

# **LONG TERM FINANCIAL PLAN**



**2024-2033**

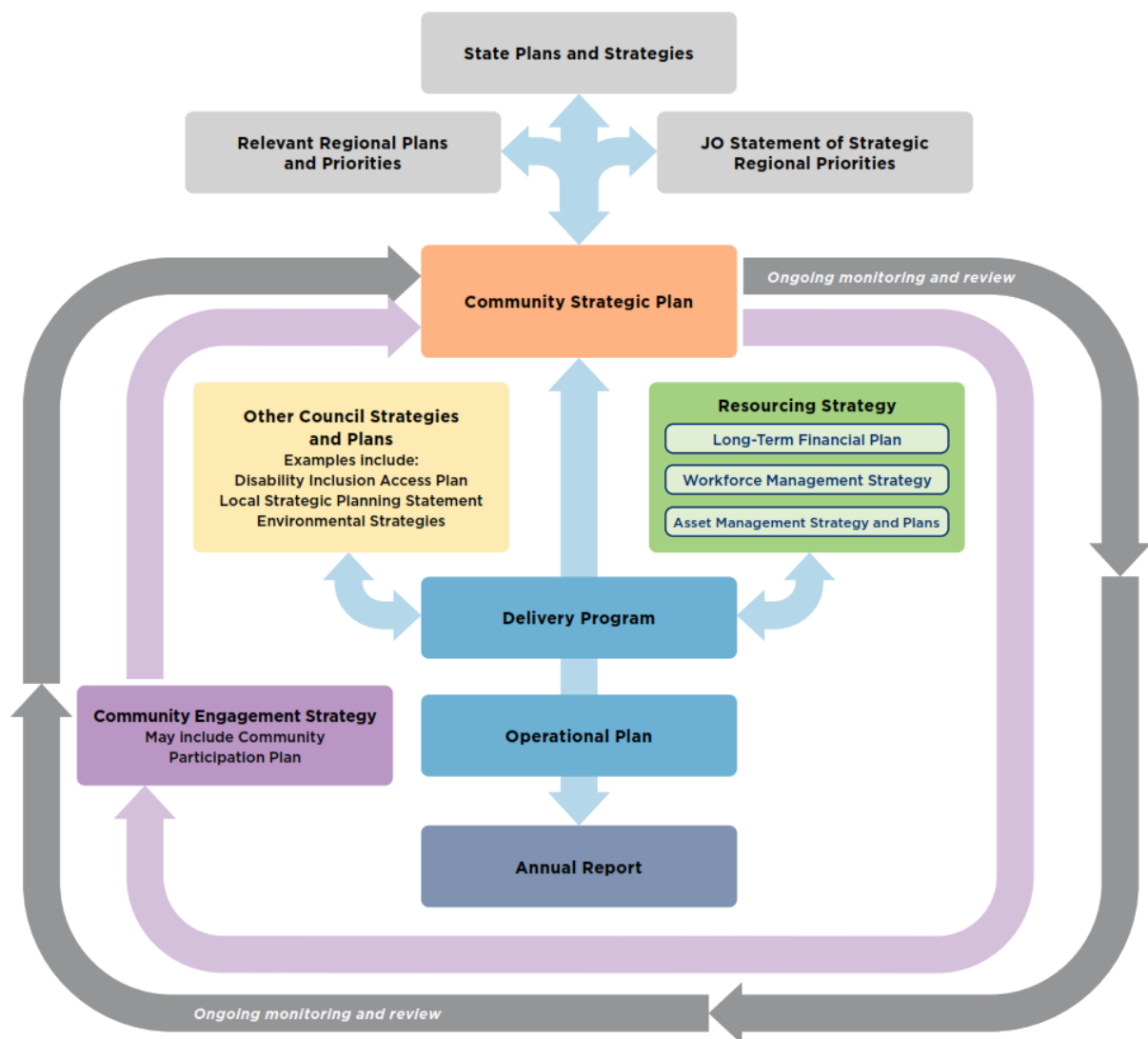


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## Legislative framework

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 2023-24 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
<b>Operating performance</b>		
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%
<b>Liquidity</b>		
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

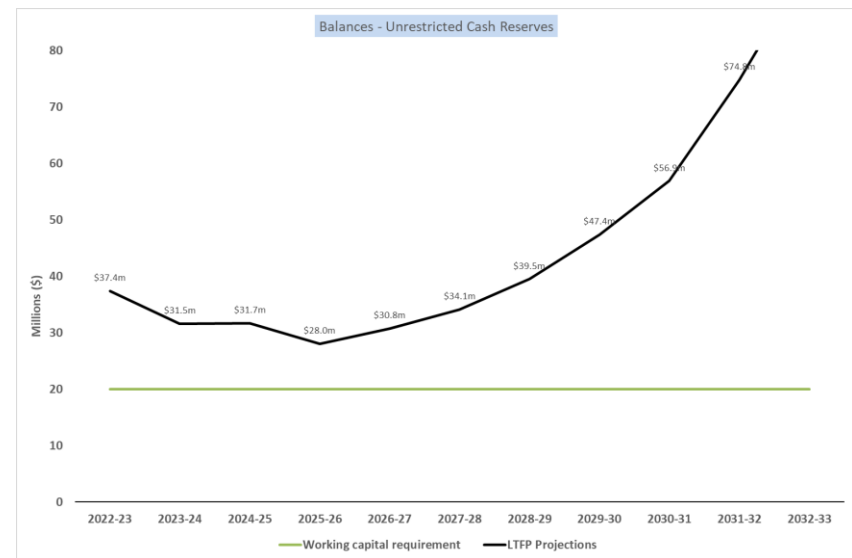
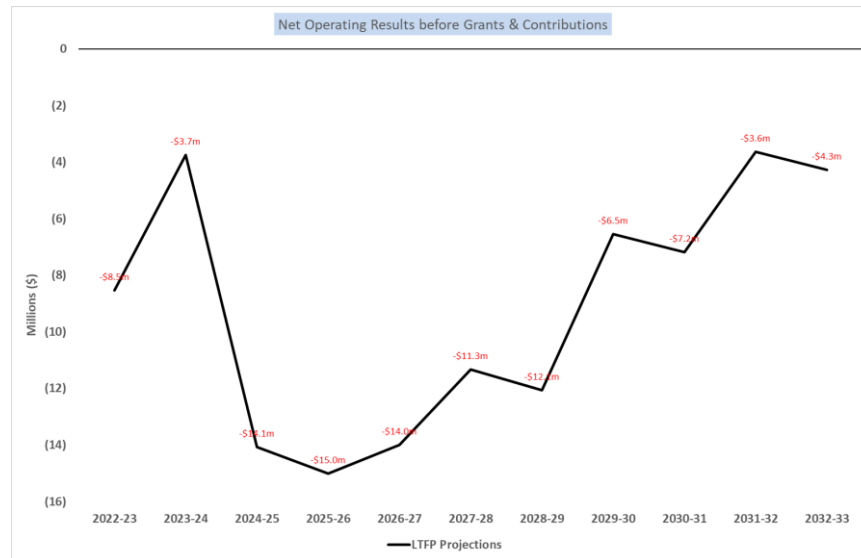
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2x
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	Greater than 0 but less than 20%
Interest cover ratio	Indicates 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. 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	2021-22 Actual	2022-23 Forecast	2023-24 Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Operating Performance</b>												
Operating performance ratio	-1.9%	-2.6%	-1.3%	-4.6%	-4.7%	-4.2%	-3.1%	-3.3%	-1.4%	-1.5%	-0.4%	-0.5%
	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Own source operating revenue ratio	56.3%	59.9%	57.5%	57.3%	57.1%	64.3%	73.8%	75.3%	76.0%	76.6%	77.3%	77.9%
	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
<b>Liquidity</b>												
Unrestricted current ratio	2.3	1.5	1.5	1.5	1.5	1.6	1.7	1.9	2.1	2.6	3.2	3.7
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash expense cover ratio	19.7	10.6	7.7	8.2	8.3	8.3	8.7	9.0	9.3	10.3	11.5	12.3
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates and annual charges outstanding %	6.8%	6.9%	6.4%	6.0%	5.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
<b>Debt Management</b>												
Debt service cover ratio	3.0	2.2	2.2	1.9	1.9	2.1	2.2	2.5	2.7	2.8	3.9	4.4
	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓
Debt service ratio	5.9%	6.9%	7.3%	9.3%	8.9%	8.3%	8.0%	7.3%	6.5%	6.4%	4.5%	3.7%
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Interest cover ratio	31.2	38.4	18.7	5.9	6.1	6.8	7.7	8.2	9.6	10.2	12.0	12.9
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Infrastructure &amp; Service Management</b>												
Building & infrastructure renewals ratio	95%	78%	103%	108%	73%	58%	24%	25%	22%	21%	20%	20%
	✗	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
Infrastructure backlog ratio	2.6%	1.8%	1.5%	1.0%	0.8%	1.3%	1.4%	1.9%	1.8%	1.8%	1.8%	1.8%
	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Asset maintenance ratio	95%	93%	88%	88%	86%	85%	83%	82%	81%	80%	80%	80%
	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗





## Risks and opportunities

### Operating environment

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

- Regulatory Environment - Council operates in a highly regulated environment driven by the Local Government Act 1993 that defines the scope and boundaries of Council's role and the way it must conduct its business.
- Wider State Environment - The focus of Council services delivery is impacted by the State Government in relation to the availability of external funding and key state-wide priorities for growth and management.
- Rate-pegging - Council's ability to align rating revenues with the increased cost of providing local government services has been constrained for 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).
- Industry Award – Annual award increases to staff salaries is determined by industry representatives including LGNSW and staff unions, over which Council has no control.
- Hazardous Waste Management – Presence of asbestos waste material is widespread in Liverpool LGA. PFAS material has also been found contaminating various sites within the LGA. Due to public safety concerns, Council has responsibility to clean up these sites at a standard prescribed by the NSW Environmental Protection Authority.
- Growth and Urban Development – Liverpool's growing population is increasing demands on existing infrastructure and services. Expanding urban development is placing considerable pressure on the natural environment including exposure to a range of pollutants from industrial, commercial, and household waste and increased traffic.
- Cost-shifting – Cost-shifting describes the situation where the responsibility for, or the cost of, providing certain services or regulatory functions are "shifted" from a higher level of government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Examples of cost shifting that impact on Council's financial performance and place additional pressure on its financial sustainability include:
  - contribution for emergency services
  - inadequate funding for public libraries.



- inadequate reimbursement of pensioner rate rebates.
- cost of regulation of companion animals.
- flood mitigation works.
- transfer of assets without appropriate funding for annual maintenance.
- cost of citizenship ceremonies.
- Cost of administering and enforcing environmental regulations.

The above factors mean that, as with many councils in NSW, Liverpool City Council is faced with an “Income Gap” with costs increasing at a greater rate than revenue. This income gap has been 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 321,000 people by 2033. 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 Southwest 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) Circular Economy Centre**

Managing waste effectively and maximising recycling opportunities is one of Council strategic objectives. Council has identified a suitable site and plans to transfer its domestic waste management functions from current Rose Street Depot.

With increased operational capacity, Council is planning to setup on-site mattress shredding facility. The site also will provide opportunities to venture into other circular economy initiatives.

The LTFP includes borrowing costs to acquire the new site and required improvements.

#### **(iii) West Invest Funding**

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

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



## Long-Term Financial Plan assumptions

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

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

## Population and indexations

	2022-23 Forecast	2023-24 Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Population	245,902	252,115	259,316	266,328	272,473	280,470	288,840	296,968	304,918	312,966	321,097
Number of Rateable Properties	79,161	80,961	82,761	84,561	86,361	88,161	89,961	91,761	93,561	95,361	97,161
Consumer Price Index	2.0%	4.5%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
IPART Rate Peg	2.0%	4.1%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Local Government Award	2.0%	4.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

## Revenue assumptions

### Ordinary rates

Under its new methodology, the NSW Independent Pricing and Regulatory Tribunal determined the limit by which Council's 2023-24 rates income may be varied as 4.1%. This rate-peg includes 0.4% increase attributed to growth.

An aggregate of 4.1% rate variation has been factored in Council's 2023-24 budget. The LTFP assumes annual rate increase of 3.0% for 2024-25 to 2025-26 and 2.5% for 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 2023-24 has been set to increase by 14% due to increased costs associated with the provision of this service and initially fund property acquisition for circular economy centre. The LTFP assumes



the annual DMW charge will increase on average by 3% from 2024-25 to 2026-27 and 2.5% from 2027-28 to 2032-33.

### 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 2023-24 Council has allocated \$1.8 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 Actual \$'000	2022-23 Revised \$'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	2032-33 \$'000
Ordinary Rates	107,790	112,501	118,858	123,865	129,021	133,676	138,452	143,353	148,374	153,520	158,795	164,202
Domestic Waste Management Services	36,665	39,099	45,771	51,193	53,965	55,694	58,236	60,835	63,490	66,668	71,247	75,854
Environment Levy	1,860	1,919	2,023	2,111	2,201	2,283	2,367	2,454	2,542	2,633	2,725	2,821
City Development Fund	1,354	1,381	1,401	1,443	1,487	1,524	1,562	1,601	1,641	1,682	1,724	1,767
Stormwater Management Services	1,653	1,681	1,731	1,767	1,803	1,839	1,875	1,911	1,947	1,983	2,019	2,055
Miscellaneous - On Site Sewerage Management	256	272	283	291	300	309	318	328	338	348	358	369
<b>Total</b>	<b>149,577</b>	<b>156,854</b>	<b>170,067</b>	<b>180,670</b>	<b>188,778</b>	<b>195,326</b>	<b>202,811</b>	<b>210,482</b>	<b>218,332</b>	<b>226,833</b>	<b>236,869</b>	<b>247,068</b>



## User fees and charges

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

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

Council applies the general principle that fees and charges should be set at appropriate levels that reflect user pay principles. The annual rate of increase has been forecast at 4% for 2023-24 and 3% for 2024-25 onwards.

	2021-22 Actual \$'000	2022-23 Revised \$'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	2032-33 \$'000
Planning & Building Regulation Fees	9,634	7,760	6,815	6,832	6,849	6,866	6,884	6,903	6,922	6,942	6,962	6,983
Parking Fees	2,344	3,304	3,437	3,540	3,646	3,755	3,868	3,984	4,103	4,227	4,353	4,484
Child Care Fees	2,254	3,066	3,650	3,759	3,872	3,988	4,108	4,231	4,358	4,489	4,624	4,762
Community & Recreational Facilities Hire	1,036	1,177	1,324	1,364	1,405	1,447	1,490	1,535	1,581	1,628	1,677	1,727
Other Statutory Regulatory Fees	1,102	1,056	1,058	1,089	1,120	1,153	1,187	1,221	1,257	1,293	1,331	1,370
Other Fees & Charges	2,789	2,584	2,617	2,638	2,670	2,693	2,716	2,740	2,765	2,790	2,817	2,844
<b>Total</b>	<b>19,159</b>	<b>18,946</b>	<b>18,900</b>	<b>19,221</b>	<b>19,562</b>	<b>19,902</b>	<b>20,253</b>	<b>20,614</b>	<b>20,986</b>	<b>21,369</b>	<b>21,764</b>	<b>22,171</b>

## 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 2023-24. 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 2024-25 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 Actual \$'000	2022-23 Revised \$'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	2032-33 \$'000
Parking & Other Fines	2,386	4,000	3,520	3,535	3,551	3,568	3,585	3,603	3,621	3,639	3,659	3,678
Ex Gratia Payments - NICL	2,124	2,159	2,245	2,313	5,382	5,454	5,527	5,603	5,681	5,762	5,844	5,930
Restoration Works - Cost Recovery	783	1,625	2,440	2,233	2,309	2,387	2,467	2,549	2,634	2,721	2,811	2,904
Sales General (CPAC/Cafes/Events/Recycled Materials)	575	961	1,000	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900
Miscellaneous	2,088	2,575	1,620	1,663	1,707	1,752	1,799	1,847	1,896	1,947	1,999	2,053
<b>Total</b>	<b>7,957</b>	<b>11,321</b>	<b>10,826</b>	<b>11,244</b>	<b>14,494</b>	<b>14,751</b>	<b>15,016</b>	<b>15,289</b>	<b>15,570</b>	<b>15,860</b>	<b>16,158</b>	<b>16,465</b>

## Operating expenditure assumptions

### Employee related costs

In 2023-24, Council budgeted to employ the equivalent of 933 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 4.5% award increase for 2023-24, 3.5% for 2024-25 to 2026-27 and 3% for the forward years.

### Borrowing costs

Borrowing costs included in the LTFP includes Council's planned \$177 million borrowings for construction of Liverpool Civic Place, \$32.7million property acquisition for circular economy centre and \$5.5 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 services

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 LTFP on the basis that depreciation is a charge for the consumption of the assets and should be used as the basis for determining renewal expenditure. 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

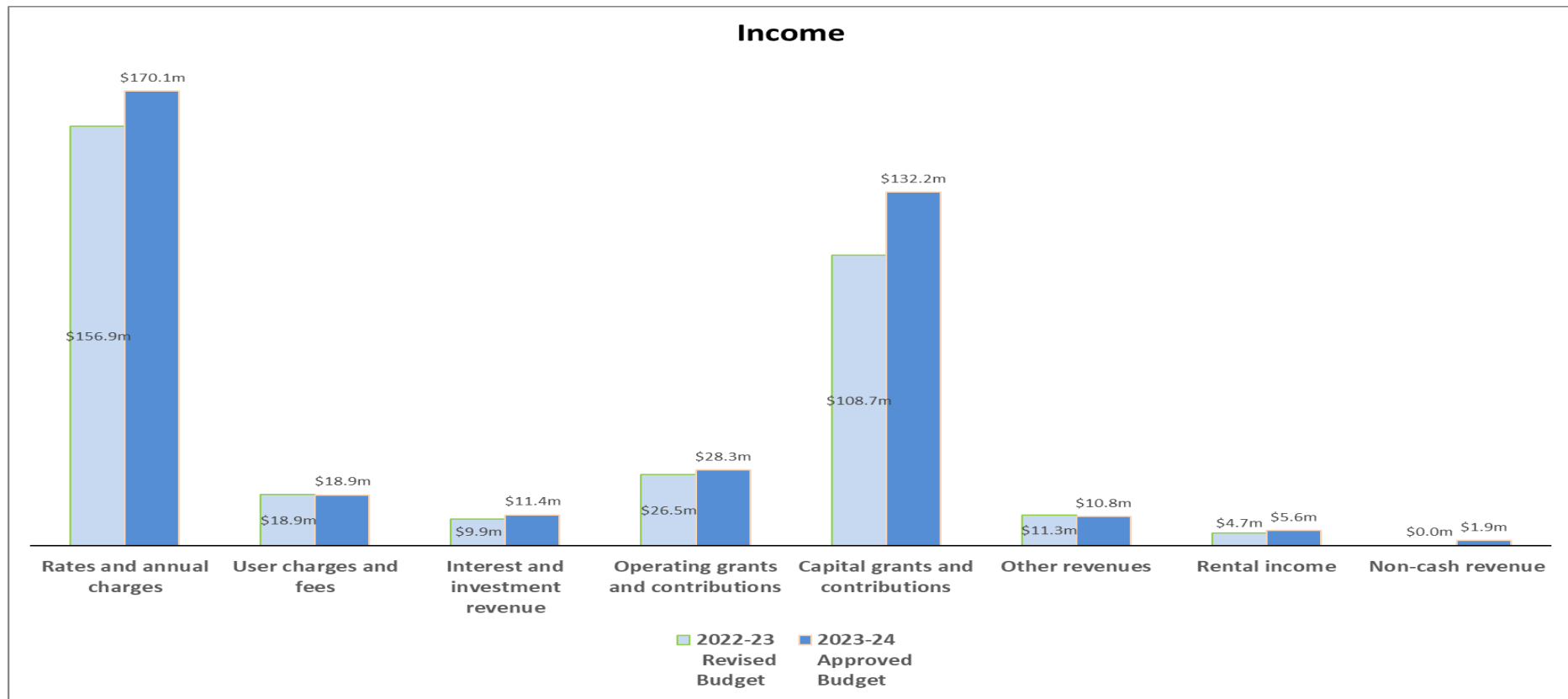
Costs included in this category is tabulated below and have been adjusted mainly in line with expected inflation.

	2021-22 Actual \$'000	2022-23 Revised \$'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	2032-33 \$'000
Emergency Services Contributions (NSW Fire / SES / RFS)	2,156	2,156	3,761	3,761	3,761	3,761	3,761	3,761	3,761	3,761	3,761	3,761
Grants, Contributions, Donations, Subsidies and Sponsorships	412	890	960	968	873	879	883	887	891	895	899	903
Other Statutory Charges	156	160	160	160	160	160	160	160	160	160	160	160
Miscellaneous	5,656	150	157	361	366	371	375	380	384	389	394	398
<b>Total</b>	<b>8,381</b>	<b>3,355</b>	<b>5,037</b>	<b>5,250</b>	<b>5,160</b>	<b>5,171</b>	<b>5,179</b>	<b>5,187</b>	<b>5,196</b>	<b>5,205</b>	<b>5,213</b>	<b>5,222</b>



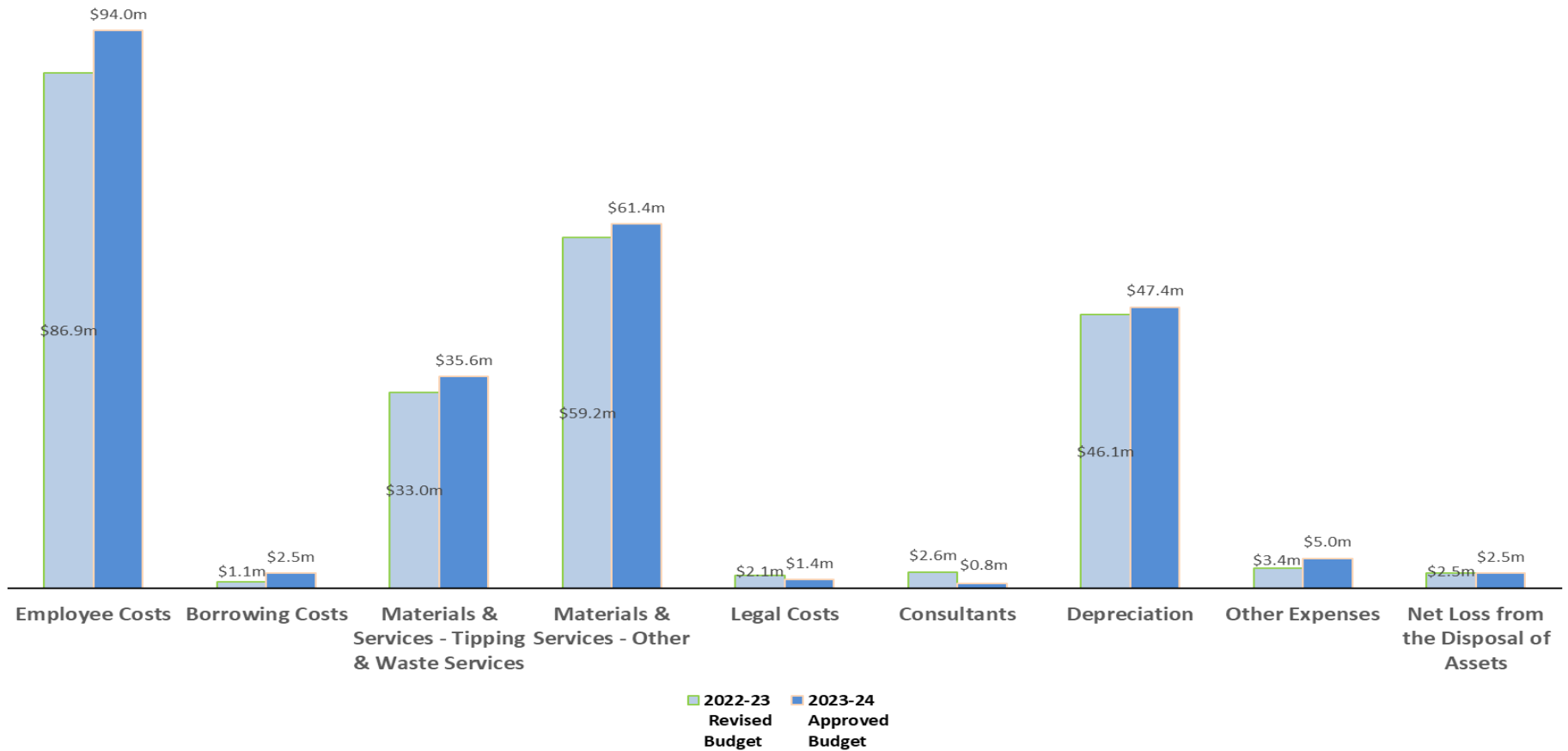
## Operating Budget 2022-23

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





## 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 Actual \$'000	2022-23 Revised \$'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	2032-33 \$'000
<b>Total Capital Expenditure</b>	<b>158,830</b>	<b>352,736</b>	<b>227,583</b>	<b>235,937</b>	<b>190,347</b>	<b>169,165</b>	<b>91,754</b>	<b>93,277</b>	<b>89,411</b>	<b>66,859</b>	<b>68,277</b>	<b>66,167</b>
<b>Comprising of:</b>												
Buildings	55,383	151,104	13,738	3,594	3,518	3,508	3,538	3,593	3,538	3,558	3,637	3,536
Drainage	20,849	76,720	83,459	76,982	54,814	67,295	36,548	42,233	42,229	18,064	16,064	7,224
Floodplain	1,415	5,489	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Information Technology	789	1,631	3,183	1,230	895	765	845	765	870	730	590	590
Land	2,175	35,461	5,981	14,039	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Land Improvements	29	10	10	10								
Library Materials	548	602	634	653	673	688	703	717	717	717	717	717
Office Equipment, Furniture and Fittings	13	215	206	57	57	58	58	58	58	58	58	58
Parks and Recreation	15,869	32,395	28,853	54,519	53,855	45,964	13,110	12,350	11,415	11,620	16,200	23,156
Plant and Fleet	3,961	7,020	6,855	4,517	2,734	4,161	5,772	6,292	4,245	5,978	4,887	4,887
Roads	49,919	36,243	78,199	69,554	57,997	37,177	27,981	24,066	23,086	22,852	23,041	22,547
Bridges	2,736	1,341	83	45	50	50	50	53	53	83	83	53
Footpaths	5,146	4,507	4,883	9,239	13,254	7,000	650	650	700	700	500	900
<b>Group into:</b>												
New Asset	127,724	301,911	152,300	171,694	143,325	127,945	69,733	71,003	68,329	45,214	47,554	46,085
Renewal Asset	31,106	50,824	75,283	64,243	47,022	41,220	22,021	22,274	21,081	21,645	20,722	20,082
<b>Funded by:</b>												
Developer Contributions (including In-Kind Works)	65,842	99,989	121,937	120,578	89,847	94,147	64,069	64,699	63,224	39,174	41,714	39,800
General Fund	25,721	55,303	32,883	20,032	19,912	20,003	20,405	20,458	21,091	21,350	20,217	20,022
External Borrowings	44,675	137,764	500	12,717								
Grants and Contributions	20,649	44,469	61,852	77,630	77,542	51,375	2,400	2,400	2,400	2,400	2,400	2,400
General Property Reserve	29	3,085	2,489									
Stormwater Reserve	916	1,360	2,163	1,725	1,825	1,815	1,835	1,875	1,925	1,965	1,975	1,975
Parking Strategy Reserve	260	1,917	500									
Domestic Waste Reserve	19	6,754	885	2,485	450	955	2,275	3,075		1,200	1,200	1,200
Environmental Levy	445	1,034	770	770	770	870	770	770	770	770	770	770
Better Waste and Recycling Reserve		620	620									
Carnes Hill Stage 2 Reserve	275	440	100									
Edmondson Park Reserve			2,884									

A detailed list of capital projects by funding source planned for 2023-24 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 to reduce by 0.5% to 2% from 2024-25 and forward years, resulting in a decrease in general revenue
- Development assessment activities will be 10% lower from 2024-25 and forward years
- Revenue from car parking fees and parking fines will be 5% lower from 2024-25 and forward years
- Other user charges and fees will be 0.5% lower from 2024-25 and forward years
- Growth slows down in later years presumably from wider economic conditions
- Award increase at 3.5% from 2024-25 and forward years
- General increase on materials, services, and other expenses at 3.5% from 2024-25 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 4.1% for 2023-24 and 2.5% from 2024-25 and forward years
- Consistent growth of 2% in forward years
- General price increase of 4.5% from 2023-24 and 3% from 2024-25 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 to increase by 0.5% to 3% from 2024-25 and forward years, resulting in an increase in general revenue
- Higher than planned growth in forward years
- Development assessment activities will be 10% higher from 2024-25 and forward years
- Revenue from car parking fees and parking fines will be 5% higher from 2024-25 and forward years
- Other user charges and fees will be 0.5% higher from 2024-25 and forward years





# **Scenario 1**

## **Pessimistic**

### **2024 – 2033**



**Liverpool City Council**  
**Income Statement**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Pessimistic**

	2022 Annual Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates and annual charges	149,577,493	156,853,771	170,067,438	179,465,263	186,914,647	192,768,043	199,520,573	206,419,952	213,458,937	221,107,054	230,246,021	239,504,574
User charges and fees	19,159,490	18,946,181	18,900,354	18,668,007	19,003,015	19,337,821	19,682,670	20,037,864	20,403,711	20,780,539	21,168,675	21,568,455
Interest and investment revenue	3,960,785	9,936,185	11,433,224	10,496,595	9,094,574	9,062,642	9,765,558	9,923,709	9,591,935	9,447,364	9,366,324	9,363,276
Grants and contributions - operating	24,209,482	26,499,480	28,323,585	20,256,924	19,788,406	19,874,887	19,979,869	20,088,567	20,204,644	20,335,586	20,487,763	20,703,734
Grants and contributions - capital (others) *	69,723,365	47,748,483	82,227,319	104,236,614	113,796,903	70,201,366	22,491,216	18,465,456	17,400,000	17,400,000	17,400,000	17,400,000
Grants and contributions - capital (s711) *	49,811,609	60,956,556	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Other revenues	7,957,261	11,320,915	10,825,636	11,043,378	14,291,563	14,547,191	14,810,477	15,081,661	15,360,983	15,648,682	15,945,012	16,250,234
Rental income	4,684,472	4,734,312	5,644,057	12,136,652	12,425,683	12,720,181	13,024,655	13,337,080	13,655,530	13,984,663	14,322,405	14,666,783
<b>Other Income:</b>												
Net Gain from the Disposal of Assets	0	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>329,083,956</b>	<b>336,995,883</b>	<b>379,321,613</b>	<b>406,303,433</b>	<b>425,314,791</b>	<b>388,512,131</b>	<b>349,275,017</b>	<b>353,354,290</b>	<b>360,075,740</b>	<b>368,703,887</b>	<b>378,936,199</b>	<b>389,457,056</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	77,502,259	86,865,274	94,043,486	99,114,436	102,669,429	104,516,309	107,160,123	109,838,136	112,583,040	115,810,130	118,694,134	121,649,951
Borrowing Costs	1,488,372	1,071,023	2,496,009	8,460,246	8,258,765	7,682,379	7,101,288	6,520,096	5,960,912	5,771,623	5,239,941	4,759,908
Materials & Services - Tipping & Waste Services	31,812,087	33,022,283	35,649,100	39,193,671	43,159,104	45,915,390	47,984,437	52,098,679	54,434,951	56,864,179	59,898,584	65,885,616
Materials & Services - Other	47,041,425	59,159,680	61,432,690	59,373,953	61,738,573	62,981,131	64,884,459	68,134,624	67,978,043	69,721,114	71,265,073	75,056,269
Legal Costs	1,299,022	2,120,510	1,447,945	1,491,383	1,536,124	1,582,207	1,621,761	1,662,305	1,703,863	1,746,460	1,790,122	1,834,875
Consultants	2,601,878	2,605,413	840,054	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000
Depreciation	49,014,475	46,132,204	47,390,706	53,075,314	54,528,790	55,709,915	56,196,410	56,362,204	55,040,886	57,933,259	58,579,267	58,425,470
Other Expenses	8,380,750	3,355,489	5,037,487	5,255,937	5,165,180	5,176,057	5,184,232	5,192,569	5,201,081	5,209,772	5,218,636	5,227,681
Net Loss from the Disposal of Assets	2,345,155	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>221,485,423</b>	<b>236,831,876</b>	<b>250,837,477</b>	<b>269,174,941</b>	<b>280,265,965</b>	<b>286,773,388</b>	<b>293,342,710</b>	<b>303,018,613</b>	<b>306,112,775</b>	<b>316,266,537</b>	<b>323,895,757</b>	<b>336,049,770</b>
<b>Operating Results from Continuing Operations</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>137,128,493</b>	<b>145,048,826</b>	<b>101,738,743</b>	<b>55,932,307</b>	<b>50,335,677</b>	<b>53,962,965</b>	<b>52,437,350</b>	<b>55,040,442</b>	<b>53,407,286</b>
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>137,128,493</b>	<b>145,048,826</b>	<b>101,738,743</b>	<b>55,932,307</b>	<b>50,335,677</b>	<b>53,962,965</b>	<b>52,437,350</b>	<b>55,040,442</b>	<b>53,407,286</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(11,936,441)</b>	<b>(8,541,032)</b>	<b>(3,743,183)</b>	<b>(17,108,121)</b>	<b>(18,748,077)</b>	<b>(18,462,623)</b>	<b>(16,558,909)</b>	<b>(18,129,779)</b>	<b>(13,437,035)</b>	<b>(14,962,650)</b>	<b>(12,359,558)</b>	<b>(13,992,714)</b>



**Liverpool City Council**  
**Statement of Financial Position**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Pessimistic**

	30-Jun-22											
	Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	126,730,000	37,918,708	25,930,123	75,867,058	91,096,669	108,364,978	117,323,170	121,425,682	130,803,199	124,001,528	123,677,486	116,008,156
Investments	136,043,000	122,879,113	94,335,833	58,278,527	50,175,762	33,970,231	33,970,231	33,970,231	33,970,231	50,175,762	66,381,293	86,638,206
Receivables	26,432,000	16,965,838	17,961,494	18,500,834	19,324,089	19,405,023	19,240,319	19,723,536	20,217,756	20,747,875	21,360,433	21,984,013
Inventories	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000
Other	947,000	1,002,634	2,061,073	1,964,249	1,914,090	1,841,648	1,768,849	1,729,982	1,639,279	1,568,515	1,501,824	1,487,144
<b>Total Current Assets</b>	<b>290,434,000</b>	<b>179,048,293</b>	<b>140,570,523</b>	<b>154,892,668</b>	<b>162,792,610</b>	<b>163,863,880</b>	<b>172,584,569</b>	<b>177,131,431</b>	<b>186,912,465</b>	<b>196,775,680</b>	<b>213,203,036</b>	<b>226,399,519</b>
<b>Non-Current Assets</b>												
Investments	199,751,000	180,422,555	138,512,655	85,569,961	73,672,726	49,878,257	49,878,257	49,878,257	49,878,257	73,672,726	97,467,195	127,210,282
Receivables	293,000	255,614	269,139	281,909	309,029	317,645	327,411	337,400	347,608	358,611	371,497	384,578
Infrastructure, Property, Plant & Equipment	3,304,635,000	3,607,389,856	3,780,160,808	3,950,096,764	4,083,871,631	4,195,288,746	4,228,436,719	4,262,756,716	4,294,584,967	4,300,921,560	4,307,592,914	4,312,101,490
Investments Accounted for using the equity method	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000
Intangible Assets	1,951,000	3,299,633	5,211,263	4,780,748	3,949,022	2,800,771	2,104,679	1,382,509	792,447	140,170	32,624	132,153
Right of Use Assets	11,613,000	10,559,761	8,197,011	5,692,544	4,081,951	2,621,502	1,473,750	52,459	7,331,429	5,908,629	4,785,829	3,363,029
<b>Total Non-Current Assets</b>	<b>3,524,745,000</b>	<b>3,808,429,419</b>	<b>3,938,852,876</b>	<b>4,052,923,926</b>	<b>4,172,386,359</b>	<b>4,257,408,921</b>	<b>4,288,722,816</b>	<b>4,320,909,341</b>	<b>4,359,436,708</b>	<b>4,387,503,696</b>	<b>4,416,752,059</b>	<b>4,449,693,532</b>
<b>TOTAL ASSETS</b>	<b>3,815,179,000</b>	<b>3,987,477,712</b>	<b>4,079,423,399</b>	<b>4,207,816,594</b>	<b>4,335,178,969</b>	<b>4,421,272,801</b>	<b>4,461,307,385</b>	<b>4,498,040,772</b>	<b>4,546,349,173</b>	<b>4,584,279,376</b>	<b>4,629,955,095</b>	<b>4,676,093,051</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	26,402,000	25,817,000	27,704,625	27,580,302	28,589,065	29,332,587	30,061,131	31,321,674	31,781,188	32,580,248	33,434,296	35,107,802
Income received in advance	8,000	593,000	582,399	582,112	652,315	663,883	675,798	688,070	700,710	713,730	727,140	740,953
Contract Liabilities	48,967,000	27,889,385	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459
Lease Liabilities	2,772,000	2,800,034	2,764,418	2,199,553	1,702,596	1,571,677	398,750	248,750	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	12,517,000	15,351,801	15,240,865	15,130,119	14,858,817	15,378,260	14,638,460	13,421,908	13,909,271	9,122,610	7,547,475	7,457,461
Provisions	30,295,000	28,083,396	27,583,396	27,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396
<b>Total Current Liabilities</b>	<b>120,961,000</b>	<b>100,534,616</b>	<b>82,430,162</b>	<b>81,183,941</b>	<b>79,494,648</b>	<b>80,638,262</b>	<b>79,465,994</b>	<b>79,372,257</b>	<b>81,655,824</b>	<b>77,531,243</b>	<b>76,973,566</b>	<b>78,420,871</b>
<b>Non-Current Liabilities</b>												
Payables	13,427,000	13,427,000	13,416,542	10,890,637	10,959,893	10,971,305	10,983,059	10,995,165	11,007,635	11,020,479	11,033,708	11,047,335
Contract Liabilities	707,000	418,034	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960
Lease Liabilities	9,214,000	8,240,745	5,776,327	3,726,774	2,519,178	1,097,501	998,751	900,001	6,858,671	5,585,871	4,313,071	3,040,271
Borrowings	135,695,000	190,299,038	175,058,173	172,144,554	157,285,737	141,907,477	127,269,017	113,847,109	99,937,838	90,815,228	83,267,753	75,810,292
Provisions	2,775,000	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604
<b>Total Non-Current Liabilities</b>	<b>161,818,000</b>	<b>216,871,421</b>	<b>198,890,606</b>	<b>191,401,529</b>	<b>175,404,372</b>	<b>158,615,847</b>	<b>143,890,391</b>	<b>130,381,839</b>	<b>122,443,708</b>	<b>112,061,142</b>	<b>103,254,096</b>	<b>94,537,462</b>
<b>TOTAL LIABILITIES</b>	<b>282,779,000</b>	<b>317,406,037</b>	<b>281,320,768</b>	<b>272,585,470</b>	<b>254,899,020</b>	<b>239,254,109</b>	<b>223,356,385</b>	<b>209,754,096</b>	<b>204,099,532</b>	<b>189,592,385</b>	<b>180,227,662</b>	<b>172,958,333</b>
<b>Net Assets</b>	<b>3,532,400,000</b>	<b>3,670,071,675</b>	<b>3,798,102,631</b>	<b>3,935,231,124</b>	<b>4,080,279,949</b>	<b>4,182,018,692</b>	<b>4,237,951,000</b>	<b>4,288,286,676</b>	<b>4,342,249,641</b>	<b>4,394,686,991</b>	<b>4,449,727,433</b>	<b>4,503,134,718</b>
<b>EQUITY</b>												
Retained Earnings	2,155,092,000	2,292,763,675	2,420,794,631	2,557,923,124	2,702,971,949	2,804,710,692	2,860,643,000	2,910,978,676	2,964,941,641	3,017,378,991	3,072,419,433	3,125,826,718
Revaluation Reserves	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000
Council Equity Interest	3,532,400,000	3,670,071,675	3,798,102,631	3,935,231,124	4,080,279,949	4,182,018,692	4,237,951,000	4,288,286,676	4,342,249,641	4,394,686,991	4,449,727,433	4,503,134,718
<b>Total Equity</b>	<b>3,532,400,000</b>	<b>3,670,071,675</b>	<b>3,798,102,631</b>	<b>3,935,231,124</b>	<b>4,080,279,949</b>	<b>4,182,018,692</b>	<b>4,237,951,000</b>	<b>4,288,286,676</b>	<b>4,342,249,641</b>	<b>4,394,686,991</b>	<b>4,449,727,433</b>	<b>4,503,134,718</b>



**Liverpool City Council**  
**Statement of Cash Flows**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Pessimistic**

	30-Jun-22 Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	148,323,000	159,289,082	169,406,755	178,995,372	186,542,178	192,475,373	199,182,946	206,074,983	213,106,988	220,724,648	229,789,073	239,041,646
User Charges & Fees	18,215,000	19,948,057	18,609,904	18,712,061	18,939,496	19,274,341	19,617,286	19,970,517	20,334,345	20,709,091	21,095,084	21,492,655
Interest & Investment Revenue Received	3,212,000	9,912,141	11,383,012	10,460,883	9,066,266	9,040,399	9,739,899	9,897,491	9,565,187	9,418,301	9,331,596	9,328,094
Grants & Contributions	118,709,000	131,051,908	135,380,621	142,282,055	147,330,619	121,250,210	72,379,869	72,488,567	72,604,644	72,735,586	72,887,763	73,103,734
Bonds, Deposits & Retentions Received	3,582,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	23,045,000	22,145,632	16,451,256	23,089,182	26,401,370	27,567,783	28,430,655	28,376,341	28,972,788	29,588,160	30,220,650	30,868,079
<b>Payments:</b>												
Employee Benefits & On-Costs	(79,226,000)	(86,865,274)	(94,043,486)	(99,114,436)	(102,669,429)	(104,516,309)	(107,160,123)	(109,838,136)	(112,583,040)	(115,810,130)	(118,694,134)	(121,649,951)
Materials & Contracts	(83,591,000)	(118,330,101)	(118,105,898)	(100,113,514)	(105,971,112)	(110,317,639)	(114,342,319)	(121,251,027)	(124,224,684)	(128,118,166)	(132,702,973)	(141,762,744)
Borrowing Costs	(1,054,000)	(1,071,023)	(2,541,172)	(8,469,143)	(8,303,276)	(7,726,092)	(7,146,529)	(6,563,161)	(6,000,398)	(5,812,542)	(5,266,779)	(4,782,111)
Other	(10,493,000)	(2,802,250)	(3,174,737)	(3,197,470)	(5,554,587)	(3,715,608)	(4,036,480)	(3,771,278)	(12,480,051)	(3,786,972)	(4,095,836)	(3,804,881)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>140,722,000</b>	<b>133,278,172</b>	<b>133,366,255</b>	<b>159,444,990</b>	<b>165,781,525</b>	<b>143,332,458</b>	<b>96,665,203</b>	<b>95,384,298</b>	<b>89,295,780</b>	<b>99,647,975</b>	<b>102,564,443</b>	<b>101,834,521</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sales of Investment / Redemption of Term Deposits	148,600,000	70,000,000	70,000,000	89,000,000	20,000,000	40,000,000	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	923,000	-	4,909,500	10,856,500	375,000	686,500	606,000	816,500	631,500	741,500	633,500	633,500
<b>Payments:</b>												
Purchase of Investment / Acquisition of Term Deposits	(306,841,000)	-	-	-	-	-	-	-	-	(40,000,000)	(40,000,000)	(50,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(107,372,000)	(344,706,900)	(198,692,505)	(202,295,772)	(152,502,241)	(149,374,236)	(70,318,075)	(76,246,075)	(64,618,805)	(50,909,075)	(52,166,575)	(50,357,075)
Purchase of Intangible Assets	(441,000)	(1,780,705)	(3,120,000)	(1,130,000)	(795,000)	(665,000)	(745,000)	(665,000)	(790,000)	(650,000)	(510,000)	(510,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(265,131,000)</b>	<b>(276,487,605)</b>	<b>(126,903,005)</b>	<b>(103,569,272)</b>	<b>(132,922,241)</b>	<b>(109,352,736)</b>	<b>(70,457,075)</b>	<b>(76,094,575)</b>	<b>(64,777,305)</b>	<b>(90,817,575)</b>	<b>(92,043,075)</b>	<b>(100,233,575)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	96,200,000	72,100,000	-	12,216,500	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayments of Borrowings & Advances	(10,858,000)	(14,661,161)	(15,351,801)	(15,240,865)	(15,130,119)	(14,858,817)	(15,378,260)	(14,638,460)	(13,421,908)	(13,909,271)	(9,122,610)	(7,547,475)
Lease liabilities (principal repayments)	(3,010,000)	(3,040,698)	(3,100,034)	(2,914,418)	(2,499,553)	(1,852,596)	(1,871,677)	(548,750)	(1,719,050)	(1,722,800)	(1,722,800)	(1,722,800)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>82,332,000</b>	<b>54,398,141</b>	<b>(18,451,835)</b>	<b>(5,938,783)</b>	<b>(17,629,672)</b>	<b>(16,711,413)</b>	<b>(17,249,937)</b>	<b>(15,187,210)</b>	<b>(15,140,958)</b>	<b>(15,632,071)</b>	<b>(10,845,410)</b>	<b>(9,270,275)</b>
<b>Net Decrease / (Increase) in Cash &amp; Cash Equivalents</b>	<b>(42,077,000)</b>	<b>(88,811,292)</b>	<b>(11,988,585)</b>	<b>49,936,935</b>	<b>15,229,612</b>	<b>17,268,309</b>	<b>8,958,191</b>	<b>4,102,513</b>	<b>9,377,517</b>	<b>(6,801,671)</b>	<b>(324,042)</b>	<b>(7,669,329)</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of period</b>	<b>168,807,000</b>	<b>126,730,000</b>	<b>37,918,708</b>	<b>25,930,123</b>	<b>75,867,058</b>	<b>91,096,669</b>	<b>108,364,978</b>	<b>117,323,170</b>	<b>121,425,682</b>	<b>130,803,199</b>	<b>124,001,528</b>	<b>123,677,486</b>
<b>Cash &amp; Cash Equivalents - end of period</b>	<b>126,730,000</b>	<b>37,918,708</b>	<b>25,930,123</b>	<b>75,867,058</b>	<b>91,096,669</b>	<b>108,364,978</b>	<b>117,323,170</b>	<b>121,425,682</b>	<b>130,803,199</b>	<b>124,001,528</b>	<b>123,677,486</b>	<b>116,008,156</b>



## **Scenario 2**

### **Base Case**

### **2024–2033**



**Liverpool City Council**  
**Income Statement**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Base Case**

	2021-22 Annual Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates and annual charges	149,577,493	156,853,771	170,067,438	180,669,860	188,777,834	195,326,055	202,810,945	210,481,562	218,332,045	226,833,346	236,868,655	247,068,221
User charges and fees	19,159,490	18,946,181	18,900,354	19,221,287	19,561,844	19,902,314	20,252,998	20,614,202	20,986,239	21,369,442	21,764,145	22,170,690
Interest and investment revenue	3,960,785	9,936,185	11,433,224	10,496,595	9,094,574	9,062,642	9,765,558	9,923,709	9,591,935	9,447,364	9,366,324	9,363,276
Grants and contributions - operating	24,209,482	26,499,480	28,323,585	20,256,924	19,788,406	19,874,887	19,979,869	20,088,567	20,204,644	20,335,586	20,487,763	20,703,734
Grants and contributions - capital (others) *	69,723,365	47,748,483	82,227,319	104,236,614	113,796,903	70,201,366	22,491,216	18,465,456	17,400,000	17,400,000	17,400,000	17,400,000
Grants and contributions - capital (s711) *	49,811,609	60,956,556	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Other revenues	7,957,261	11,320,915	10,825,636	11,244,400	14,494,142	14,751,374	15,016,311	15,289,197	15,570,271	15,859,775	16,157,964	16,465,101
Rental income	4,684,472	4,734,312	5,644,057	12,136,652	12,425,683	12,720,181	13,024,655	13,337,080	13,655,530	13,984,663	14,322,405	14,666,783
<b>Other Income:</b>												
Net Gain from the Disposal of Assets	0	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>329,083,956</b>	<b>336,995,883</b>	<b>379,321,613</b>	<b>408,262,332</b>	<b>427,939,386</b>	<b>391,838,819</b>	<b>353,341,552</b>	<b>358,199,773</b>	<b>365,740,664</b>	<b>375,230,176</b>	<b>386,367,256</b>	<b>397,837,805</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	77,502,259	86,865,274	94,043,486	98,621,376	102,158,028	103,991,322	106,620,819	109,285,383	112,016,502	115,227,456	118,096,977	121,037,951
Borrowing Costs	1,488,372	1,071,023	2,496,009	8,460,246	8,258,765	7,682,379	7,101,288	6,520,096	5,960,912	5,771,623	5,239,941	4,759,908
Materials & Services - Tipping & Waste Services	31,812,087	33,022,283	35,649,100	39,193,671	43,159,104	45,915,390	47,984,437	52,098,679	54,434,951	56,864,179	59,898,584	65,885,616
Materials & Services - Other	47,041,425	59,159,680	61,432,690	58,803,050	61,144,933	62,375,543	64,260,570	67,479,483	67,324,408	69,050,719	70,579,832	74,334,574
Legal Costs	1,299,022	2,120,510	1,447,945	1,491,383	1,536,124	1,582,207	1,621,761	1,662,305	1,703,863	1,746,460	1,790,122	1,834,875
Consultants	2,601,878	2,605,413	840,054	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000
Depreciation	49,014,475	46,132,204	47,390,706	53,075,314	54,528,790	55,709,915	56,196,410	56,362,204	55,040,886	57,933,259	58,579,267	58,425,470
Other Expenses	8,380,750	3,355,489	5,037,487	5,250,023	5,160,183	5,171,002	5,179,137	5,187,435	5,195,906	5,204,556	5,213,379	5,222,381
Net Loss from the Disposal of Assets	2,345,155	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>221,485,423</b>	<b>236,831,876</b>	<b>250,837,477</b>	<b>268,105,063</b>	<b>279,155,927</b>	<b>285,637,758</b>	<b>292,174,422</b>	<b>301,805,585</b>	<b>304,887,428</b>	<b>315,008,252</b>	<b>322,608,102</b>	<b>334,710,775</b>
<b>Operating Results from Continuing Operations</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>140,157,269</b>	<b>148,783,459</b>	<b>106,201,061</b>	<b>61,167,130</b>	<b>56,394,188</b>	<b>60,853,236</b>	<b>60,221,924</b>	<b>63,759,154</b>	<b>63,127,030</b>
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>140,157,269</b>	<b>148,783,459</b>	<b>106,201,061</b>	<b>61,167,130</b>	<b>56,394,188</b>	<b>60,853,236</b>	<b>60,221,924</b>	<b>63,759,154</b>	<b>63,127,030</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(11,936,441)</b>	<b>(8,541,032)</b>	<b>(3,743,183)</b>	<b>(14,079,345)</b>	<b>(15,013,444)</b>	<b>(14,000,305)</b>	<b>(11,324,086)</b>	<b>(12,071,268)</b>	<b>(6,546,764)</b>	<b>(7,178,076)</b>	<b>(3,640,846)</b>	<b>(4,272,970)</b>



**Liverpool City Council**  
**Statement of Financial Position**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Base Case**

	30-Jun-22											
	Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	126,730,000	34,781,633	22,331,694	74,716,752	94,504,137	117,137,954	131,287,291	141,400,607	157,623,253	158,556,055	166,898,531	168,891,140
Investments	136,043,000	124,128,281	95,768,602	59,711,296	51,608,530	35,403,000	35,403,000	35,403,000	35,403,000	51,608,530	67,814,061	88,070,975
Receivables	26,432,000	20,025,692	20,449,710	20,493,145	20,511,085	19,709,559	19,585,074	20,110,604	20,649,308	21,226,155	21,887,769	22,562,809
Inventories	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000
Other	947,000	1,002,634	2,061,073	1,958,481	1,908,103	1,835,541	1,762,559	1,723,379	1,632,691	1,561,759	1,494,919	1,479,874
<b>Total Current Assets</b>	<b>290,434,000</b>	<b>180,220,240</b>	<b>140,893,079</b>	<b>157,161,674</b>	<b>168,813,855</b>	<b>174,368,054</b>	<b>188,319,924</b>	<b>198,919,590</b>	<b>215,590,252</b>	<b>233,234,499</b>	<b>258,377,280</b>	<b>281,286,798</b>
<b>Non-Current Assets</b>												
Investments	199,751,000	182,256,699	140,616,378	87,673,684	75,776,450	51,981,980	51,981,980	51,981,980	51,981,980	75,776,450	99,570,919	129,314,005
Receivables	293,000	332,835	331,934	328,977	335,675	321,922	332,599	343,547	354,763	366,826	380,824	395,075
Infrastructure, Property, Plant & Equipment	3,304,635,000	3,607,389,856	3,780,160,808	3,950,096,764	4,083,871,631	4,195,288,746	4,228,436,719	4,262,756,716	4,294,584,967	4,300,921,560	4,307,592,914	4,312,101,490
Investments Accounted for using the equity method	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000
Intangible Assets	1,951,000	3,299,633	5,211,263	4,780,748	3,949,022	2,800,771	2,104,679	1,382,509	792,447	140,170	32,624	132,153
Right of Use Assets	11,613,000	10,559,761	8,197,011	5,692,544	4,081,951	2,621,502	1,473,750	52,459	7,331,429	5,908,629	4,785,829	3,363,029
<b>Total Non-Current Assets</b>	<b>3,524,745,000</b>	<b>3,810,340,784</b>	<b>3,941,019,394</b>	<b>4,055,074,717</b>	<b>4,174,516,729</b>	<b>4,259,516,921</b>	<b>4,290,831,727</b>	<b>4,323,019,211</b>	<b>4,361,547,586</b>	<b>4,389,615,635</b>	<b>4,418,865,110</b>	<b>4,451,807,752</b>
<b>TOTAL ASSETS</b>	<b>3,815,179,000</b>	<b>3,990,561,024</b>	<b>4,081,912,473</b>	<b>4,212,236,391</b>	<b>4,343,330,584</b>	<b>4,433,884,975</b>	<b>4,479,151,651</b>	<b>4,521,938,801</b>	<b>4,577,137,838</b>	<b>4,622,850,134</b>	<b>4,677,242,390</b>	<b>4,733,094,550</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	26,402,000	25,817,000	27,704,625	27,472,891	28,478,563	29,220,044	29,945,566	31,201,060	31,660,629	32,456,892	33,308,435	34,976,065
Income received in advance	8,000	593,000	582,399	596,891	667,233	678,943	691,005	703,428	716,224	729,403	742,979	756,961
Contract Liabilities	48,967,000	27,889,385	7,521,206	6,515,000	6,515,000	6,515,000	6,515,000	6,515,000	6,515,000	6,515,000	6,515,000	6,515,000
Lease Liabilities	2,772,000	2,800,034	2,764,418	2,199,553	1,702,596	1,571,677	398,750	248,750	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	12,517,000	15,351,801	15,240,865	15,130,119	14,858,817	15,378,260	14,638,460	13,421,908	13,909,271	9,122,610	7,547,475	7,457,461
Provisions	30,295,000	28,083,396	27,583,396	27,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396
<b>Total Current Liabilities</b>	<b>120,961,000</b>	<b>100,534,616</b>	<b>81,396,909</b>	<b>79,051,850</b>	<b>77,359,605</b>	<b>78,501,320</b>	<b>77,326,177</b>	<b>77,227,542</b>	<b>79,511,320</b>	<b>75,384,101</b>	<b>74,824,085</b>	<b>76,265,683</b>
<b>Non-Current Liabilities</b>												
Payables	13,427,000	13,427,000	13,416,542	10,905,217	10,974,610	10,986,162	10,998,061	11,010,316	11,022,940	11,035,941	11,049,334	11,063,127
Contract Liabilities	707,000	418,034	138,795	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Lease Liabilities	9,214,000	8,240,745	5,776,327	3,726,774	2,519,178	1,097,501	998,751	900,001	6,858,671	5,585,871	4,313,071	3,040,271
Borrowings	135,695,000	190,299,038	175,058,173	172,144,554	157,285,737	141,907,477	127,269,017	113,847,109	99,937,838	90,815,228	83,267,753	75,810,292
Provisions	2,775,000	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604
<b>Total Non-Current Liabilities</b>	<b>161,818,000</b>	<b>216,871,421</b>	<b>198,876,441</b>	<b>191,388,149</b>	<b>175,391,129</b>	<b>158,602,744</b>	<b>143,877,433</b>	<b>130,369,030</b>	<b>122,431,053</b>	<b>112,048,644</b>	<b>103,241,762</b>	<b>94,525,294</b>
<b>TOTAL LIABILITIES</b>	<b>282,779,000</b>	<b>317,406,037</b>	<b>280,273,350</b>	<b>270,439,999</b>	<b>252,750,734</b>	<b>237,104,064</b>	<b>221,203,610</b>	<b>207,596,572</b>	<b>201,942,373</b>	<b>187,432,745</b>	<b>178,065,847</b>	<b>170,790,977</b>
<b>Net Assets</b>	<b>3,532,400,000</b>	<b>3,673,154,987</b>	<b>3,801,639,123</b>	<b>3,941,796,392</b>	<b>4,090,579,850</b>	<b>4,196,780,911</b>	<b>4,257,948,041</b>	<b>4,314,342,229</b>	<b>4,375,195,465</b>	<b>4,435,417,389</b>	<b>4,499,176,543</b>	<b>4,562,303,573</b>
<b>EQUITY</b>												
Retained Earnings	2,155,092,000	2,295,846,987	2,424,331,123	2,564,488,392	2,713,271,850	2,819,472,911	2,880,640,041	2,937,034,229	2,997,887,465	3,058,109,389	3,121,868,543	3,184,995,573
Revaluation Reserves	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000
Council Equity Interest	3,532,400,000	3,673,154,987	3,801,639,123	3,941,796,392	4,090,579,850	4,196,780,911	4,257,948,041	4,314,342,229	4,375,195,465	4,435,417,389	4,499,176,543	4,562,303,573
<b>Total Equity</b>	<b>3,532,400,000</b>	<b>3,673,154,987</b>	<b>3,801,639,123</b>	<b>3,941,796,392</b>	<b>4,090,579,850</b>	<b>4,196,780,911</b>	<b>4,257,948,041</b>	<b>4,314,342,229</b>	<b>4,375,195,465</b>	<b>4,435,417,389</b>	<b>4,499,176,543</b>	<b>4,562,303,573</b>



**Liverpool City Council**  
**Statement of Cash Flows**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Base Case**

	30-Jun-22 Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	148,323,000	156,152,007	169,992,819	180,884,051	189,235,245	195,942,533	202,436,701	210,098,031	217,939,521	226,408,281	236,366,889	246,558,243
User Charges & Fees	18,215,000	19,948,057	18,609,904	19,160,437	19,497,274	19,837,759	20,186,507	20,545,716	20,915,700	21,296,785	21,689,308	22,093,608
Interest & Investment Revenue Received	3,212,000	9,912,141	11,383,012	10,456,306	9,063,763	9,037,759	9,737,115	9,894,561	9,562,103	9,415,059	9,328,190	9,324,518
Grants & Contributions	118,709,000	131,051,908	135,380,621	142,282,055	147,330,619	121,250,210	72,379,869	72,488,567	72,604,644	72,735,586	72,887,763	73,103,734
Bonds, Deposits & Retentions Received	3,582,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	23,045,000	22,145,632	16,451,256	23,242,014	26,603,499	27,771,504	28,636,014	28,583,387	29,181,572	29,798,734	30,433,070	31,082,393
<b>Payments:</b>												
Employee Benefits & On-Costs	(79,226,000)	(86,865,274)	(94,043,486)	(98,621,376)	(102,158,028)	(103,991,322)	(106,620,819)	(109,285,383)	(112,016,502)	(115,227,456)	(118,096,977)	(121,037,951)
Materials & Contracts	(83,591,000)	(118,330,101)	(119,153,316)	(100,649,675)	(105,380,207)	(109,713,832)	(113,721,124)	(120,600,473)	(123,570,855)	(127,450,243)	(132,019,924)	(141,046,394)
Borrowing Costs	(1,054,000)	(1,071,023)	(2,541,172)	(8,469,143)	(8,303,276)	(7,726,092)	(7,146,529)	(6,563,161)	(6,000,398)	(5,812,542)	(5,266,779)	(4,782,111)
Other	(10,493,000)	(2,802,250)	(3,174,737)	(3,191,556)	(5,549,590)	(3,710,553)	(4,031,385)	(3,766,144)	(12,474,876)	(3,781,756)	(4,090,579)	(3,799,581)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>140,722,000</b>	<b>130,141,097</b>	<b>132,904,901</b>	<b>161,893,113</b>	<b>170,339,299</b>	<b>148,697,966</b>	<b>101,856,349</b>	<b>101,395,101</b>	<b>96,140,909</b>	<b>107,382,448</b>	<b>111,230,961</b>	<b>111,496,459</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sales of Investment / Redemption of Term Deposits	148,600,000	70,000,000	70,000,000	89,000,000	20,000,000	40,000,000	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	923,000	-	4,909,500	10,856,500	375,000	686,500	606,000	816,500	631,500	741,500	633,500	633,500
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment / Acquisition of Term Deposits	(306,841,000)	-	-	-	-	-	-	-	-	(40,000,000)	(40,000,000)	(50,000,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(107,372,000)	(344,706,900)	(198,692,505)	(202,295,772)	(152,502,241)	(149,374,236)	(70,318,075)	(76,246,075)	(64,618,805)	(50,909,075)	(52,166,575)	(50,357,075)
Purchase of Intangible Assets	(441,000)	(1,780,705)	(3,120,000)	(1,130,000)	(795,000)	(665,000)	(745,000)	(665,000)	(790,000)	(650,000)	(510,000)	(510,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(265,131,000)</b>	<b>(276,487,605)</b>	<b>(126,903,005)</b>	<b>(103,569,272)</b>	<b>(132,922,241)</b>	<b>(109,352,736)</b>	<b>(70,457,075)</b>	<b>(76,094,575)</b>	<b>(64,777,305)</b>	<b>(90,817,575)</b>	<b>(92,043,075)</b>	<b>(100,233,575)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	96,200,000	72,100,000	-	12,216,500	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayments of Borrowings & Advances	(10,858,000)	(14,661,161)	(15,351,801)	(15,240,865)	(15,130,119)	(14,858,817)	(15,378,260)	(14,638,460)	(13,421,908)	(13,909,271)	(9,122,610)	(7,547,475)
Lease liabilities (principal repayments)	(3,010,000)	(3,040,698)	(3,100,034)	(2,914,418)	(2,499,553)	(1,852,596)	(1,871,677)	(548,750)	(1,719,050)	(1,722,800)	(1,722,800)	(1,722,800)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>82,332,000</b>	<b>54,398,141</b>	<b>(18,451,835)</b>	<b>(5,938,783)</b>	<b>(17,629,672)</b>	<b>(16,711,413)</b>	<b>(17,249,937)</b>	<b>(15,187,210)</b>	<b>(15,140,958)</b>	<b>(15,632,071)</b>	<b>(10,845,410)</b>	<b>(9,270,275)</b>
<b>Net Decrease / (Increase) in Cash &amp; Cash Equivalents</b>	<b>(42,077,000)</b>	<b>(91,948,367)</b>	<b>(12,449,939)</b>	<b>52,385,058</b>	<b>19,787,386</b>	<b>22,633,817</b>	<b>14,149,337</b>	<b>10,113,316</b>	<b>16,222,646</b>	<b>932,802</b>	<b>8,342,476</b>	<b>1,992,609</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of period</b>	<b>168,807,000</b>	<b>126,730,000</b>	<b>34,781,633</b>	<b>22,331,694</b>	<b>74,716,752</b>	<b>94,504,137</b>	<b>117,137,954</b>	<b>131,287,291</b>	<b>141,400,607</b>	<b>157,623,253</b>	<b>158,556,055</b>	<b>166,898,531</b>
<b>Cash &amp; Cash Equivalents - end of period</b>	<b>126,730,000</b>	<b>34,781,633</b>	<b>22,331,694</b>	<b>74,716,752</b>	<b>94,504,137</b>	<b>117,137,954</b>	<b>131,287,291</b>	<b>141,400,607</b>	<b>157,623,253</b>	<b>158,556,055</b>	<b>166,898,531</b>	<b>168,891,140</b>





# **Scenario 3**

## **Optimistic**

### **2024–2033**



**Liverpool City Council**  
**Income Statement**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Optimistic**

	2022 Annual Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates and annual charges	149,577,493	156,853,771	170,067,438	181,880,266	190,659,051	197,921,270	206,165,216	214,641,892	223,347,450	232,754,936	243,749,708	254,964,267
User charges and fees	19,159,490	18,946,181	18,900,354	19,774,313	20,120,416	20,466,549	20,823,066	21,190,277	21,568,502	21,958,079	22,359,347	22,772,654
Interest and investment revenue	3,960,785	9,936,185	11,433,224	10,496,595	9,094,574	9,062,642	9,765,558	9,923,709	9,591,935	9,447,364	9,366,324	9,363,276
Grants and contributions - operating	24,209,482	26,499,480	28,323,585	20,256,924	19,788,406	19,874,887	19,979,869	20,088,567	20,204,644	20,335,586	20,487,763	20,703,734
Grants and contributions - capital (others) *	69,723,365	47,748,483	82,227,319	104,236,614	113,796,903	70,201,366	22,491,216	18,465,456	17,400,000	17,400,000	17,400,000	17,400,000
Grants and contributions - capital (s711) *	49,811,609	60,956,556	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Other revenues	7,957,261	11,320,915	10,825,636	11,445,188	14,696,479	14,955,308	15,221,889	15,496,468	15,779,286	16,070,587	16,370,626	16,679,669
Rental income	4,684,472	4,734,312	5,644,057	12,136,652	12,425,683	12,720,181	13,024,655	13,337,080	13,655,530	13,984,663	14,322,405	14,666,783
<b>Other Income:</b>												
Net Gain from the Disposal of Assets	0	0	1,900,000	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>329,083,956</b>	<b>336,995,883</b>	<b>379,321,613</b>	<b>410,226,552</b>	<b>430,581,512</b>	<b>395,202,202</b>	<b>357,471,469</b>	<b>363,143,449</b>	<b>371,547,348</b>	<b>381,951,215</b>	<b>394,056,173</b>	<b>406,550,383</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	77,502,259	86,865,274	94,043,486	98,128,316	101,646,627	103,466,335	106,081,515	108,732,630	111,449,964	114,644,782	117,499,820	120,425,951
Borrowing Costs	1,488,372	1,071,023	2,496,009	8,460,246	8,258,765	7,682,379	7,101,288	6,520,096	5,960,912	5,771,623	5,239,941	4,759,908
Materials & Services - Tipping & Waste Services	31,812,087	33,022,283	35,649,100	39,193,671	43,159,104	45,915,390	47,984,437	52,098,679	54,434,951	56,864,179	59,898,584	65,885,616
Materials & Services - Other	47,041,425	59,159,680	61,432,690	58,232,147	60,551,293	61,769,955	63,636,681	66,824,342	66,670,773	68,380,324	69,894,591	73,612,879
Legal Costs	1,299,022	2,120,510	1,447,945	1,491,383	1,536,124	1,582,207	1,621,761	1,662,305	1,703,863	1,746,460	1,790,122	1,834,875
Consultants	2,601,878	2,605,413	840,054	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000	710,000
Depreciation	49,014,475	46,132,204	47,390,706	53,075,314	54,528,790	55,709,915	56,196,410	56,362,204	55,040,886	57,933,259	58,579,267	58,425,470
Other Expenses	8,380,750	3,355,489	5,037,487	5,244,109	5,155,186	5,165,947	5,174,042	5,182,301	5,190,731	5,199,340	5,208,122	5,217,081
Net Loss from the Disposal of Assets	2,345,155	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Revaluation decrement / impairment of IPP&E	0	0	0	0	0	0	0	0	0	0	0	0
Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>221,485,423</b>	<b>236,831,876</b>	<b>250,837,477</b>	<b>267,035,185</b>	<b>278,045,889</b>	<b>284,502,128</b>	<b>291,006,134</b>	<b>300,592,557</b>	<b>303,662,081</b>	<b>313,749,967</b>	<b>321,320,447</b>	<b>333,371,780</b>
<b>Operating Results from Continuing Operations</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>143,191,367</b>	<b>152,535,623</b>	<b>110,700,075</b>	<b>66,465,334</b>	<b>62,550,892</b>	<b>67,885,267</b>	<b>68,201,248</b>	<b>72,735,727</b>	<b>73,178,602</b>
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>107,598,532</b>	<b>100,164,007</b>	<b>128,484,136</b>	<b>143,191,367</b>	<b>152,535,623</b>	<b>110,700,075</b>	<b>66,465,334</b>	<b>62,550,892</b>	<b>67,885,267</b>	<b>68,201,248</b>	<b>72,735,727</b>	<b>73,178,602</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(11,936,441)</b>	<b>(8,541,032)</b>	<b>(3,743,183)</b>	<b>(11,045,247)</b>	<b>(11,261,279)</b>	<b>(9,501,291)</b>	<b>(6,025,882)</b>	<b>(5,914,564)</b>	<b>485,267</b>	<b>801,248</b>	<b>5,335,727</b>	<b>5,778,602</b>



**Liverpool City Council**  
**Statement of Financial Position**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Optimistic**

	30-Jun-22											
	Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	126,730,000	37,918,708	25,930,123	81,319,772	103,956,185	130,103,401	149,505,826	165,726,269	188,933,459	197,792,635	215,056,091	227,038,487
Investments	136,043,000	122,879,113	94,335,833	58,278,527	50,175,762	33,970,231	33,970,231	33,970,231	33,970,231	50,175,762	66,381,293	86,638,206
Receivables	26,432,000	16,965,838	17,961,494	18,961,222	19,857,629	20,015,959	19,933,097	20,502,768	21,088,247	21,714,608	22,428,593	23,158,982
Inventories	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000	282,000
Other	947,000	1,002,634	2,061,073	1,952,713	1,902,117	1,829,435	1,756,269	1,716,776	1,626,103	1,555,003	1,488,014	1,472,605
<b>Total Current Assets</b>	<b>290,434,000</b>	<b>179,048,293</b>	<b>140,570,523</b>	<b>160,794,234</b>	<b>176,173,693</b>	<b>186,201,026</b>	<b>205,447,423</b>	<b>222,198,044</b>	<b>245,900,040</b>	<b>271,520,008</b>	<b>305,635,991</b>	<b>338,590,280</b>
<b>Non-Current Assets</b>												
Investments	199,751,000	180,422,555	138,512,655	85,569,961	73,672,726	49,878,257	49,878,257	49,878,257	49,878,257	73,672,726	97,467,195	127,210,282
Receivables	293,000	255,614	269,139	287,102	315,874	326,242	337,863	349,813	362,090	375,278	390,469	405,979
Infrastructure, Property, Plant & Equipment	3,304,635,000	3,607,389,856	3,780,160,808	3,950,096,764	4,083,871,631	4,195,288,746	4,228,436,719	4,262,756,716	4,294,584,967	4,300,921,560	4,307,592,914	4,312,101,490
Investments Accounted for using the equity method	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000	6,502,000
Intangible Assets	1,951,000	3,299,633	5,211,263	4,780,748	3,949,022	2,800,771	2,104,679	1,382,509	792,447	140,170	32,624	132,153
Right of Use Assets	11,613,000	10,559,761	8,197,011	5,692,544	4,081,951	2,621,502	1,473,750	52,459	7,331,429	5,908,629	4,785,829	3,363,029
<b>Total Non-Current Assets</b>	<b>3,524,745,000</b>	<b>3,808,429,419</b>	<b>3,938,852,876</b>	<b>4,052,929,119</b>	<b>4,172,393,204</b>	<b>4,257,417,518</b>	<b>4,288,733,268</b>	<b>4,320,921,754</b>	<b>4,359,451,190</b>	<b>4,387,520,363</b>	<b>4,416,771,031</b>	<b>4,449,714,933</b>
<b>TOTAL ASSETS</b>	<b>3,815,179,000</b>	<b>3,987,477,712</b>	<b>4,079,423,399</b>	<b>4,213,723,353</b>	<b>4,348,566,897</b>	<b>4,443,618,544</b>	<b>4,494,180,691</b>	<b>4,543,119,798</b>	<b>4,605,351,230</b>	<b>4,659,040,371</b>	<b>4,722,407,022</b>	<b>4,788,305,213</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	26,402,000	25,817,000	27,704,625	27,365,490	28,368,072	29,107,512	29,830,011	31,080,458	31,540,082	32,333,547	33,182,586	34,844,336
Income received in advance	8,000	593,000	582,399	611,660	682,141	693,993	706,201	718,775	731,727	745,066	758,807	772,959
Contract Liabilities	48,967,000	27,889,385	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459	8,554,459
Lease Liabilities	2,772,000	2,800,034	2,764,418	2,199,553	1,702,596	1,571,677	398,750	248,750	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	12,517,000	15,351,801	15,240,865	15,130,119	14,858,817	15,378,260	14,638,460	13,421,908	13,909,271	9,122,610	7,547,475	7,457,461
Provisions	30,295,000	28,083,396	27,583,396	27,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396	25,137,396
<b>Total Current Liabilities</b>	<b>120,961,000</b>	<b>100,534,616</b>	<b>82,430,162</b>	<b>80,998,677</b>	<b>79,303,481</b>	<b>80,443,297</b>	<b>79,265,277</b>	<b>79,161,746</b>	<b>81,445,735</b>	<b>77,315,878</b>	<b>76,753,523</b>	<b>78,189,411</b>
<b>Non-Current Liabilities</b>												
Payables	13,427,000	13,427,000	13,416,542	10,919,786	10,989,316	11,001,009	11,013,052	11,025,456	11,038,233	11,051,393	11,064,948	11,078,909
Contract Liabilities	707,000	418,034	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960	152,960
Lease Liabilities	9,214,000	8,240,745	5,776,327	3,726,774	2,519,178	1,097,501	998,751	900,001	6,858,671	5,585,871	4,313,071	3,040,271
Borrowings	135,695,000	190,299,038	175,058,173	172,144,554	157,285,737	141,907,477	127,269,017	113,847,109	99,937,838	90,815,228	83,267,753	75,810,292
Provisions	2,775,000	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604	4,486,604
<b>Total Non-Current Liabilities</b>	<b>161,818,000</b>	<b>216,871,421</b>	<b>198,890,606</b>	<b>191,430,678</b>	<b>175,433,795</b>	<b>158,645,551</b>	<b>143,920,384</b>	<b>130,412,130</b>	<b>122,474,306</b>	<b>112,092,056</b>	<b>103,285,336</b>	<b>94,569,036</b>
<b>TOTAL LIABILITIES</b>	<b>282,779,000</b>	<b>317,406,037</b>	<b>281,320,768</b>	<b>272,429,355</b>	<b>254,737,276</b>	<b>239,088,848</b>	<b>223,185,661</b>	<b>209,573,876</b>	<b>203,920,041</b>	<b>189,407,934</b>	<b>180,038,859</b>	<b>172,758,447</b>
<b>Net Assets</b>	<b>3,532,400,000</b>	<b>3,670,071,675</b>	<b>3,798,102,631</b>	<b>3,941,293,998</b>	<b>4,093,829,621</b>	<b>4,204,529,696</b>	<b>4,270,995,030</b>	<b>4,333,545,922</b>	<b>4,401,431,189</b>	<b>4,469,632,437</b>	<b>4,542,368,163</b>	<b>4,615,546,766</b>
<b>EQUITY</b>												
Retained Earnings	2,155,092,000	2,292,763,675	2,420,794,631	2,563,985,998	2,716,521,621	2,827,221,696	2,893,687,030	2,956,237,922	3,024,123,189	3,092,324,437	3,165,060,163	3,238,238,766
Revaluation Reserves	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000	1,377,308,000
Council Equity Interest	3,532,400,000	3,670,071,675	3,798,102,631	3,941,293,998	4,093,829,621	4,204,529,696	4,270,995,030	4,333,545,922	4,401,431,189	4,469,632,437	4,542,368,163	4,615,546,766
<b>Total Equity</b>	<b>3,532,400,000</b>	<b>3,670,071,675</b>	<b>3,798,102,631</b>	<b>3,941,293,998</b>	<b>4,093,829,621</b>	<b>4,204,529,696</b>	<b>4,270,995,030</b>	<b>4,333,545,922</b>	<b>4,401,431,189</b>	<b>4,469,632,437</b>	<b>4,542,368,163</b>	<b>4,615,546,766</b>





**Liverpool City Council**  
**Statement of Cash Flows**  
**10 Year Financial Plan ending 30 June 2033**  
**Scenario: Optimistic**

	30-Jun-22											
	Opening Balance Actual	2022-23 Revised Budget	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	148,323,000	159,289,082	169,406,755	181,289,625	190,220,111	197,558,160	205,753,018	214,218,058	222,912,172	232,284,562	243,199,970	254,403,539
User Charges & Fees	18,215,000	19,948,057	18,609,904	19,608,607	20,054,794	20,400,921	20,755,469	21,120,652	21,496,789	21,884,214	22,283,265	22,694,290
Interest & Investment Revenue Received	3,212,000	9,912,141	11,383,012	10,451,706	9,061,215	9,035,045	9,734,231	9,891,498	9,558,854	9,411,615	9,324,544	9,320,661
Grants & Contributions	118,709,000	131,051,908	135,380,621	142,282,055	147,330,619	121,250,210	72,379,869	72,488,567	72,604,644	72,735,586	72,887,763	73,103,734
Bonds, Deposits & Retentions Received	3,582,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	23,045,000	22,145,632	16,451,256	23,394,646	26,805,385	27,974,978	28,841,115	28,790,171	29,390,084	30,009,028	30,645,196	31,296,412
<b>Payments:</b>												
Employee Benefits & On-Costs	(79,226,000)	(86,865,274)	(94,043,486)	(98,128,316)	(101,646,627)	(103,466,335)	(106,081,515)	(108,732,630)	(111,449,964)	(114,644,782)	(117,499,820)	(120,425,951)
Materials & Contracts	(83,591,000)	(118,330,101)	(118,105,898)	(99,145,835)	(104,789,302)	(109,110,024)	(113,099,930)	(119,949,917)	(122,917,027)	(126,782,319)	(131,336,876)	(140,330,047)
Borrowing Costs	(1,054,000)	(1,071,023)	(2,541,172)	(8,469,143)	(8,303,276)	(7,726,092)	(7,146,529)	(6,563,161)	(6,000,398)	(5,812,542)	(5,266,779)	(4,782,111)
Other	(10,493,000)	(2,802,250)	(3,174,737)	(3,185,642)	(5,544,593)	(3,705,498)	(4,026,290)	(3,761,010)	(12,469,702)	(3,776,540)	(4,085,322)	(3,794,281)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>140,722,000</b>	<b>133,278,172</b>	<b>133,366,255</b>	<b>164,897,704</b>	<b>173,188,326</b>	<b>152,211,365</b>	<b>107,109,437</b>	<b>107,502,228</b>	<b>103,125,453</b>	<b>115,308,822</b>	<b>120,151,942</b>	<b>121,486,245</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sales of Investment / Redemption of Term Deposits	148,600,000	70,000,000	70,000,000	89,000,000	20,000,000	40,000,000	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	923,000	-	4,909,500	10,856,500	375,000	686,500	606,000	816,500	631,500	741,500	633,500	633,500
<b>Payments:</b>												
Purchase of Investment / Acquisition of Term Deposits	(306,841,000)	-	-	-	-	-	-	-	-	(40,000,000)	(40,000,000)	(50,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(107,372,000)	(344,706,900)	(198,692,505)	(202,295,772)	(152,502,241)	(149,374,236)	(70,318,075)	(76,246,075)	(64,618,805)	(50,909,075)	(52,166,575)	(50,357,075)
Purchase of Intangible Assets	(441,000)	(1,780,705)	(3,120,000)	(1,130,000)	(795,000)	(665,000)	(745,000)	(665,000)	(790,000)	(650,000)	(510,000)	(510,000)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(265,131,000)</b>	<b>(276,487,605)</b>	<b>(126,903,005)</b>	<b>(103,569,272)</b>	<b>(132,922,241)</b>	<b>(109,352,736)</b>	<b>(70,457,075)</b>	<b>(76,094,575)</b>	<b>(64,777,305)</b>	<b>(90,817,575)</b>	<b>(92,043,075)</b>	<b>(100,233,575)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	96,200,000	72,100,000	-	12,216,500	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayments of Borrowings & Advances	(10,858,000)	(14,661,161)	(15,351,801)	(15,240,865)	(15,130,119)	(14,858,817)	(15,378,260)	(14,638,460)	(13,421,908)	(13,909,271)	(9,122,610)	(7,547,475)
Lease liabilities (principal repayments)	(3,010,000)	(3,040,698)	(3,100,034)	(2,914,418)	(2,499,553)	(1,852,596)	(1,871,677)	(548,750)	(1,719,050)	(1,722,800)	(1,722,800)	(1,722,800)
<b>Net Cash provided (or used in) Financing Activities</b>	<b>82,332,000</b>	<b>54,398,141</b>	<b>(18,451,835)</b>	<b>(5,938,783)</b>	<b>(17,629,672)</b>	<b>(16,711,413)</b>	<b>(17,249,937)</b>	<b>(15,187,210)</b>	<b>(15,140,958)</b>	<b>(15,632,071)</b>	<b>(10,845,410)</b>	<b>(9,270,275)</b>
<b>Net Decrease / (Increase) in Cash &amp; Cash Equivalents</b>	<b>(42,077,000)</b>	<b>(88,811,292)</b>	<b>(11,988,585)</b>	<b>55,389,649</b>	<b>22,636,413</b>	<b>26,147,216</b>	<b>19,402,425</b>	<b>16,220,443</b>	<b>23,207,190</b>	<b>8,859,176</b>	<b>17,263,457</b>	<b>11,982,395</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of period</b>	<b>168,807,000</b>	<b>126,730,000</b>	<b>37,918,708</b>	<b>25,930,123</b>	<b>81,319,772</b>	<b>103,956,185</b>	<b>130,103,401</b>	<b>149,505,826</b>	<b>165,726,269</b>	<b>188,933,459</b>	<b>197,792,635</b>	<b>215,056,091</b>
<b>Cash &amp; Cash Equivalents - end of period</b>	<b>126,730,000</b>	<b>37,918,708</b>	<b>25,930,123</b>	<b>81,319,772</b>	<b>103,956,185</b>	<b>130,103,401</b>	<b>149,505,826</b>	<b>165,726,269</b>	<b>188,933,459</b>	<b>197,792,635</b>	<b>215,056,091</b>	<b>227,038,487</b>



## Appendix

### Schedule of Capital Projects Planned for 2023-24

Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
<b>Buildings</b>	<b>13,738,046</b>	<b>0</b>	<b>0</b>	<b>13,738,046</b>
Child Care Centre Rehabilitation / Renovation	280,000	0	0	280,000
Community Centre Rehabilitation Program	1,150,000	0	0	1,150,000
Compliance Program	50,000	0	0	50,000
Construction of Liverpool Civic Place	6,150,721	0	0	6,150,721
CPAC Air Conditioning Upgrade - Switch Gallery	1,516,450	0	0	1,516,450
Design Works - New Depot	300,000	0	0	300,000
Heritage Conservation Program	200,000	0	0	200,000
Implementation of Disability Action Plan	50,000	0	0	50,000
Leisure Centre Upgrade Program - Holsworthy Pool	15,000	0	0	15,000
Leisure Centre Upgrade Program - Michael Wenden	2,850,000	0	0	2,850,000
Leisure Centre Upgrade Program - Whitlam	450,000	0	0	450,000
Library & Museum Rehabilitation Program	200,875	0	0	200,875
Protection & Security to Council's Remote Assets Program	50,000	0	0	50,000
Sports Amenity Building Upgrade Program	285,000	0	0	285,000
Water & Energy Conservation Delivery Program	190,000	0	0	190,000
<b>Drainage and Floodplain</b>	<b>84,959,000</b>	<b>5,255,000</b>	<b>72,927,428</b>	<b>6,776,572</b>
Amalfi Park Basin - Remediation Works	450,000	0	0	450,000
Austral / Leppington North - Basin 8 - Design	250,000	0	250,000	0
Austral/Leppington - Basin 5,11,12 and 14	18,919,000	0	18,919,000	0
Brickmakers Creek - Design and Construction	2,500,000	2,500,000	0	0
Drainage Improvements - Casula Parklands	1,045,000	0	1,045,000	0
East Leppington - Stormwater Infrastructure - Land Acquisition	26,392,000	0	26,392,000	0
Edmondson Park - Raingarden D13 and D14 - Construction	1,744,000	0	1,744,000	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Edmondson Park - Raingardens - Land Acquisition	6,481,000	0	6,481,000	0
Ernie Smith Reserve (GPT)	715,000	0	715,000	0
Erosion Protection - Harris Creek & Helles Park	1,050,000	250,000	800,000	0
Flood Detention Basin 11 - Construction	1,000,000	0	1,000,000	0
Flood Detention Basin 14 Edmondson Park - Construction	3,200,000	960,000	2,240,000	0
Flood Detention Basin 29 - Austral - Construction (staged)	5,740,000	0	5,740,000	0
Flood Detention Basin 5 - Construction	3,500,000	0	3,500,000	0
Flood Mitigation - 11 Elvira Pl	150,000	0	0	150,000
Flood Mitigation - 12 Henrietta Cl	80,000	0	0	80,000
Flood Mitigation - Burton Ave	80,000	0	0	80,000
Flood Mitigation - Riverview Rd	80,000	0	0	80,000
Gross Pollutant Trap	503,000	0	0	503,000
Gross Pollutant Traps (GPT)	75,000	0	0	75,000
Jardine Drive – Flood Mitigation	70,000	70,000	0	0
Moorebank Voluntary Acquisition Scheme	1,500,000	1,000,000	0	500,000
Programmed Drainage Renewal	100,000	0	0	100,000
Sinozich Park - Design and Construction	4,000,000	0	1,116,428	2,883,572
Stormwater Drainage Improvement Works - Western Depot	1,500,000	475,000	0	1,025,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000	0	0	150,000
Stormwater Pipe Relining	300,000	0	0	300,000
Stormwater Pipe Structural Patches	300,000	0	0	300,000
Telemetry System Maintenance	50,000	0	0	50,000
Various Regional Road and Culvert Upgrades - Design	2,985,000	0	2,985,000	0
Wetlands - Riverside Park	50,000	0	0	50,000
<b>Information Technology</b>	<b>3,182,775</b>	<b>0</b>	<b>900,000</b>	<b>2,282,775</b>
Business Continuity Program - Hardware	100,000	0	0	100,000
Business Continuity Program - Software	100,000	0	0	100,000
CCTV - Illegal Dumping	900,000	0	900,000	0
City 3D Modelling	15,000	0	0	15,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Contract Management System (CMS)	50,000	0	0	50,000
Corporate Application Strategy	150,000	0	0	150,000
Corporate System Upgrade - Geocortex Web servers	30,000	0	0	30,000
Corporate Systems Upgrade - Aurion	50,000	0	0	50,000
Corporate Systems Upgrade - Pathway	100,000	0	0	100,000
Corporate Systems Upgrade - Pinforce	75,000	0	0	75,000
Corporate Systems Upgrade - Technology One	100,000	0	0	100,000
Corporate Systems Upgrade - TRIM	100,000	0	0	100,000
Cyber Security	150,000	0	0	150,000
Implementing End to End MMS - Reporting Insights	62,775	0	0	62,775
Infrastructure Switch Upgrade- Switch Replacement	200,000	0	0	200,000
Infrastructure Upgrade - Audio Visual upgrade	50,000	0	0	50,000
Infrastructure Upgrade - BCP - Second VDC	200,000	0	0	200,000
Infrastructure Upgrade - Mobility	70,000	0	0	70,000
Infrastructure Upgrade - Surveillance Program	500,000	0	0	500,000
Infrastructure Upgrade - Wi-Fi Program	100,000	0	0	100,000
Minor Systems Upgrade Program - Software	30,000	0	0	30,000
Online Booking System - One Council Application	50,000	0	0	50,000
<b>Land</b>	<b>5,980,887</b>	<b>0</b>	<b>2,433,700</b>	<b>3,547,187</b>
Capitalised Waste Remediation Costs	1,000,000	0	0	1,000,000
Liverpool Pioneers Memorial Park Monument Repair and	57,887	0	0	57,887
Road Closure 24 Scott Street Liverpool	2,489,300	0	0	2,489,300
Sarah Hollands Drive 7.1 - Land	2,433,700	0	2,433,700	0
<b>Land Improvements</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>
Tree Planting - Plan 6 (S7.11)	10,000		10,000	
<b>Library Materials</b>	<b>634,000</b>	<b>0</b>	<b>60,000</b>	<b>574,000</b>





Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Adult fiction	67,000	0	60,000	7,000
Adult non-fiction	61,000	0	0	61,000
Audio-visual resources	70,000	0	0	70,000
Children's Resources Non-Fiction	29,000	0	0	29,000
Children's resources Fiction	71,000	0	0	71,000
Customer Collection Requests	35,000	0	0	35,000
Foreign language	87,500	0	0	87,500
HSC Collection	30,000	0	0	30,000
Junior Audio Visual Resources	30,000	0	0	30,000
Large print books	41,000	0	0	41,000
LIAC	4,500	0	0	4,500
Liverpool Heritage Library	7,500	0	0	7,500
Reads on the Run	24,000	0	0	24,000
Reference	7,000	0	0	7,000
School Collection	32,000	0	0	32,000
Special resources	14,000	0	0	14,000
Young adult resources	23,500	0	0	23,500
<b>Office Equipment, Furniture and Fittings</b>	<b>205,500</b>	<b>0</b>	<b>0</b>	<b>205,500</b>
Library Network Services Capital Items	55,500	0	0	55,500
Safety Systems	150,000	0	0	150,000
<b>Parks and Recreation</b>	<b>28,852,981</b>	<b>10,864,320</b>	<b>13,008,661</b>	<b>4,980,000</b>
Affleck Park – Park Development	1,160,000	0	510,000	650,000
Angle Park - Site Remediation	200,000	50,000	0	150,000
Australis Reserve - Outdoor Gym	140,000	0	140,000	0
Bigge Park Liverpool Graffiti Management	100,000	100,000	0	0
Bradshaw Park – Outdoor Gym	100,000	0	100,000	0
Bush Regeneration Program (a)	770,000	0	0	770,000
Carnes Hill Outdoor Sporting and Recreation	2,670,251	0	2,670,251	0
Carnes Hill Aquatic and Leisure Centre	2,600,000	2,500,000	0	100,000
Cartwright Park - Local Park Upgrade	210,000	0	135,000	75,000
Chain of Responsibility	500,000	0	0	500,000
Cirillo Reserve - Scoreboard	130,000	100,000	0	30,000
Collimore Park - Regional Playground	750,000	0	650,000	100,000
Grimson Park - Outdoor Gym	160,000	0	0	160,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Junction Rd Park – Local Park Upgrade – Design	120,000	0	120,000	0
Lighthorse Park - Kayak Ramp Construction	563,870	163,870	400,000	0
Lighthorse Park and Community Activation Program	75,000	0	0	75,000
Lighthorse Park Community Hub	1,500,000	1,500,000	0	0
Lighthorse Park Play Area and Open Space Construction	4,800,000	4,800,000	0	0
Lighthorse Park Redevelopment	6,463,860	1,550,450	4,913,410	0
Lighting Upgrades and Public Art at Bigge Park	100,000	100,000	0	0
Master Plan - Liverpool Animal Shelter and Dog Parks	475,000	0	0	475,000
Miller Masterplan	220,000	0	0	220,000
Playground Replacement program	620,000	0	130,000	490,000
Pye Hill Reserve – Regional Trail Pathway	350,000	0	0	350,000
Regan Park - Local Park Upgrade	150,000	0	150,000	0
Shade Structure Program	185,000	0	90,000	95,000
Solar Light Program	180,000	0	0	180,000
Sporting Field Master Plan	400,000	0	0	400,000
Sports Courts / Facilities	160,000	0	0	160,000
Synthetic Fields and Hammondville Oval Upgrade	3,000,000	0	3,000,000	0
<b>Plant and Fleet</b>	<b>6,855,000</b>	<b>2,230,000</b>	<b>0</b>	<b>4,625,000</b>
Major Plant	1,710,000	0	0	1,710,000
Mattress Processing - Shredder (b - \$250k)	1,375,000	230,000	0	1,145,000
Monetisation of City Centre Car Parks	200,000	0	0	200,000
Purchase of New Plant	2,710,000	2,000,000	0	710,000
Replacement of Trucks for Household Cleanup Service (b)	860,000	0	0	860,000
<b>Roads, Bridges and Footpaths</b>	<b>83,164,599</b>	<b>43,502,716</b>	<b>32,597,443</b>	<b>7,064,440</b>
Abingdon Street, Chipping Norton - Gov. Macquarie to Ascot	190,000	0	0	190,000
Alpine Place, Horningsea Park - Sarah Hollands Dr to Cul-de-sac	39,000	0	0	39,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Bernera Rd Upgrade at Yarrawa St	2,480,000	2,480,000	0	0
Bernera Road upgrade at Yarrunga St/Yato Rd	1,700,000	0	1,700,000	0
Bridge Rehabilitation & Renewal	83,000	0	0	83,000
Bridges Road - Newbridge to North End	406,000	0	250,000	156,000
Burra St, Busby - Trevanna St to Kingarth St	18,000	0	0	18,000
Bus Shelter Installations	125,200	0	25,200	100,000
Bus Stops - Compliance	80,000	0	0	80,000
Cabramatta Avenue, Miller - Cartwright to Morgan (R2R)	1,000,000	1,000,000	0	0
Campbell Street, Liverpool - George to Macquarie	295,000	0	0	295,000
Carpark - On Street Parking in Narrow Streets	130,000	0	0	130,000
Cartwright Avenue, Miller - Creek to Maxwell	220,000	0	0	220,000
Cherry Pl, Prestons - Skipton Ln to Cul-de-sac	44,000	0	0	44,000
Cycleway - Casula Powerhouse to Leacocks Regional Park	350,000	0	0	350,000
Cycleway and K&G - Twentyseventh Ave - Krickpatric to Godfrey	140,000	0	0	140,000
Denham Court Road Upgrade	1,104,000	1,104,000	0	0
Devonshire Road, Kemps Creek - 15th to Gurners	638,000	638,000	0	0
Edmondson Ave - Detailed Design	650,000	650,000	0	0
Edmondson Avenue Construction	4,795,000	4,795,000	0	0
Edmondson Avenue Land Acquisition	10,000,000	10,000,000	0	0
Facey Cres, Lurnea - 8 Facey Cres to Wonga Rd	25,000	0	0	25,000
Footpath and Kerb & Gutter - Krickpatrick Ave - Twenty Seven	66,000	0	0	66,000
Gascogne St, Casula - Skipton Ln to Melaleuca Pl	45,000	0	0	45,000
Governor Macquarie Dr Upgrade - Munday Street to ATC Access	5,630,000	5,630,000	0	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Governor Macquarie Drive & Hume Highway Intersection	6,000,000	4,000,000	2,000,000	0
Governor Macquarie Drive from Alfred Road to Child St	3,500,000	3,500,000	0	0
Graham Avenue, Lurnea - Hanna to Webster	260,000	0	0	260,000
Hill Road, Lurnea - Wheeler to Wonga (R2R)	410,000	410,000	0	0
Holber Avenue, West Hoxton - Greenway Dr to Cul-de-sac	49,000	0	0	49,000
Humphreys Avenue, Casula - Reserve to Carnation	256,000	0	0	256,000
Incense Pl, Casula - Maple Rd to Cul-de-sac	38,000	0	0	38,000
Kerb & Gutter Replacement	80,000	0	0	80,000
Kurrajong Road / Lyn Pde Intersection Upgrade - Design	3,975,000	3,975,000	0	0
Kyogle Place - 20th to End	83,790	0	0	83,790
Liverpool CBD Car Parks EOI Project	500,000	0	0	500,000
Lyn Pd - Jedda to Enterprise	1,430,716	1,430,716	0	0
Macquarie Street Streetscape Improvements - Moore to Scott	1,320,000	1,200,000	0	120,000
Mahogany St, Casula - Cherry Pl to Barcelona Dr	48,000	0	0	48,000
Maple Rd, Casula - Incense Pl to Cul-de-sac	60,000	0	0	60,000
Mawbanna Close, West Hoxton - Triabunna Ave to Cul-de-sac	44,000	0	0	44,000
Middleton Drive - M7 Underpass - Construction	2,885,660	0	2,885,660	0
Middleton Drive - M7 Underpass - Detailed Design	300,000	0	300,000	0
Murwillumbah Ave - 20th to End	83,790	0	0	83,790
Naranghi Street, Busby - Orchard to Bolinda	185,500	0	0	185,500
Nimbin Ave - 20th to End	83,790	0	0	83,790
Ninth Avenue, Austral - Fourth to End	316,250	0	0	316,250
Nuwarra Road - Investigation and Design	200,000	0	200,000	0
Prout Street, West Hoxton - Cobble Cct to Wainewright Ave	22,000	0	0	22,000
Public Domain Master Plan - Design	200,000	0	0	200,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Racemosa Close, Kemps Creek -Devonshire to End	309,320	0	0	309,320
RLR52a -Local road (Bushland Frontage APZ)- Edmondson Park	4,557,589	0	4,557,589	0
Road Resurfacing Program - Programmed Patching	700,000	0	0	700,000
Road Resurfacing Program - Rejuvenation	450,000	0	0	450,000
Sarah Hollands Drive 7.1 - Works	178,994	0	178,994	0
Shared Path Camden Valley Way, Edmondson Park	300,000	300,000	0	0
Stamford Close, West Hoxton - Carmichael Dr to Cul-de-sac	28,000	0	0	28,000
Swansea Pl, West Hoxton - Carmichael Dr to Cul-de-sac	56,000	0	0	56,000
Traffic Facilities - Safety Related Projects	100,000	0	0	100,000
Traffic Facilities in East Leppington	4,000,000	0	4,000,000	0
Traffic Signals - Kurrajong Rd & Mowbray St	1,189,000	390,000	0	799,000
Traffic Facilities in Austral Leppington North	14,000,000	0	14,000,000	0
Trevanna St, Busby - Orchard Rd to S Liverpool Rd	66,000	0	0	66,000
Triabunna Avenue, West Hoxton - Swansea Pl to Cul-de-sac	48,000	0	0	48,000
Turner Pl, Casula - Tucker Rd to Cul-de-sac	48,000	0	0	48,000
Wainewright Ave, West Hoxton - Bird St to 16 Wainewright Ave	23,000	0	0	23,000
West Invest - Macquarie St, Streetscape Upgrade	943,000	943,000	0	0
West Invest - Railway St. Streetscape Upgrade	489,000	489,000	0	0
West Invest - Scott St. Streetscape Upgrade	568,000	568,000	0	0
West Street, Lurnea - 14 West St to Reilly St	26,000	0	0	26,000
Yarrunga Street and Kookaburra Road North - Design	2,500,000	0	2,500,000	0
<b>Total Capital Expenditure</b>	<b>227,582,788</b>	<b>61,852,036</b>	<b>121,937,232</b>	<b>43,793,520</b>



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
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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:

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