,901)	(720,821)	(1,036,402)	(5,743,642)	(5,238,540)	(4,790,324)	(4,345,248)	(3,898,166)	(3,481,739)	(3,107,212)	(2,727,642)
Other	(4,944,717)	(3,179,001)	(2,805,702)	(2,473,031)	(4,841,814)	(2,962,808)	(3,268,998)	(2,975,311)	(3,487,995)	(2,984,547)	(3,291,224)
Net Cash provided (or used in) Operating Activities	124,013,362	148,820,861	126,511,710	124,544,071	133,644,639	136,449,090	129,158,691	133,772,427	135,809,525	136,908,195	135,397,822
Cash Flows from Investing Activities											
Receipts:											
Sales of Investment / Redemption of Term Deposits	20,000,000	75,000,000	20,000,000	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,500,000	-	10,500,000	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment / Acquisition of Term Deposits	-	-	-	(20,000,000)	(21,000,000)	(4,000,000)	(12,000,000)	(17,000,000)	(8,000,000)	(32,000,000)	(2,000,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(255,581,848)	(254,024,642)	(136,383,600)	(87,098,598)	(91,284,600)	(110,798,138)	(94,891,500)	(92,787,220)	(112,652,960)	(91,548,000)	(106,253,980)
Purchase of Intangible Assets	(5,708,195)	(5,437,705)	(1,690,000)	(2,574,000)	(3,885,000)	(6,800,000)	(7,240,000)	(7,465,000)	(3,745,000)	(2,045,000)	(1,690,000)
Net Cash provided (or used in) Investing Activities	(241,290,043)	(179,962,347)	(118,073,600)	(99,172,598)	(116,169,600)	(121,598,138)	(114,131,500)	(117,252,220)	(124,397,960)	(125,593,000)	(109,943,980)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	100,200,000	60,300,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayments of Borrowings & Advances	(10,884,517)	(15,181,185)	(15,988,666)	(15,688,116)	(15,372,695)	(15,027,600)	(15,466,443)	(14,638,139)	(13,326,509)	(13,709,835)	(8,340,751)
Lease liabilities (principal repayments)	(1,920,482)	(1,622,594)	(1,470,324)	(1,826,999)	(1,084,004)	(698,750)	(398,750)	(698,750)	(398,750)	(702,500)	(402,500)
Net Cash provided (or used in) Financing Activities	87,395,001	43,496,221	(17,458,990)	(17,515,115)	(16,456,699)	(15,726,350)	(15,865,193)	(15,336,889)	(13,725,259)	(14,412,335)	(8,743,251)
Net Decrease / (Increase) in Cash & Cash Equivalents	(29,881,680)	12,354,735	(9,020,880)	7,856,358	1,018,340	(875,398)	(838,002)	1,183,318	(2,313,694)	(3,097,140)	16,710,591
plus: Cash & Cash Equivalents - beginning of period	168,807,000	138,925,320	151,280,055	142,259,174	150,115,532	151,133,872	150,258,474	149,420,472	150,603,791	148,290,096	145,192,956
Cash & Cash Equivalents - end of period	138,925,320	151,280,055	142,259,174	150,115,532	151,133,872	150,258,474	149,420,472	150,603,791	148,290,096	145,192,956	161,903,547



Scenario 2

Base Case

2023–2032



Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2032
Scenario: Base Case

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Income from Continuing Operations											
Revenue:											
Rates and annual charges	150,530,698	155,433,771	162,040,822	168,210,847	174,529,991	181,085,382	187,798,373	194,671,704	201,708,182	208,910,687	216,314,003
User charges and fees	17,928,944	18,870,010	18,596,945	19,180,415	19,606,968	19,996,287	20,443,314	20,852,650	21,330,106	21,829,464	22,279,659
Interest and investment revenue	3,138,362	4,936,185	4,363,964	4,725,749	4,955,762	5,783,338	5,982,285	6,976,806	7,230,812	7,628,917	8,024,502
Grants and contributions - operating	20,836,957	20,425,806	20,558,387	20,026,272	19,100,252	19,135,636	19,180,807	19,227,101	19,278,616	19,343,748	19,419,185
Grants and contributions - capital (others) *	50,863,505	51,788,498	61,554,559	46,203,132	49,583,366	37,414,144	29,312,721	19,640,000	19,440,000	19,540,000	19,430,851
Grants and contributions - capital (s711) *	50,000,000	60,956,556	60,956,556	67,051,912	67,051,912	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696
Other revenues	10,829,751	12,393,895	11,923,737	12,210,580	15,504,587	15,805,947	16,114,842	16,538,273	16,864,938	17,199,754	17,540,709
Rental income	3,953,204	4,272,374	4,325,602	10,547,620	10,774,342	11,020,619	11,267,714	11,519,566	11,779,786	12,047,500	12,318,643
Other Income:											
Net Gain from the Disposal of Assets	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Income from Continuing Operations	308,681,421	331,577,095	344,920,572	348,756,527	361,707,180	359,925,049	359,783,752	359,109,796	367,316,136	376,183,766	385,011,248
Expenses from Continuing Operations											
Employee Costs	82,392,473	89,593,258	90,541,935	88,273,443	89,012,658	87,683,293	86,590,342	85,333,609	84,113,813	82,930,651	81,965,053
Borrowing Costs	1,163,901	1,103,273	991,634	5,699,715	5,195,496	4,748,247	4,301,942	3,857,179	3,444,425	3,068,825	2,704,288
Materials & Services - Tipping & Waste Services	33,746,755	34,770,689	36,075,497	38,824,858	39,995,758	41,197,966	42,432,478	45,118,344	46,468,783	47,855,307	50,339,537
Materials & Services - Other	50,043,180	46,546,070	46,560,775	48,372,695	51,330,702	57,417,012	62,035,389	63,931,186	69,323,558	77,220,556	85,326,392
Legal Costs	745,642	352,210	358,901	365,720	372,668	379,749	386,963	394,315	401,808	409,442	417,222
Consultants	3,062,195	1,539,706	1,153,054	1,083,600	732,232	602,897	604,595	606,326	608,093	609,895	611,733
Depreciation	45,678,500	47,962,866	42,976,250	47,264,065	48,752,830	51,174,356	54,550,760	60,378,332	63,395,071	64,151,225	63,538,377
Other Expenses	3,290,526	3,326,377	3,282,093	3,287,917	3,193,853	3,209,899	3,216,057	3,222,338	3,228,739	3,235,258	3,241,901
Net Loss from the Disposal of Assets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	222,123,172	227,194,449	223,940,139	235,172,013	240,586,197	248,413,419	256,118,526	264,841,629	272,984,290	281,481,159	290,144,503
Operating Results from Continuing Operations	86,558,249	104,382,646	120,980,433	113,584,514	121,120,983	111,511,630	103,665,226	94,268,167	94,331,846	94,702,607	94,866,745
Discontinued Operations - Profit/(Loss)	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
Net Operating Result for the Year	86,558,249	104,382,646	120,980,433	113,584,514	121,120,983	111,511,630	103,665,226	94,268,167	94,331,846	94,702,607	94,866,745
Net Operating Result before Grants and Contributions provided for Capital Purposes	(14,305,256)	(8,362,408)	(1,530,682)	329,470	4,485,705	5,013,790	5,268,809	5,544,471	5,808,150	6,078,911	6,352,198



Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2032
Scenario: Base Case

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
ASSETS											
Current Assets											
Cash & Cash Equivalents	138,925,320	152,726,050	147,514,102	160,165,643	166,735,624	172,225,138	178,604,310	187,865,599	194,558,640	201,469,256	229,229,494
Investments	58,072,099	31,366,708	27,454,708	31,366,708	35,474,308	36,256,708	38,603,908	41,929,108	43,493,908	49,753,108	50,144,308
Receivables	12,432,725	14,479,002	14,169,459	14,464,962	15,132,788	15,439,602	15,622,753	15,992,002	16,383,027	16,792,472	17,191,958
Inventories	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000
Other	1,817,766	1,730,701	1,748,606	1,838,696	1,912,504	2,056,150	2,173,510	2,265,450	2,400,620	2,586,609	2,798,736
Total Current Assets	211,536,910	200,591,461	191,175,875	208,125,009	219,544,224	226,266,598	235,293,481	248,341,159	257,125,195	270,890,445	299,653,496
Non-Current Assets											
Investments	163,089,394	128,994,785	112,906,785	128,994,785	145,887,185	149,104,785	158,757,585	172,432,385	178,867,585	204,608,385	206,217,185
Receivables	76,193	85,370	83,489	85,743	104,633	107,010	109,446	112,533	115,102	117,735	120,423
Infrastructure, Property, Plant & Equipment	3,164,103,371	3,372,941,063	3,502,599,618	3,563,048,608	3,636,945,668	3,720,347,055	3,787,187,521	3,839,490,390	3,909,521,136	3,956,932,952	4,019,628,024
Investments Accounted for using the equity method	8,225,000	8,825,000	9,425,000	10,025,000	10,625,000	11,225,000	11,825,000	12,425,000	13,025,000	13,625,000	14,225,000
Intangible Assets	7,281,087	11,494,779	11,590,133	12,394,808	14,165,884	18,112,423	21,625,418	22,496,437	19,278,580	14,608,539	9,919,070
Right of Use Assets	4,767,191	4,117,320	3,138,380	1,874,916	1,521,249	1,272,499	1,323,749	1,074,999	1,332,499	1,079,999	1,127,499
Total Non-Current Assets	3,347,542,236	3,526,458,317	3,639,743,405	3,716,423,860	3,809,249,619	3,900,168,772	3,980,828,719	4,048,031,744	4,122,139,902	4,190,972,610	4,251,237,201
TOTAL ASSETS	3,559,079,146	3,727,049,778	3,830,919,280	3,924,548,869	4,028,793,843	4,126,435,370	4,216,122,200	4,296,372,903	4,379,265,097	4,461,863,055	4,550,890,697
LIABILITIES											
Current Liabilities											
Payables	23,189,000	26,928,276	27,193,058	27,322,866	28,024,843	29,565,550	30,835,338	31,836,026	33,293,541	35,282,458	37,568,805
Income received in advance	3,000	703,438	686,715	706,297	790,010	805,550	822,559	841,296	859,388	878,157	895,958
Contract Liabilities	22,997,977	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360
Lease Liabilities	1,272,594	1,720,325	1,926,999	1,334,004	798,750	648,750	798,750	648,750	802,500	652,500	802,500
Borrowings	15,181,185	15,988,666	15,688,116	15,372,695	15,027,600	15,466,443	14,638,139	13,326,509	13,709,835	8,340,751	8,708,046
Provisions	27,110,000	27,105,690	26,605,690	26,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690
Total Current Liabilities	89,753,756	94,640,755	94,294,938	93,089,912	90,995,253	92,840,343	93,448,836	93,006,631	95,019,314	91,507,916	94,329,359
Non-Current Liabilities											
Payables	8,861,000	9,688,052	9,688,052	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852
Contract Liabilities	993,023	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640
Lease Liabilities	3,756,327	2,811,002	1,734,004	800,000	1,046,250	797,500	848,750	600,000	857,500	605,000	652,500
Borrowings	137,004,298	181,315,632	165,627,516	150,254,821	135,227,221	119,760,778	105,122,639	91,796,130	78,086,295	69,745,544	61,037,498
Provisions	4,640,000	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310
Total Non-Current Liabilities	155,254,648	199,755,636	182,990,522	164,240,623	149,459,273	133,744,080	119,157,191	105,581,932	92,129,597	83,536,346	74,875,800
TOTAL LIABILITIES	245,008,404	294,396,391	277,285,460	257,330,535	240,454,526	226,584,423	212,606,027	198,588,563	187,148,911	175,044,262	169,205,159
Net Assets	3,314,070,742	3,432,653,387	3,553,633,820	3,667,218,334	3,788,339,317	3,899,850,947	4,003,516,173	4,097,784,340	4,192,116,186	4,286,818,793	4,381,685,538
EQUITY											
Retained Earnings	2,193,662,742	2,312,245,387	2,433,225,820	2,546,810,334	2,667,931,317	2,779,442,947	2,883,108,173	2,977,376,340	3,071,708,186	3,166,410,793	3,261,277,538
Revaluation Reserves	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000
Council Equity Interest	3,314,070,742	3,432,653,387	3,553,633,820	3,667,218,334	3,788,339,317	3,899,850,947	4,003,516,173	4,097,784,340	4,192,116,186	4,286,818,793	4,381,685,538
Total Equity	3,314,070,742	3,432,653,387	3,553,633,820	3,667,218,334	3,788,339,317	3,899,850,947	4,003,516,173	4,097,784,340	4,192,116,186	4,286,818,793	4,381,685,538



Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2032
Scenario: Base Case

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	154,964,777	155,286,679	161,842,610	168,025,747	174,340,416	180,888,721	187,596,983	194,465,504	201,497,088	208,694,611	216,091,904
User Charges & Fees	18,377,167	18,375,966	18,648,720	19,069,787	19,526,091	19,922,471	20,358,556	20,775,039	21,239,578	21,734,784	22,194,301
Interest & Investment Revenue Received	3,071,345	4,917,554	4,338,857	4,702,303	4,931,749	5,758,428	5,956,775	6,950,688	7,204,073	7,601,547	7,996,370
Grants & Contributions	104,540,950	127,272,578	107,156,634	102,268,666	105,258,472	103,024,767	93,469,815	92,953,883	92,803,321	92,966,321	92,933,962
Bonds, Deposits & Retentions Received	-	-	-	(3,200,000)	-	-	-	-	-	-	-
Other	17,848,752	16,842,399	16,571,893	22,766,717	25,991,083	26,812,867	27,460,324	28,011,083	28,596,574	29,193,194	29,810,338
Payments:											
Employee Benefits & On-Costs	(82,392,473)	(89,593,258)	(90,541,935)	(88,273,443)	(89,012,658)	(87,683,293)	(86,590,342)	(85,333,609)	(84,113,813)	(82,930,651)	(81,965,053)
Materials & Contracts	(86,288,538)	(78,937,735)	(83,856,582)	(87,806,428)	(91,760,147)	(98,158,486)	(104,263,691)	(109,100,436)	(115,442,583)	(124,253,885)	(134,597,310)
Borrowing Costs	(1,163,901)	(720,821)	(1,036,402)	(5,743,642)	(5,238,540)	(4,790,324)	(4,345,248)	(3,898,166)	(3,481,739)	(3,107,212)	(2,727,642)
Other	(4,944,717)	(3,176,506)	(2,803,153)	(2,470,453)	(4,840,186)	(2,961,149)	(3,267,307)	(2,973,588)	(3,486,239)	(2,982,758)	(3,289,401)
Net Cash provided (or used in) Operating Activities	124,013,362	150,266,856	130,320,642	129,339,254	139,196,280	142,814,002	136,375,865	141,850,398	144,816,260	146,915,951	146,447,469
Cash Flows from Investing Activities											
Receipts:											
Sales of Investment / Redemption of Term Deposits	20,000,000	75,000,000	20,000,000	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,500,000	-	10,500,000	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment / Acquisition of Term Deposits	-	-	-	(20,000,000)	(21,000,000)	(4,000,000)	(12,000,000)	(17,000,000)	(8,000,000)	(32,000,000)	(2,000,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(255,581,848)	(254,024,642)	(136,383,600)	(87,098,598)	(91,284,600)	(110,798,138)	(94,891,500)	(92,787,220)	(112,652,960)	(91,548,000)	(106,253,980)
Purchase of Intangible Assets	(5,708,195)	(5,437,705)	(1,690,000)	(2,574,000)	(3,885,000)	(6,800,000)	(7,240,000)	(7,465,000)	(3,745,000)	(2,045,000)	(1,690,000)
Net Cash provided (or used in) Investing Activities	(241,290,043)	(179,962,347)	(118,073,600)	(99,172,598)	(116,169,600)	(121,598,138)	(114,131,500)	(117,252,220)	(124,397,960)	(125,593,000)	(109,943,980)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	100,200,000	60,300,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayments of Borrowings & Advances	(10,884,517)	(15,181,185)	(15,988,666)	(15,688,116)	(15,372,695)	(15,027,600)	(15,466,443)	(14,638,139)	(13,326,509)	(13,709,835)	(8,340,751)
Lease liabilities (principal repayments)	(1,920,482)	(1,622,594)	(1,470,324)	(1,826,999)	(1,084,004)	(698,750)	(398,750)	(698,750)	(398,750)	(702,500)	(402,500)
Net Cash provided (or used in) Financing Activities	87,395,001	43,496,221	(17,458,990)	(17,515,115)	(16,456,699)	(15,726,350)	(15,865,193)	(15,336,889)	(13,725,259)	(14,412,335)	(8,743,251)
Net Decrease / (Increase) in Cash & Cash Equivalents	(29,881,680)	13,800,730	(5,211,948)	12,651,541	6,569,981	5,489,514	6,379,172	9,261,289	6,693,041	6,910,616	27,760,238
plus: Cash & Cash Equivalents - beginning of period	168,807,000	138,925,320	152,726,050	147,514,102	160,165,643	166,735,624	172,225,138	178,604,310	187,865,599	194,558,640	201,469,256
Cash & Cash Equivalents - end of period	138,925,320	152,726,050	147,514,102	160,165,643	166,735,624	172,225,138	178,604,310	187,865,599	194,558,640	201,469,256	229,229,494



Scenario 3

Optimistic

2023–2032



Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2032
Scenario: Optimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Income from Continuing Operations											
Revenue:											
Rates and annual charges	150,530,698	155,433,771	162,620,945	169,408,850	176,385,272	183,639,043	191,093,283	198,752,567	206,621,604	214,705,248	223,040,331
User charges and fees	17,928,944	18,870,010	19,612,591	20,251,653	20,720,997	21,145,938	21,638,797	22,085,525	22,612,599	23,164,951	23,656,097
Interest and investment revenue	3,138,362	5,225,140	8,606,452	10,408,431	12,604,033	14,244,125	14,695,648	14,980,545	15,486,056	15,958,135	16,746,804
Grants and contributions - operating	20,836,957	20,425,806	20,558,387	20,026,272	19,100,252	19,135,636	19,180,807	19,227,101	19,278,616	19,343,748	19,419,185
Grants and contributions - capital (others) *	50,863,505	51,788,498	61,554,559	46,203,132	49,583,366	37,414,144	29,312,721	19,640,000	19,440,000	19,540,000	19,430,851
Grants and contributions - capital (s711) *	50,000,000	60,956,556	60,956,556	67,051,912	67,051,912	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696	69,083,696
Other revenues	10,829,751	12,393,895	12,356,404	12,653,960	15,958,949	16,271,564	16,591,997	17,027,772	17,366,569	17,713,820	18,067,509
Rental income	3,953,204	4,272,374	4,325,602	10,547,620	10,774,342	11,020,619	11,267,714	11,519,566	11,779,786	12,047,500	12,318,643
Other Income:											
Net Gain from the Disposal of Assets	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Income from Continuing Operations	308,681,421	331,866,050	351,191,495	357,151,830	372,779,122	372,554,765	373,464,663	372,916,772	382,268,925	392,157,098	402,363,116
Expenses from Continuing Operations											
Employee Costs	82,392,473	89,593,258	90,541,935	88,273,443	89,012,658	87,683,293	86,590,342	85,333,609	84,113,813	82,930,651	81,965,053
Borrowing Costs	1,163,901	1,103,273	991,634	5,699,715	5,195,496	4,748,247	4,301,942	3,857,179	3,444,425	3,068,825	2,704,288
Materials & Services - Tipping & Waste Services	33,746,755	34,770,689	36,075,497	38,824,858	39,995,758	41,197,966	42,432,478	45,118,344	46,468,783	47,855,307	50,339,537
Materials & Services - Other	50,043,180	46,320,118	46,332,536	48,135,574	51,079,081	57,135,556	61,731,294	63,617,798	68,983,737	76,842,024	84,908,125
Legal Costs	745,642	352,210	358,901	365,720	372,668	379,749	386,963	394,315	401,808	409,442	417,222
Consultants	3,062,195	1,539,706	1,153,054	1,083,600	732,232	602,897	604,595	606,326	608,093	609,895	611,733
Depreciation	45,678,500	47,962,866	42,976,250	47,264,065	48,752,830	51,174,356	54,550,760	60,378,332	63,395,071	64,151,225	63,538,377
Other Expenses	3,290,526	3,325,130	3,280,819	3,286,628	3,193,039	3,209,069	3,215,212	3,221,477	3,227,861	3,234,363	3,240,989
Net Loss from the Disposal of Assets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	222,123,172	226,967,250	223,710,626	234,933,603	240,333,762	248,131,133	255,813,586	264,527,379	272,643,591	281,101,732	289,725,325
Operating Results from Continuing Operations	86,558,249	104,898,800	127,480,870	122,218,227	132,445,360	124,423,631	117,651,077	108,389,393	109,625,335	111,055,365	112,637,791
Discontinued Operations - Profit/(Loss)	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
Net Operating Result for the Year	86,558,249	104,898,800	127,480,870	122,218,227	132,445,360	124,423,631	117,651,077	108,389,393	109,625,335	111,055,365	112,637,791
Net Operating Result before Grants and Contributions provided for Capital Purposes	(14,305,256)	(7,846,254)	4,969,755	8,963,183	15,810,082	17,925,791	19,254,660	19,665,697	21,101,639	22,431,669	24,123,244



Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2032
Scenario: Optimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
ASSETS											
Current Assets											
Cash & Cash Equivalents	138,925,320	153,198,756	154,185,866	175,434,030	193,292,367	211,655,028	231,978,561	255,322,628	277,262,883	300,475,160	345,956,413
Investments	58,072,099	31,366,708	27,454,708	31,366,708	35,474,308	36,256,708	38,603,908	41,929,108	43,493,908	49,753,108	50,144,308
Receivables	12,432,725	14,479,002	14,500,521	14,832,793	15,535,271	15,876,211	16,097,713	16,504,610	16,938,139	17,392,665	17,835,705
Inventories	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000	289,000
Other	1,817,766	1,726,157	1,744,016	1,833,928	1,907,456	2,050,505	2,167,411	2,259,165	2,393,806	2,579,021	2,790,352
Total Current Assets	211,536,910	201,059,623	198,174,111	223,756,459	246,498,402	266,127,452	289,136,593	316,304,511	340,377,736	370,488,954	417,015,778
Non-Current Assets											
Investments	163,089,394	128,994,785	112,906,785	128,994,785	145,887,185	149,104,785	158,757,585	172,432,385	178,867,585	204,608,385	206,217,185
Receivables	76,193	85,370	85,943	88,324	107,345	109,861	112,441	115,681	118,407	121,204	124,065
Infrastructure, Property, Plant & Equipment	3,164,103,371	3,372,941,063	3,502,599,618	3,563,048,608	3,636,945,668	3,720,347,055	3,787,187,521	3,839,490,390	3,909,521,136	3,956,932,952	4,019,628,024
Investments Accounted for using the equity method	8,225,000	8,825,000	9,425,000	10,025,000	10,625,000	11,225,000	11,825,000	12,425,000	13,025,000	13,625,000	14,225,000
Intangible Assets	7,281,087	11,494,779	11,590,133	12,394,808	14,165,884	18,112,423	21,625,418	22,496,437	19,278,580	14,608,539	9,919,070
Right of Use Assets	4,767,191	4,117,320	3,138,380	1,874,916	1,521,249	1,272,499	1,323,749	1,074,999	1,332,499	1,079,999	1,127,499
Total Non-Current Assets	3,347,542,236	3,526,458,317	3,639,745,859	3,716,426,441	3,809,252,331	3,900,171,623	3,980,831,714	4,048,034,892	4,122,143,207	4,190,976,079	4,251,240,843
TOTAL ASSETS	3,559,079,146	3,727,517,940	3,837,919,970	3,940,182,900	4,055,750,733	4,166,299,075	4,269,968,307	4,364,339,403	4,462,520,943	4,561,465,033	4,668,256,621
LIABILITIES											
Current Liabilities											
Payables	23,189,000	26,880,284	27,144,570	27,272,514	27,971,763	29,506,228	30,771,277	31,770,013	33,221,996	35,202,815	37,480,853
Income received in advance	3,000	703,438	719,302	740,376	825,299	841,894	860,193	880,049	899,531	919,772	938,781
Contract Liabilities	22,997,977	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360	22,194,360
Lease Liabilities	1,272,594	1,720,325	1,926,999	1,334,004	798,750	648,750	798,750	648,750	802,500	652,500	802,500
Borrowings	15,181,185	15,988,666	15,688,116	15,372,695	15,027,600	15,466,443	14,638,139	13,326,509	13,709,835	8,340,751	8,708,046
Provisions	27,110,000	27,105,690	26,605,690	26,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690	24,159,690
Total Current Liabilities	89,753,756	94,592,763	94,279,037	93,073,639	90,977,462	92,817,365	93,422,409	92,979,371	94,987,912	91,469,888	94,284,230
Non-Current Liabilities											
Payables	8,861,000	9,688,052	9,688,052	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852	7,244,852
Contract Liabilities	993,023	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640	1,796,640
Lease Liabilities	3,756,327	2,811,002	1,734,004	800,000	1,046,250	797,500	848,750	600,000	857,500	605,000	652,500
Borrowings	137,004,298	181,315,632	165,627,516	150,254,821	135,227,221	119,760,778	105,122,639	91,796,130	78,086,295	69,745,544	61,037,498
Provisions	4,640,000	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310	4,144,310
Total Non-Current Liabilities	155,254,648	199,755,636	182,990,522	164,240,623	149,459,273	133,744,080	119,157,191	105,581,932	92,129,597	83,536,346	74,875,800
TOTAL LIABILITIES	245,008,404	294,348,399	277,269,559	257,314,262	240,436,735	226,561,445	212,579,600	198,561,303	187,117,509	175,006,234	169,160,030
Net Assets	3,314,070,742	3,433,169,541	3,560,650,411	3,682,868,638	3,815,313,998	3,939,737,630	4,057,388,707	4,165,778,100	4,275,403,434	4,386,458,799	4,499,096,591
EQUITY											
Retained Earnings	2,193,662,742	2,312,761,541	2,440,242,411	2,562,460,638	2,694,905,998	2,819,329,630	2,936,980,707	3,045,370,100	3,154,995,434	3,266,050,799	3,378,688,591
Revaluation Reserves	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000	1,120,408,000
Council Equity Interest	3,314,070,742	3,433,169,541	3,560,650,411	3,682,868,638	3,815,313,998	3,939,737,630	4,057,388,707	4,165,778,100	4,275,403,434	4,386,458,799	4,499,096,591
Total Equity	3,314,070,742	3,433,169,541	3,560,650,411	3,682,868,638	3,815,313,998	3,939,737,630	4,057,388,707	4,165,778,100	4,275,403,434	4,386,458,799	4,499,096,591



Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2032
Scenario: Optimistic

	2021-22 Forecast	2022-23 Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	154,964,777	155,286,679	162,405,330	169,205,213	176,175,979	183,421,430	190,869,656	198,522,788	206,385,533	214,462,739	222,790,278
User Charges & Fees	18,377,167	18,375,966	19,471,796	20,130,484	20,632,008	21,065,367	21,545,350	22,000,823	22,512,664	23,060,223	23,562,974
Interest & Investment Revenue Received	3,071,345	5,206,509	8,579,140	10,382,637	12,577,523	14,216,561	14,667,322	14,951,439	15,456,154	15,927,417	16,715,131
Grants & Contributions	104,540,950	127,272,578	107,156,634	102,268,666	105,258,472	103,024,767	93,469,815	92,953,883	92,803,321	92,966,321	92,933,962
Bonds, Deposits & Retentions Received	-	-	-	(3,200,000)	-	-	-	-	-	-	-
Other	17,848,752	16,842,399	16,915,809	23,206,119	26,442,199	27,275,635	27,934,016	28,497,558	29,094,481	29,703,316	30,333,879
Payments:											
Employee Benefits & On-Costs	(82,392,473)	(89,593,258)	(90,541,935)	(88,273,443)	(89,012,658)	(87,683,293)	(86,590,342)	(85,333,609)	(84,113,813)	(82,930,651)	(81,965,053)
Materials & Contracts	(86,288,538)	(78,755,231)	(83,628,793)	(87,570,993)	(91,510,974)	(97,882,675)	(103,963,881)	(108,788,814)	(115,107,765)	(123,882,677)	(134,186,556)
Borrowing Costs	(1,163,901)	(720,821)	(1,036,402)	(5,743,642)	(5,238,540)	(4,790,324)	(4,345,248)	(3,898,166)	(3,481,739)	(3,107,212)	(2,727,642)
Other	(4,944,717)	(3,175,259)	(2,801,879)	(2,469,164)	(4,839,372)	(2,960,319)	(3,266,462)	(2,972,727)	(3,485,361)	(2,981,863)	(3,288,489)
Net Cash provided (or used in) Operating Activities	124,013,362	150,739,562	136,519,700	137,935,877	150,484,636	155,687,148	150,320,226	155,933,176	160,063,475	163,217,612	164,168,483
Cash Flows from Investing Activities											
Receipts:											
Sales of Investment / Redemption of Term Deposits	20,000,000	75,000,000	20,000,000	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	4,500,000	-	10,500,000	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment / Acquisition of Term Deposits	-	-	-	(20,000,000)	(21,000,000)	(4,000,000)	(12,000,000)	(17,000,000)	(8,000,000)	(32,000,000)	(2,000,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(255,581,848)	(254,024,642)	(136,383,600)	(87,098,598)	(91,284,600)	(110,798,138)	(94,891,500)	(92,787,220)	(112,652,960)	(91,548,000)	(106,253,980)
Purchase of Intangible Assets	(5,708,195)	(5,437,705)	(1,690,000)	(2,574,000)	(3,885,000)	(6,800,000)	(7,240,000)	(7,465,000)	(3,745,000)	(2,045,000)	(1,690,000)
Net Cash provided (or used in) Investing Activities	(241,290,043)	(179,962,347)	(118,073,600)	(99,172,598)	(116,169,600)	(121,598,138)	(114,131,500)	(117,252,220)	(124,397,960)	(125,593,000)	(109,943,980)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	100,200,000	60,300,000	-	-	-	-	-	-	-	-	-
Payments:											
Repayments of Borrowings & Advances	(10,884,517)	(15,181,185)	(15,988,666)	(15,688,116)	(15,372,695)	(15,027,600)	(15,466,443)	(14,638,139)	(13,326,509)	(13,709,835)	(8,340,751)
Lease liabilities (principal repayments)	(1,920,482)	(1,622,594)	(1,470,324)	(1,826,999)	(1,084,004)	(698,750)	(398,750)	(698,750)	(398,750)	(702,500)	(402,500)
Net Cash provided (or used in) Financing Activities	87,395,001	43,496,221	(17,458,990)	(17,515,115)	(16,456,699)	(15,726,350)	(15,865,193)	(15,336,889)	(13,725,259)	(14,412,335)	(8,743,251)
Net Decrease / (Increase) in Cash & Cash Equivalents	(29,881,680)	14,273,436	987,110	21,248,164	17,858,337	18,362,660	20,323,533	23,344,067	21,940,256	23,212,277	45,481,252
plus: Cash & Cash Equivalents - beginning of period	168,807,000	138,925,320	153,198,756	154,185,866	175,434,030	193,292,367	211,655,028	231,978,561	255,322,628	277,262,883	300,475,160
Cash & Cash Equivalents - end of period	138,925,320	153,198,756	154,185,866	175,434,030	193,292,367	211,655,028	231,978,561	255,322,628	277,262,883	300,475,160	345,956,413



Appendix

Schedule of Capital Projects Planned for 2022-23

<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Buildings	117,078,337	3,503,995	1,000,000	112,574,342
Implementation of Disability Inclusion Action Plan	418,744	270,432	0	148,312
Child Care Centre Rehabilitation / Renovation	300,000	0	0	300,000
Water and Energy Conservation Delivery Program	240,000	0	0	240,000
Casula Powerhouse Arts Centre Building Upgrades	240,000	0	0	240,000
Heritage Conservation Program	240,000	0	0	240,000
Protection and Security to Council's Remote Assets Program	200,000	0	0	200,000
Sports Amenity Building Upgrade Program	567,000	271,000	0	296,000
Leisure Centre Upgrade Program - Michael Wenden Centre, Miller	300,000	0	0	300,000
Leisure Centre Upgrade Program – Whitlam Centre, Liverpool	500,000	0	0	500,000
Leisure Centre Upgrade Program - Holsworthy Pool	120,000	0	0	120,000
Construction of Liverpool Civic Place	103,111,467	0	1,000,000	102,111,467
Library and Museum Rehabilitation Program	150,000	0	0	150,000
Compliance Program	200,000	0	0	200,000
Liverpool Animal Pound	360,000	0	0	360,000
Rose Street Depot - Upgrades (b)	1,500,000	0	0	1,500,000
Heritage Conservation Program - Liverpool Court House	1,409,126	704,563	0	704,563
Waste Office Upgrade (b)	350,000	0	0	350,000
Former Rural Fire Service (RFS) Fire Training Area - Site Remediation, Kemps Creek	600,000	300,000	0	300,000
Former Rural Fire Service (RFS) Fire Station - Site Remediation, Austral	3,917,000	1,958,000	0	1,959,000
Community Centre Acoustic Upgrades	290,000	0	0	290,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Greenway Park Community Centre	100,000	0	0	100,000
Hinchinbrook Community Centre	140,000	0	0	140,000
Carnes Hill Community Centre	75,000	0	0	75,000
Liverpool Community Centre	60,000	0	0	60,000
Moorebank Community Centre	190,000	0	0	190,000
Orange Grove Community Centre	150,000	0	0	150,000
Liverpool City Pipe Band Community Centre	120,000	0	0	120,000
Wattle Grove Community Centre	90,000	0	0	90,000
Green Valley Community Centre	150,000	0	0	150,000
Seton Recreation Community Centre	190,000	0	0	190,000
Frank Oliveri Community Centre	150,000	0	0	150,000
Cecil Hills Community Centre	150,000	0	0	150,000
Design Works - New Depot	500,000	0	0	500,000
Drainage and Floodplain	78,326,800	9,720,800	64,676,000	3,930,000
Moorebank Voluntary Acquisition Scheme	1,500,000	1,000,000	0	500,000
Programmed Drainage Renewal	100,000	0	0	100,000
Stormwater Pipe Inspection, Assessment and Ancillary Works	150,000	0	0	150,000
Stormwater Pipe Relining	300,000	0	0	300,000
Stormwater Pipe Structural Patches	300,000	0	0	300,000
Flood Mitigation - Overland Flow on M7 Shared Path	100,000	0	0	100,000
Erosion Protection - May Avenue, Rossmore and Helles Park, Moorebank	250,000	0	0	250,000
Prescribed Basins - Restoration and Renewal	50,000	0	0	50,000
Wetlands - Riverside Park, Chipping Norton	50,000	0	0	50,000
Telemetry System Maintenance	50,000	0	0	50,000
Flood Detention Basin 6 - Austral - Construction (staged)	1,200,000	0	1,200,000	0
Flood Detention Basin 29 - Austral - Construction (staged)	8,240,000	0	8,240,000	0
Gross Pollutant Traps (GPT)	75,000	0	0	75,000
Edmondson Park - Sinozich Park (Jardin Drive, Basin 12 Stage 2)	150,000	0	150,000	0



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Brickmakers Creek, Liverpool - Orange Grove Road to Homepride Avenue - Detail Design	75,000	0	0	75,000
Edmondson Park - Raingardens - Land Acquisition	4,000,000	0	4,000,000	0
Edmondson Park - Sinozich Park (Open Space) - Land Acquisition	16,000,000	0	16,000,000	0
Flood Detention Basin 14 Edmondson Park - Construction	9,200,000	7,700,000	0	1,500,000
East Leppington - Stormwater Infrastructure - Land Acquisition	14,000,000	0	14,000,000	0
Austral/Leppington - Basin 5,11,12 and 14	20,000,000	0	20,000,000	0
Austral/Leppington - Basin 13 and 15 -Land Acquisition	200,000	0	200,000	0
Drainage Improvements - Casula Parklands	350,000	0	350,000	0
New GPT Construction - Chauvel Park, Chipping Norton	498,300	498,300	0	0
New GPT Construction - Homestead Park, Chipping Norton	522,500	522,500	0	0
Edmondson Park - Raingardens - Construction (staged)	436,000	0	436,000	0
Fifth Avenue, Austral - Road and Culvert Upgrade - Design	100,000	0	100,000	0
Amalfi Park Basin, Lurnea - Remediation Works	430,000	0	0	430,000
Information Technology	5,127,705	0	1,000,000	4,127,705
CCTV Illegal dumping	1,000,000	0	1,000,000	0
CCTV Centralisation	50,000	0	0	50,000
Corporate Systems Upgrade - Pathway	175,000	0	0	175,000
Corporate Systems Upgrade - Aurion	50,000	0	0	50,000
Corporate Systems Upgrade - TRIM	50,000	0	0	50,000
Corporate Systems Upgrade - Technology One	70,000	0	0	70,000
Infrastructure Upgrade - Mobility	226,000	0	0	226,000
Automation - User and Software	170,000	0	0	170,000
Infrastructure Upgrade - Surveillance Program	450,000	0	0	450,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Business Continuity Program - Software	146,000	0	0	146,000
Minor Systems Upgrade Program - Software	45,000	0	0	45,000
Infrastructure Upgrade - Wi-Fi Program - Reporting	90,000	0	0	90,000
Business Continuity Program - Hardware	231,000	0	0	231,000
Specialised Computer Replacement Program	20,000	0	0	20,000
Corporate System Upgrade - Geocortex Web servers	20,000	0	0	20,000
Infrastructure Upgrade - Audio Visual upgrade	308,000	0	0	308,000
Infrastructure Upgrade – Business Continuity Planning (BCP) - Second Virtual Data Centre (VDC)	240,000	0	0	240,000
Infrastructure Switch Upgrade- Switch Replacement	333,000	0	0	333,000
Corporate Systems Upgrade - Pinforce	35,000	0	0	35,000
Contract Management System (CMS)	146,000	0	0	146,000
Council Meeting Webcasting	50,000	0	0	50,000
City 3D Modelling	15,000	0	0	15,000
Online Booking System - One Council Application	538,000	0	0	538,000
Corporate Application Strategy	481,000	0	0	481,000
Cyber Security	140,000	0	0	140,000
Property Software System	48,705	0	0	48,705
Land	3,489,300	0	1,000,000	2,489,300
Road Closure 24 Scott Street Liverpool	2,489,300	0	0	2,489,300
Sarah Hollands Drive 7.1 - Land	1,000,000	0	1,000,000	0
Land Improvements	10,000	0	10,000	0
Tree Planting - Plan 6 (S7.11)	10,000	0	10,000	0
Library Materials	612,000	0	60,000	552,000
Adult Fiction	70,000	0	60,000	10,000
Adult Non-Fiction	59,500	0	0	59,500
Audio-Visual Resources	71,000	0	0	71,000
Children's Resources Fiction	69,500	0	0	69,500



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Foreign language	85,500	0	0	85,500
Large Print Books	40,000	0	0	40,000
Legal Information Access Centre (LIAC)	4,500	0	0	4,500
Liverpool Heritage Library	7,000	0	0	7,000
Reference	26,500	0	0	26,500
Special Resources	23,500	0	0	23,500
Young Adult Resources	23,000	0	0	23,000
Junior Audio Visual Resources	44,000	0	0	44,000
HSC Collection	29,000	0	0	29,000
Children's Resources Non-Fiction	28,000	0	0	28,000
School Collection	31,000	0	0	31,000
Office Equipment, Furniture and Fittings	504,500	0	0	504,500
Library Network Services Capital Items	54,500	0	0	54,500
Safety Systems	300,000	0	0	300,000
Biometric Systems	150,000	0	0	150,000
Parks and Recreation	14,622,000	8,450,000	1,060,000	5,112,000
Playground Replacement program	290,000	0	0	290,000
Bush Regeneration Program (a)	797,000	0	0	797,000
Sports Courts / Facilities	160,000	0	0	160,000
Disability Inclusion Action Plan	210,000	0	0	210,000
Outdoor Fitness Gym Program	180,000	0	0	180,000
Solar Light Program	250,000	0	250,000	0
Shade Structure Program	190,000	0	0	190,000
Woodward Park Activation	100,000	0	0	100,000
Lighthorse Park Redevelopment – Design, Liverpool	6,650,000	6,650,000	0	0
Affleck Park, Middleton Grange – Park Development	950,000	0	210,000	740,000
McGirr Park, Miller - Key Suburb Park Program	1,520,000	0	600,000	920,000
Lions Lookout, Mt Pritchard - Key Suburb Park Program - Design	150,000	0	0	150,000
Pye Hill Reserve, Cecil Hills - Key Suburb Park Program	1,100,000	1,100,000	0	0
Ron Darcy Oval, Miller - Sports field Program - Design	200,000	0	0	200,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Gibb Park, Sadleir - Local Park Upgrade Program	275,000	0	0	275,000
Helles Park, Moorebank - Site Remediation	400,000	0	0	400,000
Angle Park , Chipping Norton - Site Remediation	700,000	700,000	0	0
Chain of Responsibility	500,000	0	0	500,000
Plant and Fleet	6,151,000	0	0	6,151,000
Major Plant	3,713,000	0	0	3,713,000
Purchase of New Plant	710,000	0	0	710,000
Plant for New Bush Regeneration Team	123,000	0	0	123,000
Replacement of Recycling Truck(b)	230,000	0	0	230,000
Mattress Processing - Shredder(b)	1,375,000	0	0	1,375,000
Roads, Bridges and Footpaths	39,692,608	25,086,800	7,407,103	7,198,705
Bus Shelter Installations	125,200	0	25,200	100,000
Epsom Road, Chipping Norton - Childs Road to Governor Macquarie Drive	452,500	452,500	0	0
Bridge Rehabilitation and Renewal	83,000	0	0	83,000
Kerb and Gutter Replacement	80,000	0	0	80,000
Bus Stops - Compliance	80,000	0	0	80,000
Carpark - Renewal and Replacement	49,500	0	0	49,500
RC3 - Neighbourhood Connector - Edmondson Park	971,343	0	971,343	0
RLR5a-Local Road (park Frontage) - Edmondson Park	820,560	0	820,560	0
Road Resurfacing Program - Rejuvenation	500,000	0	0	500,000
Road Resurfacing Program - Programmed Patching	1,000,000	0	0	1,000,000
RMN6-Main Neighbourhood-Edmondson Park	940,000	0	940,000	0
RMN7-Main Neighbourhood-Edmondson Park	1,190,000	0	1,190,000	0
Footpath - Pinnacle Street, Sadleir - Festival Street to Bobin Road	81,000	0	0	81,000
Safety Barrier Installation	66,000	0	0	66,000
Georges River Foot Bridge Voyager Point	300,000	0	0	300,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Liverpool CBD Traffic Improvement - Design	50,000	0	0	50,000
Cycleway - Casula Powerhouse to Leacocks Regional Park	500,000	0	0	500,000
Bridges Road, Moorebank - Newbridge Road to North End	429,000	0	0	429,000
Footpaths - Accessibility Improvements in City Centre	150,000	0	0	150,000
Edmondson Avenue Land Acquisition	7,000,000	7,000,000	0	0
Cycleway - Newbridge Road, Moorebank - Epsom Road to 353 Newbridge Road	650,000	650,000	0	0
Gill Avenue, Liverpool - Rose Street-to Hoxton Park Road	450,000	0	0	450,000
Governor Macquarie Drive and Hume Highway Intersection, Warwick Farm	7,000,000	7,000,000	0	0
Middleton Drive - M7 Underpass - Construction	3,000,000	0	3,000,000	0
Carpark - On Street Parking in Narrow Streets	200,000	0	0	200,000
Cycleway - Hume Highway, Liverpool - Reilly Street to Atkinson Street	450,000	450,000	0	0
Cycleway - Wayfinding Signage on Strategic Routes	50,000	50,000	0	0
Cycleway - Camden Valley Way, Leppington – Rainbow Way to Cowpasture Road	400,000	400,000	0	0
Traffic Facilities - Safety Related Projects	250,000	0	0	250,000
Macquarie Street Streetscape Improvements, Liverpool - Moore Street to Scott Street	2,500,000	2,500,000	0	0
Liverpool City Centre – 30km Traffic Calming Proposal	632,000	632,000	0	0
Fourth Avenue, Austral- Road Upgrade – Design	75,000	0	75,000	0
Seventeenth Avenue, Austral - Road and Culvert Upgrade - Design	100,000	0	100,000	0
Footpath - Garling Avenue, West Hoxton - Wingate Avenue to Lycett Avenue	60,000	0	0	60,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Footpath - Gould Street, West Hoxton - Garling Avenue to Harraden Drive	38,000	0	0	38,000
Footpath - Dowling Street, West Hoxton - Gould Street to Lycett Avenue	41,000	0	0	41,000
Footpath - Legana Street and Lauderdale Street, West Hoxton	92,000	0	0	92,000
Footpath - Coffs Harbour Avenue, Hoxton Park - Pacific Palms Court to End	79,000	0	0	79,000
Footpath - Bencubbin Street, Sadleir - Bungulla Street to Gabo Crescent	74,000	0	0	74,000
Footpath - Bainbridge Avenue, Chipping Norton - Whelan Avenue to Haerse Avenue	19,500	0	0	19,500
Footpath - Haerse Avenue, Chipping Norton - End to End	126,000	0	0	126,000
Footpath - Woongarra Avenue, Chipping Norton - Haerse Avenue to Epsom Road	22,000	0	0	22,000
Footpath - Taloma Avenue, Lurnea - Hill Road to Lions Avenue	42,000	0	0	42,000
Footpath - Lions Avenue, Lurnea - Hill Road to End	125,000	0	0	125,000
Footpath - Kingarth Street, Busby - Orchard Road to South Liverpool Road	90,000	0	0	90,000
Footpath - Thompson Avenue, Moorebank - End to End	130,000	0	0	130,000
Footpath - Adrian Avenue and West Street, Lurnea – Hill Road to Reilly Street	33,000	0	0	33,000
Yarrunga Street and Kookaburra Road North – Design, Prestons	80,000	0	80,000	0
Delfin Drive, Wattle Grove - Anzac Road to Colo Court	250,000	250,000	0	0
Australis Avenue, Wattle Grove – Claremont Court to Evandale Court	321,000	321,000	0	0
Labuan Road, Holsworthy - Bardia Parade to Derna Road	122,000	122,000	0	0
Village Way, Wattle Grove - Bardia Parade to Australis Avenue	369,000	369,000	0	0
Meehan Avenue, Hammondville - Walder Road to Meehan Avenue	515,000	515,000	0	0



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Stockton Avenue, Moorebank - Junction Road to Maddecks Avenue	488,300	488,300	0	0
Delfin Drive, Wattle Grove - Wattle Grove Drive to Anzac Road	303,000	303,000	0	0
Anzac Road, Moorebank - Road Widening	770,000	770,000	0	0
Seton Road, Moorebank - Heathcote Road to Concrete (Outside No.16 Seton Road)	870,000	0	0	870,000
Strickland Crescent, Ashcroft - End to End	800,000	0	0	800,000
Reilly Street, Lurnea - MacDonald Avenue to Hill Road	200,000	0	0	200,000
Grimson Crescent, Liverpool - Saunders Avenue to Orange Grove Road	181,000	181,000	0	0
Quadrat Lane, Sadleir - Celebration Road to Bobin Road	121,000	0	0	121,000
Renshaw Street, Warwick Farm - Homepride Avenue to Lawrence Hargrave Road	220,000	0	0	220,000
Feodore Drive, Cecil Hills - Sandringham Drive to Clementina Circuit	758,000	0	0	758,000
Selway Avenue, Moorebank - Bell Place to Craig Avenue	240,600	0	0	240,600
Greendale Road, Greendale - Road Realignment	800,000	800,000	0	0
Macdonald Avenue, Lurnea - Reilly Street to Doran Avenue	320,500	0	0	320,500
Laurel Place, Liverpool - Alderson Avenue to End	87,000	0	0	87,000
Harradence Place, Liverpool - Alderson Avenue to End	50,000	0	0	50,000
Davy Street, Warwick Farm - Renshaw Street to End	150,000	0	0	150,000
Atkinson Street, Liverpool – Hume Highway to Eastern End	370,000	0	0	370,000
Sadleir Avenue, Ashcroft - Maxwells Avenue to Sutton Road	443,000	0	0	443,000
Galloway Street, Busby – Jersey Street to Friesian Street	378,000	0	0	378,000
Sycamore Street, Casula - Ironbark Avenue to Jacaranda Crescent	300,000	0	0	300,000
Thirteenth Avenue, Austral - Fourth Avenue to Edmondson Avenue	250,000	0	0	250,000



<i>Projects</i>	<i>Total Expenditure</i>	<i>Grants</i>	<i>S7.11 Developer Contributions</i>	<i>Consolidated Funds</i>
Lee and Clark Road, Kemps Creek - Devonshire Road to Herbert Street	250,000	0	0	250,000
North Liverpool Road, Heckenberg - Elizabeth Drive to Meadows Road	638,000	638,000	0	0
Governor Macquarie Drive, Chipping Norton - Alfred Road to Childs Road - Design	100,000	0	0	100,000
Sixth Avenue, Austral - Fourth Avenue to End	120,000	0	0	120,000
Seventh Avenue, Austral - East and West	200,000	0	0	200,000
Herley Avenue, Austral - Twelfth Avenue to Fifteenth Avenue	243,500	0	0	243,500
Roundabout - Nuwarra Road and Marshall Avenue, Moorebank	495,000	495,000	0	0
Bernera Road, Prestons - Intersection Yarrunga Street and Yato Road	100,000	0	100,000	0
Gill Avenue and Hoxton Park Road, Liverpool - Intersection Improvements	80,000	0	0	80,000
Traffic Facilities - Raised Thresholds	700,000	700,000	0	0
Public Domain Master Plan - Design	200,000	0	0	200,000
Sarah Hollands Drive 7.1 - Works	105,000	0	105,000	0
Delivery oversubscriptions - Infrastructure and Environment	(4,892,895)	0	0	(4,892,895)
Total Capital Expenditure	265,614,250	46,761,595	76,213,103	142,639,552

Notes:

(a) Project is funded from Environment Levy

(b) Project is funded from Domestic Waste
Reserve



Further information

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

By Phone: 1300 36 2170

By Interstate Phone: (02) 9821 9222

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

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

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

By Post: Locked Bag 7064 Liverpool BC NSW 1871

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