

LONG TERM FINANCIAL PLAN



2025-2034

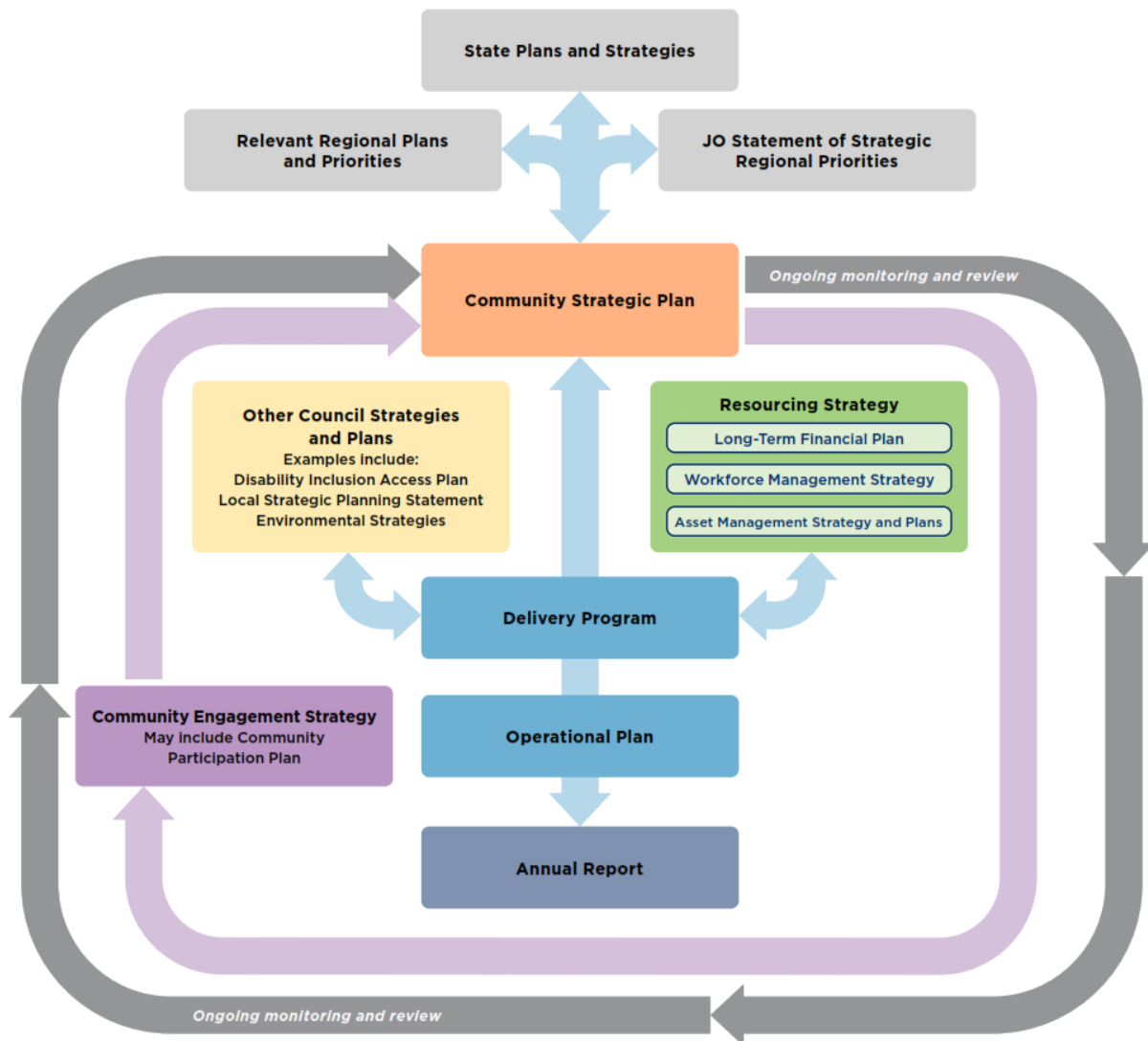


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Legislative framework

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 2024-25 budget and its LTFP, are all guided by the overriding principles of sound financial management as defined in Section 8B of the Local Government Act 1993. These include:

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



Financial sustainability and performance measurement

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

Indicator	Qualitative measure	Benchmarks
Operating performance		
Operating performance ratio	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	Greater than 0%
Own source operating revenue ratio	Measures council's fiscal flexibility and is the degree of reliance on external funding sources, for example, operating grants and contributions.	Greater than 60%
Liquidity		
Unrestricted current ratio	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	Greater than 1.5x
Cash expense cover ratio	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	Greater than 3 months
Outstanding rates and annual charges	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Less than 5%



Debt management

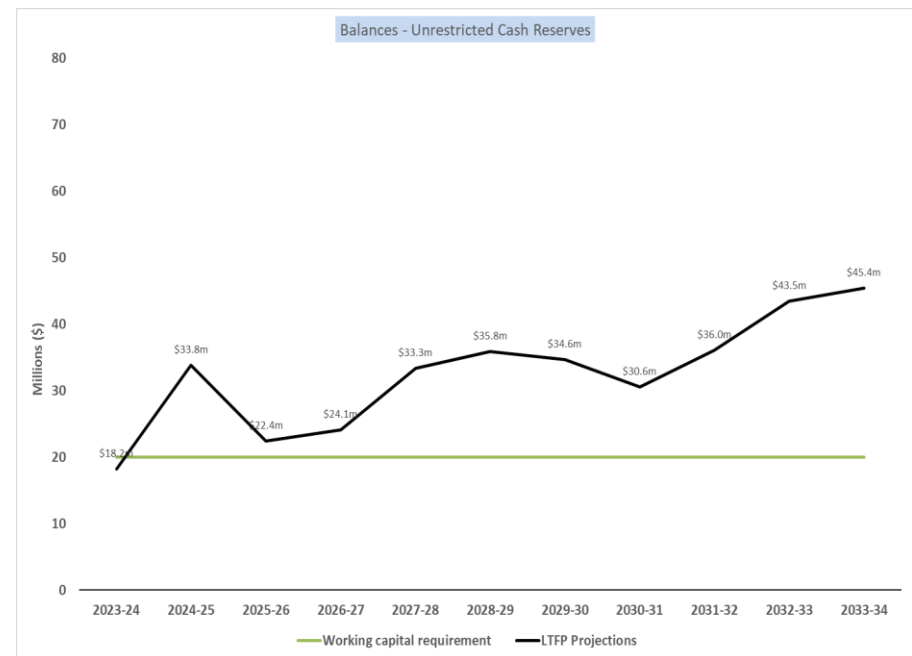
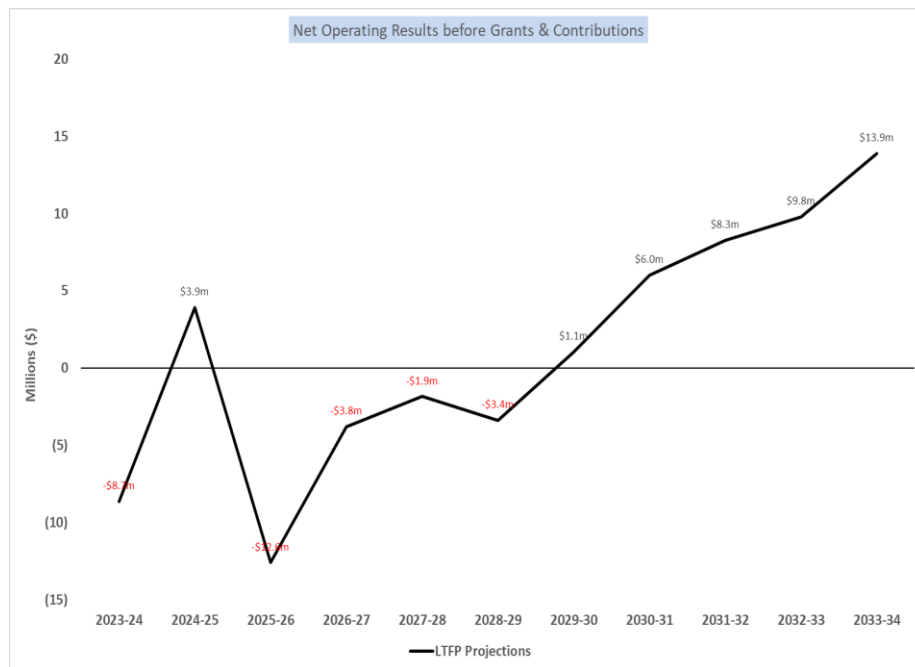
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2x
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	Greater than 0 but less than 20%
Interest cover ratio	Indicates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

Infrastructure & service management

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



The net operating result (before capital grants and contributions) and level of unrestricted cash reserves are two main indicators of financial performance and sustainability. 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	2022-23 Actual	2023-24 Revised	2024-25 Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating Performance												
Operating performance ratio	1.2%	-2.6%	-1.7%	-4.2%	-0.4%	-0.7%	-0.3%	1.1%	2.5%	3.1%	3.4%	4.3%
	✓	✗	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓
Own source operating revenue ratio	53.2%	58.1%	60.0%	60.2%	62.9%	66.2%	70.1%	72.6%	73.2%	74.0%	74.6%	75.3%
	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liquidity												
Unrestricted current ratio	2.1	1.8	1.5	1.6	1.7	1.7	2.1	2.0	2.0	2.1	2.1	2.0
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash expense cover ratio	17.9	9.8	12.7	13.3	13.0	14.1	12.6	13.1	12.8	12.8	12.5	13.0
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates and annual charges outstanding %	7.5%	6.8%	6.4%	6.0%	5.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓
Debt Management												
Debt service cover ratio	2.8	2.5	2.1	2.0	2.6	2.6	2.6	3.4	3.6	5.1	6.1	6.6
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Debt service ratio	6.5%	9.9%	9.2%	8.7%	8.0%	7.7%	14.1%	6.0%	5.9%	4.1%	3.4%	3.2%
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Interest cover ratio	43.5	6.6	5.9	5.8	7.3	7.9	9.6	11.4	12.5	14.6	16.5	18.8
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Infrastructure & Service Management												
Building & infrastructure renewals ratio	60%	103%	94%	71%	42%	44%	35%	27%	26%	25%	22%	23%
	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Infrastructure backlog ratio	2.1%	1.5%	1.0%	0.8%	1.3%	1.4%	1.9%	1.8%	1.8%	1.8%	1.8%	1.8%
	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Asset maintenance ratio	112%	88%	88%	86%	85%	83%	82%	81%	80%	80%	80%	81%
	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗



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.

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 329,000 people by 2034. 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) Circular Economy Centre

Managing waste effectively and maximising recycling opportunities is one of Council strategic objectives. Council has acquired 600 Cowpasture Road property and plans to transfer its domestic waste management functions from current Rose Street Depot.

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

The LTFP includes provision to repay loan taken out for the acquisition and improvement on the site.



(ii) 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

	2023-24 Forecast	2024-25 Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Population	252,115	259,316	266,328	272,473	280,470	288,840	296,968	304,918	312,966	321,097	329,131
Number of Rateable Properties	80,961	82,761	84,561	86,361	88,161	89,961	91,761	93,561	95,361	97,161	98,961
Consumer Price Index	2.0%	3.5%	3.0%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
IPART Rate Peg	4.1%	5.0%	4.0%	4.0%	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Local Government Award	4.5%	3.5%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Revenue assumptions

Ordinary rates

Under its new methodology, the NSW Independent Pricing and Regulatory Tribunal determined the limit by which Council's 2024-25 rates income may be varied as 5%.

An aggregate of 5.0% rate variation has been factored in Council's 2024-25 budget. The LTFP assumes annual rate increase of 4.0% for 2025-26 to 2026-27, 3.5% for 2027-28 to 2028-29, and 3.0% 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 2024-25 has been set to increase by \$50 per household to align with new contract pricing, additional CEC operating costs and CPI adjustments. The LTFP assumes the annual DMW charge will increase on average by 3.5% from 2025-26, plus a cumulative reduction of \$20 per household over 10 years.



Environment Levy

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

City Development Fund

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

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.

	2022-23 Actual \$'000	2023-24 Revised \$'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	2033-34 \$'000
Ordinary Rates	112,268	119,876	126,863	133,705	140,484	146,828	153,395	159,510	165,717	172,110	178,696	185,479
Domestic Waste Management Services	39,201	46,171	49,067	51,475	54,023	56,632	59,215	61,853	64,549	67,302	70,964	75,295
Environment Levy	1,916	2,040	2,143	2,256	2,373	2,483	2,597	2,702	2,810	2,921	3,036	3,154
City Development Fund	1,346	1,412	1,476	1,535	1,596	1,652	1,710	1,761	1,814	1,868	1,925	1,982
Stormwater Management Services	1,695	1,745	1,779	1,815	1,851	1,887	1,923	1,959	1,995	2,031	2,067	2,103
Miscellaneous - On Site Sewerage Management	252	283	296	305	314	323	333	343	353	364	375	386
Total	156,678	171,527	181,623	191,090	200,641	209,806	219,172	228,128	237,238	246,596	257,061	268,398



User fees and charges

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

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

Council applies the general principle that fees and charges should be set at appropriate levels that reflect user pay principles. The annual rate of increase has been forecast at 4.5% for 2024-25 and 3% for 2025-26 onwards.

	2022-23 Actual \$'000	2023-24 Revised \$'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	2033-34 \$'000
Planning & Building Regulation Fees	3,133	5,015	5,120	5,273	5,431	5,567	5,707	5,850	5,997	6,147	6,301	6,459
Parking Fees	3,279	3,305	3,907	4,028	4,152	4,262	4,181	4,292	4,406	4,524	4,645	4,769
Child Care Fees	2,771	3,650	3,814	3,929	4,027	4,127	4,231	4,336	4,445	4,556	4,670	4,787
Community & Recreational Facilities Hire	1,507	1,324	1,473	1,517	1,562	1,602	1,642	1,683	1,725	1,768	1,812	1,857
Other Statutory Regulatory Fees	1,085	1,058	1,172	1,207	1,238	1,269	1,301	1,333	1,367	1,401	1,436	1,472
Other Fees & Charges	4,026	5,417	4,872	5,019	5,167	5,296	5,428	5,564	5,703	5,846	5,992	6,142
Total	15,800	19,768	20,358	20,972	21,577	22,123	22,489	23,058	23,642	24,241	24,855	25,485

Interest and investment revenue

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

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



Financial Assistance Grants

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

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

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

The FAG is anticipated to remain at a constant level without any annual indexation on the current \$10 million for 2024-25. 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, and the old library building.



Other Revenue

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

	2022-23 Actual \$'000	2023-24 Revised \$'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	2033-34 \$'000
Parking & Other Fines	3,261	3,520	4,678	4,819	4,963	5,112	5,265	5,423	5,586	5,754	5,926	6,104
Ex Gratia Payments - NICL	2,167	2,245	2,346	5,417	5,489	5,564	5,641	5,720	5,802	5,886	5,972	6,062
Restoration Works - Cost Recovery	2,389	2,440	2,518	2,593	2,671	2,751	2,834	2,919	3,006	3,096	3,189	3,285
Sales General (CPAC/Cafes/Events/Recycled Materials)	789	1,125	2,281	1,527	1,846	1,899	1,953	2,008	2,065	2,124	2,185	2,247
Miscellaneous	2,010	2,106	5,324	7,423	10,948	11,414	11,902	12,411	12,944	13,501	14,083	14,692
Total	10,616	11,436	17,147	21,778	25,918	26,740	27,594	28,482	29,403	30,361	31,356	32,389

Operating expenditure assumptions

Employee related costs

In 2024-25, Council budgeted to employ the equivalent of 992 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 3.5% award increase for 2024-25, 3% for 2025-26 and 2.5% for forward years.

Borrowing costs

Borrowing costs included in the LTFP includes Council's planned \$200.5 million borrowings for construction of Liverpool Civic Place and \$32.7 million for property acquisition for circular economy centre.

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 LTFFP on the basis that depreciation is a charge for the consumption of the assets and should be used as the basis for determining renewal expenditure. This also includes amortisation of the “rights of use” assets leased and/or contracted but predominately used for delivery of Liverpool City Council services.

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

Other expenses

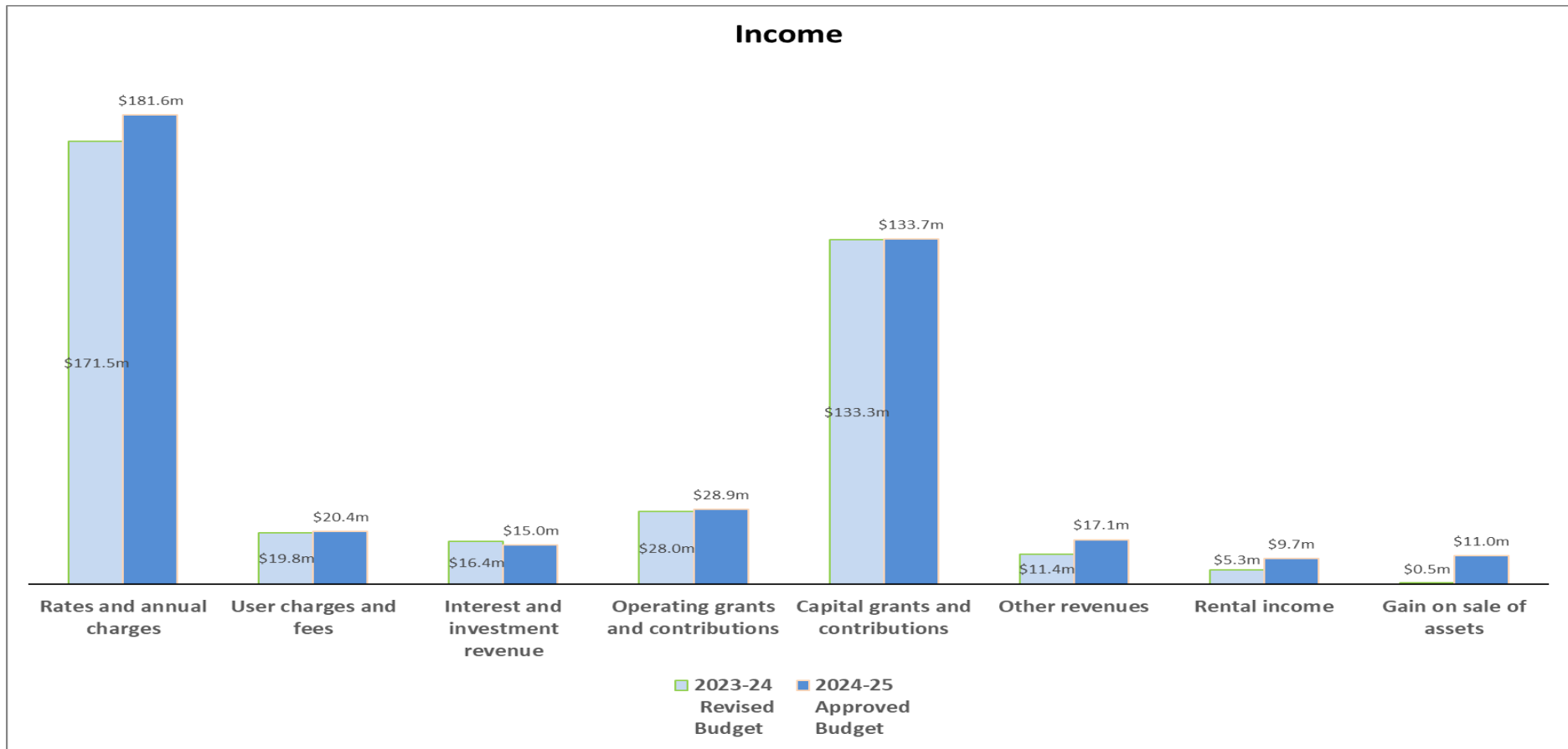
Costs included in this category is tabulated below and have been adjusted mainly in line with expected inflation.

	2022-23 Actual \$'000	2023-24 Revised \$'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	2033-34 \$'000
Emergency Services Contributions (NSW Fire / SES / RFS)	2,156	3,761	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	773	926	1,432	1,424	887	894	901	908	915	923	931	939
Other Statutory Charges	156	166	166	166	166	166	166	166	166	166	166	166
Miscellaneous	251	173	177	183	188	193	198	203	208	213	218	224
Total	3,335	5,026	5,537	5,534	5,002	5,014	5,026	5,038	5,050	5,063	5,076	5,089



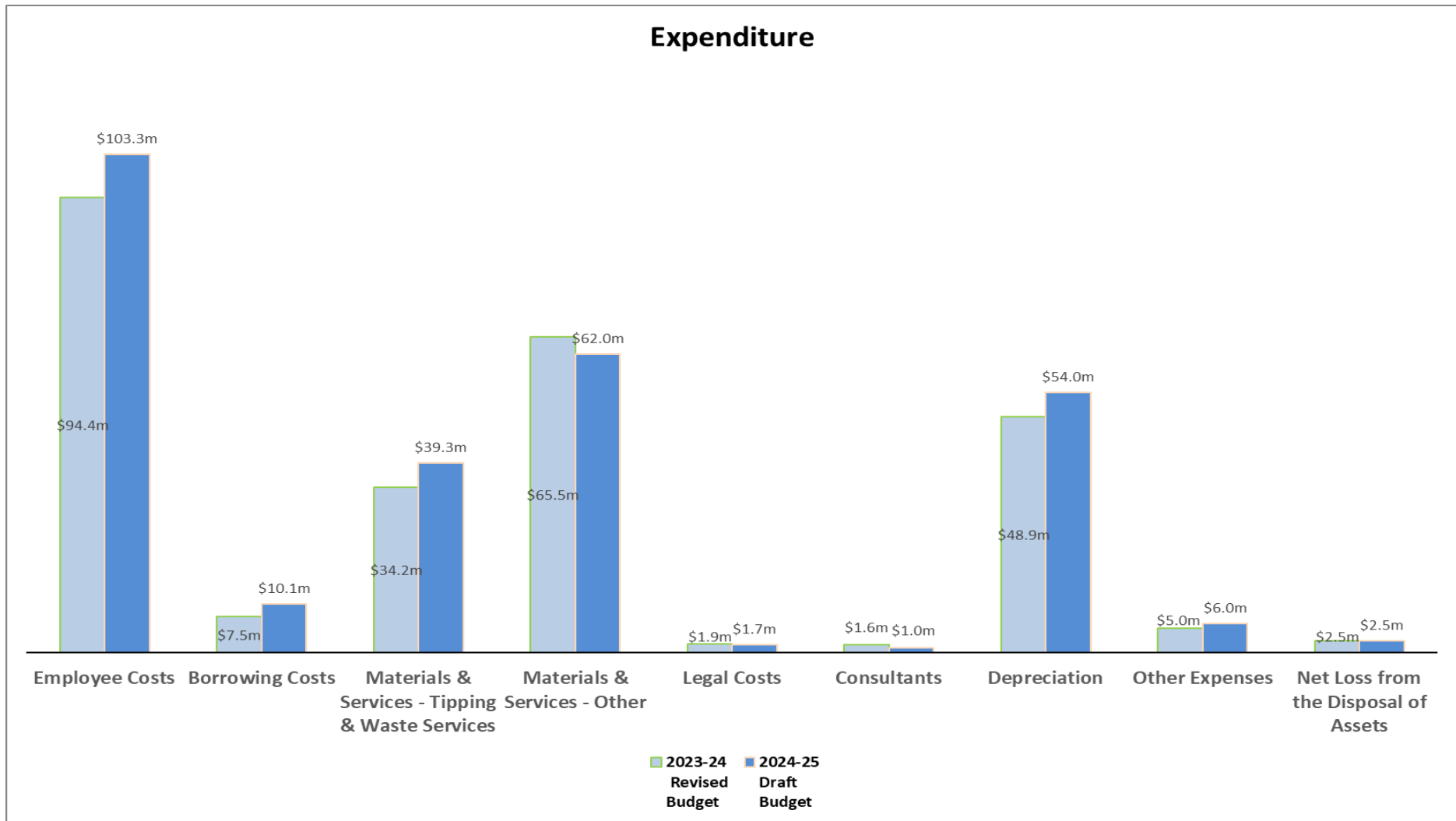
Operating Budget 2024-25

The composition of Council's income and expenditure budget for 2024-25 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:

	2022-23 Actual \$'000	2023-24 Revised \$'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	2033-34 \$'000
Total Capital Expenditure	286,048	340,128	177,741	205,468	181,618	148,285	128,643	145,610	154,216	154,524	158,889	122,911
Comprising of:												
Buildings	107,090	95,044	8,555	4,508	3,538	3,528	3,423	3,568	4,388	4,667	3,816	3,816
Drainage	37,527	69,626	22,862	26,255	34,830	14,987	7,725	38,147	41,448	47,627	44,742	2,225
Floodplain	10,429	2,598	1,500	1,500	1,575	4,000	1,500	1,500	1,500	1,500	1,500	1,500
Information Technology	1,200	3,706	1,953	895	765	845	765	870	730	590	590	590
Land	20,589	43,640	51,076	54,235	61,000	54,027	54,027	54,027	54,027	54,027	54,027	54,027
Land Improvements		10	50	50	50	75	75	75	75	75	75	75
Library Materials	555	624	653	673	688	703	717	717	717	717	717	717
Office Equipment, Furniture and Fittings	53	206	57	57	58	58	58	58	58	58	58	58
Parks and Recreation	35,714	38,164	30,399	42,823	40,997	37,299	20,027	13,284	12,371	4,890	11,557	5,563
Plant and Fleet	6,523	11,151	4,688	3,223	4,934	5,906	6,173	5,756	6,058	5,949	6,118	7,211
Roads	54,926	68,562	44,084	51,354	31,757	26,058	33,415	26,756	31,962	33,634	34,537	45,977
Bridges	3,733	83		50	50	50	53	53	83	83	53	53
Footpaths	7,709	6,715	11,865	19,846	1,376	750	686	800	800	707	1,100	1,101
Group into:												
New Asset	253,175	276,444	116,963	151,025	152,884	115,019	93,639	115,343	116,396	115,109	119,906	71,741
Renewal Asset	32,873	63,685	60,778	54,443	28,733	33,265	35,004	30,267	37,820	39,414	38,983	51,170
Funded by:												
Grants	19,198	58,407	66,705	76,577	58,173	41,292	12,750	2,750	2,750	2,750	2,750	2,750
s711 Developer Contributions	58,869	109,395	71,396	72,589	79,240	74,076	71,258	94,976	96,824	96,132	99,514	51,173
s711 Non-Cash Developer Contributions	66,907	25,786	7,000	13,906	7,000	7,000	12,000	10,000	10,000	10,000	10,000	10,000
Stormwater Reserve	970	2,438	1,638	1,825	1,790	1,820	1,875	2,075	1,965	1,975	1,975	1,975
Domestic Waste Reserve	4,014	4,075	700	1,200	11,195	4,727	5,327	3,727	4,727	5,727	4,977	6,177
Environment Levy	551	770	920	770	870	770	770	770	770	770	770	770
Contribution Reserve	182	75	102									
Loan Reserve	86,556	77,208	400	1,500								
General Property Reserve	80	2,071		3,489				5,000	5,000	5,000	5,000	5,000
Parking Strategy Reserve	2	3,078	500									
Carnes Hill Stage2 Reserve	296	4,161										
General Fund	47,786	52,665	28,380	33,612	23,350	18,599	24,663	26,312	32,180	32,169	33,903	45,066

A detailed list of capital projects by funding source planned for 2024-25 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.
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.
Hammondville Pool and Precinct Reserve	Proceeds from disposal of Hammondville Park set aside for concept design and planning costs for Hammondville Pool.
National Intermodal Ex-Gratia Funds Reserve	Unspent rate equivalent funds kept aside for future use.



Long-Term Financial Plan scenarios

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

- IPART rate-peg determinations
- Growth in LGA and its impact on service levels
- Wider economic conditions which 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.

Base Case Scenario

The assumptions under this scenario are tabulated below:

Revenue	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
Rates & Annual Charges	<ul style="list-style-type: none"> • Increase by 5% as determined by IPART in September 2023 • Estimates includes additional revenue from growth, estimated at 1800 new ratepayers. • Increase in Domestic Waste Management Charge from \$570 to \$620, comprising of \$37 to align with new contract pricing, additional CEC operating costs and \$13 CPI adjustment on 80,376 households. 	<ul style="list-style-type: none"> • Estimates include an average 3.3% rate increases from FY 2025/26 onwards and factors in an annual growth of 1800 rateable properties. • Estimates include a 3.5% general CPI indexation to Domestic Waste Management Charge, plus a cumulative reduction of \$20 over 10 years.
User Charges & Fees	<ul style="list-style-type: none"> • Estimates include 4.5% general indexation on non-statutory fees and charges. • Statutory fees and charges have been adjusted to legislated rates, where applicable. 	<ul style="list-style-type: none"> • 3% general indexation on both statutory and non-statutory fees and charges.
Interest & Investment Revenue	<ul style="list-style-type: none"> • Estimates is based on current investment portfolio and average yield. 	<ul style="list-style-type: none"> • Estimates is based on projected investment portfolio and average current yield.



Revenue	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
Grants & Contributions - Operating	<ul style="list-style-type: none"> No indexation to current \$10m Financial Assistance Grant is included. Estimates for other operating grants are based on approved specific purpose funding from external organisations. 	<ul style="list-style-type: none"> Estimates assume continuation of Financial Assistance Grant with no indexation, and similar level of operating grants support from external organisations.
Grants & Contributions - Capital (Others)	<ul style="list-style-type: none"> Estimates for capital grant are based on approved project-specific funding from external organisations. 	<ul style="list-style-type: none"> Estimates for capital grant are based on approved project-specific funding from external organisations.
Grants & Contributions - Capital (s711)	<ul style="list-style-type: none"> Estimates based on contributions payable under various plans. 	<ul style="list-style-type: none"> Projections are based on contributions payable under various plans.
Other Revenues	<ul style="list-style-type: none"> Estimates include 4.5% general indexation. Revenue from parking fines is based on SDRO's estimate of 60% recovery of infringements issued. 	<ul style="list-style-type: none"> Estimates include a 3% general indexation.
Rental Income	<ul style="list-style-type: none"> Estimates includes rental income from: <ul style="list-style-type: none"> Liverpool Civic Place - \$3.9 Old Library - \$1.4m 33 Moore St (excl. Level 4-6) - \$3.1m Others - \$1.3m 	<ul style="list-style-type: none"> Estimates assume full tenancy at Liverpool Civic Place and Old Library to continue, expect for 33 Moore Street which has been earmarked for sale.
Net Gain from the Disposal of Assets	<ul style="list-style-type: none"> Estimates includes sale of properties. 	<ul style="list-style-type: none"> Estimates includes sale of properties.
Fair value increment on Investments	<ul style="list-style-type: none"> Due to uncertain market movements, no capital gains on investments have been included. 	<ul style="list-style-type: none"> Due to uncertain market movements, no capital gains on investments have been included.



Expenses	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
	<ul style="list-style-type: none"> • Estimates includes: <ul style="list-style-type: none"> - Salaries provision (including on-costs) for 992 full time equivalent staff. - Salary increases of 3.5%, plus a one-off pay adjustment, the greater of 0.5% of base salary or \$1000 per LG State Award - Provision for 11.5% guaranteed superannuation contribution. - Churn savings equal to 50% of historical 9-12% staff turnover rate. • A 3% general indexation on other employee costs, including workers compensation insurance. 	<ul style="list-style-type: none"> • Estimates includes: <ul style="list-style-type: none"> - Salary increases of 3%, plus a one-off pay adjustment, the greater of 0.5% of base salary or \$1000 per LG State Award for FY 2025/26 - Salary increases of 2.5% for forward years. - Discontinuation of one-off pay adjustment, the greater of 0.5% of base salary or \$1000 from 1/7/27 - Provision for 12% guaranteed superannuation contribution. - Assumes no material increase in Defined Benefit Superannuation scheme levy. - A 3% general indexation on other employee costs for FY2025-26 and 2.5% for forward years • General provision for additional staff to meet growth related service demands
	<ul style="list-style-type: none"> • Estimates include interest payable on the following loans: <ul style="list-style-type: none"> - \$200.5m for Liverpool Civic Place - \$20.5m for acquisition of 600 Cowpasture Road property - \$4.0m for Lurnea Hub Development project 	<ul style="list-style-type: none"> • Estimates include interest payable on additional borrowing of \$12.2m for improvement works at 600 Cowpasture Road • Estimates also include reduction in interest costs on \$23m borrowed for



Expenses	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
		Liverpool Civic Place from NSW TCorp expected to be repaid in FY 2028/29
	<ul style="list-style-type: none"> Estimates include 4.5% general price increase indexation and 10.5% contract price variation. 	<ul style="list-style-type: none"> Estimates include: <ul style="list-style-type: none"> 4.5% CPI increase has been applied from FY 2025/26 to FY 2026/27 3% CPI increase for FY 2027/28 2.5% CPI increase from FY 2028/29 and forward years
	<ul style="list-style-type: none"> Estimates include 3.5% general price increase indexation 	<ul style="list-style-type: none"> Estimates include: <ul style="list-style-type: none"> 3% general price indexation from FY 2025/26 to FY 2026/27. 2.5% general price indexation FY 2027/28 and forward years General provision to meet growth related service demands from 2025/26 and forward years. Additional maintenance and operating costs for Western Sydney Infrastructure Grant funded projects from FY2027-28 onwards.
	<ul style="list-style-type: none"> Estimates are based on costs to deal with current level of legal cases, including planning & development related matters. 	<ul style="list-style-type: none"> Estimates assumes planning & development related legal costs will progressively reduce in forward years.
	<ul style="list-style-type: none"> Estimates include cost of consultancy required on 	<ul style="list-style-type: none"> Estimates represent a general provision for consultancy mainly in



Expenses	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
	identified business matters that require expert advice.	Sustainable and Natural Environment and Corporate Services.
	<ul style="list-style-type: none"> • Estimates are based on condition assessment and remaining useful lives of Council assets, including Liverpool Civic Place. 	<ul style="list-style-type: none"> • Estimates have been adjusted for new assets that will be constructed through Council's capital works program.
	<ul style="list-style-type: none"> • Estimates include: <ul style="list-style-type: none"> - 3.5% general price indexation - Election expenses of \$1.4m - \$ general provision for strategic initiatives 	<ul style="list-style-type: none"> • Estimates include: <ul style="list-style-type: none"> - 3% general price indexation from FY 2025/26 to FY 2026/27. - 2.5% general price indexation FY 2027/28 and forward years - \$500k general provision for strategic initiatives - Election expense \$1.6m FY 2028/29 and \$1.8m FY 2032/33
	<ul style="list-style-type: none"> • Estimate of \$2.5m relates to write-off of road surfaces removed during resurfacing works. 	<ul style="list-style-type: none"> • Estimates of \$2.5m in forward years relates to write-off of road surfaces removed during resurfacing works.



Pessimistic scenario

This scenario assumes:

	Variations to Base Case 2024/25 to 2033/34	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% lower than budgeted from FY25/26.	\$657k	Unlikely/Insignificant	Low
	Anticipated growth is 300 lots lower than budgeted.	\$360k	Unlikely/Insignificant	Low
Interest & Investment Revenue	Unfavourable changes to financial markets resulting in 0.5% lower yield on investments	\$1.7m	Unlikely/Insignificant	Low
Rental Income	Delays in securing tenants for remaining levels of Liverpool Civic Place.	\$1.6m	Likely/Minor	Moderate
Net Gain from the Disposal of Assets	Inability to close sale of identified properties.	\$8.4m	Almost certain/Minor	High
Expenses				
Employee Costs	Award increase is 0.5% higher than expected from FY26/27.	\$582k	Possible/Minor	Moderate
	One-off \$1000 allowance forms part of base salary from FY 2026/27 and forward years.	\$992k	Possible/Minor	Moderate
Materials & Services - Other	Price escalation is 0.5% higher than provision in budget.	\$300k	Possible/Insignificant	Low
Other Expenses	Price escalation is 0.5% higher than provision in budget.	\$29k	Possible/Insignificant	Low



Overall financial impact of the above variations in FY 2024/25 will be:

- \$12.0 million decrease in operating revenue.
- \$0.3 million increase in operating expenditure.
- Council will post a Net Operating Cost of Services (before capital grants and contributions) deficit of \$8.4 million.
- Decrease in Council's cash reserves by \$17.9 million.

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

- Review operating costs and rationalise expenditure.
- Review capital expenditure program and rationalise expenditure including descoping projects and delaying works.
- Continue rationalising Council's surplus property assets by re-investing in better income producing assets.

Optimistic scenario

This scenario assumes:

	Variations to Base Case 2024/25 to 2033/34	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% higher than budgeted from FY25/26.	\$657k	Possible/Minor	Moderate
	Anticipated growth is 200 lots higher than budgeted.	\$240k	Likely/Insignificant	Low
Interest & Investment Revenue	Favourable changes to financial markets resulting in 1% higher yield on investments	\$3.3m	Likely/Minor	Moderate
Expenses				
Employee Costs	Award increase is 0.5% lower than expected from FY26/27.	\$582k	Likely/Insignificant	Low

Overall financial impact of the above variations in FY 2024/25 will be:

- \$3.5 million increase in operating revenue.
- Increase in projected Net operating cost of services (before capital grants and contributions) surplus to \$3.5 million.



- Increase Council's cash reserves by \$3.5 million.

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

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



Scenario 1
Base Case
2025 – 2034



**Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2034
Scenario: Base Case**

	2022-23 Annual Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Income from Continuing Operations												
Revenue:												
Rates and annual charges	156,678,212	171,467,438	181,622,804	191,089,846	200,640,871	209,805,644	219,171,606	228,127,880	237,237,869	246,596,135	257,061,384	268,398,383
User charges and fees	15,799,906	19,768,354	20,357,883	20,972,066	21,577,285	22,123,380	22,488,594	23,057,995	23,641,913	24,240,724	24,854,807	25,484,556
Interest and investment revenue	13,687,423	16,433,224	14,971,272	13,858,538	12,821,976	12,391,617	12,682,641	12,904,235	13,165,256	13,231,176	13,231,176	13,231,176
Grants and contributions - operating	31,685,306	27,974,150	28,923,176	25,041,559	25,146,489	25,393,460	25,646,601	25,906,074	26,172,031	26,444,632	26,724,049	27,010,451
Grants and contributions - capital (others) *	85,488,202	83,309,079	73,705,004	80,599,275	65,172,913	48,291,966	24,750,000	12,750,000	12,750,000	12,750,000	12,750,000	12,750,000
Grants and contributions - capital (s711) *	59,842,631	50,000,000	60,000,000	65,000,000	70,000,000	70,000,000	73,000,000	75,000,001	75,000,001	75,000,001	75,000,001	75,000,001
Other revenues	10,615,804	11,421,500	17,147,189	21,778,106	25,917,618	26,740,139	27,594,134	28,481,532	29,403,355	30,360,885	31,355,625	32,389,188
Rental income	4,525,820	5,316,003	9,702,992	10,233,431	10,522,294	10,780,286	7,280,766	8,140,677	8,389,353	9,773,715	10,085,625	10,408,929
Net gain from the disposal of assets	0	0	11,000,000	1,900,000	0	2,756,180	0	0	0	0	0	0
Fair value increment on investments	631,159	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	378,954,465	386,189,748	417,430,320	430,472,821	431,799,446	428,282,672	412,614,342	414,368,394	425,759,778	438,397,268	451,062,667	464,672,684
Expenses from Continuing Operations												
Employee costs	80,440,146	94,364,319	103,339,422	112,889,014	115,069,831	120,899,057	124,313,682	127,391,608	130,572,782	133,814,130	137,160,875	140,562,780
Borrowing costs	1,173,624	7,500,212	10,062,640	9,692,846	9,092,096	8,521,416	6,866,478	6,344,235	6,134,247	5,608,450	5,114,860	4,737,566
Materials & services - tipping & waste services	33,149,238	34,246,126	39,307,261	38,181,218	40,081,871	42,044,534	43,998,118	48,070,439	50,291,949	52,604,625	55,559,139	61,260,223
Materials & services - Other	61,392,853	65,488,850	61,971,799	67,828,036	67,231,001	69,940,224	73,450,332	71,888,247	73,433,674	75,317,641	78,988,192	78,666,447
Legal costs	2,121,517	1,871,254	1,705,281	1,661,439	1,629,132	1,489,361	1,380,720	1,248,237	1,246,942	1,266,865	1,273,037	1,285,488
Consultants	1,616,171	1,643,496	951,750	482,602	483,780	493,374	503,209	524,290	546,192	534,212	545,067	556,743
Depreciation	47,162,769	48,890,706	54,007,036	58,271,834	58,897,014	60,499,766	59,801,629	62,166,253	61,841,321	65,324,398	66,951,600	68,046,929
Other expenses	3,335,121	5,031,807	5,978,995	5,976,341	5,444,778	5,456,312	5,451,884	5,426,519	5,438,942	5,409,911	5,422,962	5,419,378
Net loss from the disposal of assets	2,699,896	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
Total Expenses from Continuing Operations	233,091,335	261,536,770	279,824,183	297,483,330	300,429,503	311,844,044	318,266,052	325,559,828	332,006,049	342,380,232	353,515,732	363,035,554
Operating Results from Continuing Operations	145,863,129	124,652,978	137,606,137	132,989,491	131,369,943	116,438,628	94,348,290	88,808,566	93,753,729	96,017,036	97,546,935	101,637,130
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	145,863,129	124,652,978	137,606,137	132,989,491	131,369,943	116,438,628	94,348,290	88,808,566	93,753,729	96,017,036	97,546,935	101,637,130
Net Operating Result before Grants and Contributions provided for Capital Purposes	532,296	(8,656,101)	3,901,133	(12,609,784)	(3,802,970)	(1,853,338)	(3,401,710)	1,058,565	6,003,728	8,267,035	9,796,934	13,887,129



**Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2034
Scenario: Base Case**

	30-Jun-23 Opening Balance Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
ASSETS												
Current Assets												
Cash & Cash Equivalents	175,707,000	74,262,898	196,574,701	225,714,618	228,314,488	229,068,061	230,735,539	238,662,940	230,314,783	231,270,665	232,020,218	232,652,218
Investments	147,613,000	140,634,567	84,042,964	56,726,749	52,356,155	87,320,910	81,857,667	74,755,451	74,209,127	74,209,127	74,755,451	97,701,071
Receivables	30,282,000	22,311,576	23,357,727	23,648,088	23,751,481	23,276,748	23,593,767	24,176,241	24,877,435	25,598,351	26,382,730	27,218,904
Inventories	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000
Other	1,227,000	1,082,815	2,116,151	2,045,296	1,939,706	1,872,238	1,812,843	1,723,577	1,648,577	1,577,333	1,530,884	1,471,883
Total Current Assets	355,132,000	238,594,856	306,394,543	308,437,751	306,664,830	341,840,957	338,302,816	339,621,209	331,352,922	332,958,476	334,992,283	359,347,076
Non-Current Assets												
Investments	122,580,000	116,785,006	69,790,510	47,106,725	43,477,319	72,512,564	67,975,807	62,078,023	61,624,347	61,624,347	62,078,023	81,132,403
Receivables	787,000	815,111	834,394	838,677	834,604	805,005	839,064	872,025	905,657	940,264	978,545	1,019,770
Infrastructure, Property, Plant & Equipment	3,552,949,000	3,839,679,911	3,949,164,883	4,091,843,128	4,212,852,197	4,251,762,797	4,318,587,939	4,399,598,282	4,489,554,786	4,576,441,736	4,666,023,958	4,718,489,851
Investments Accounted for using the equity method	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000
Intangible Assets	1,732,000	3,329,305	3,721,490	3,139,417	2,350,843	1,481,270	997,664	931,395	849,897	662,401	517,906	416,411
Right of Use Assets	9,705,000	8,651,761	5,917,711	3,940,482	2,832,373	1,570,723	1,621,177	8,700,147	7,577,347	6,254,547	5,131,747	3,808,947
Total Non-Current Assets	3,694,267,000	3,975,775,094	4,035,942,988	4,153,382,429	4,268,861,336	4,334,646,359	4,396,535,651	4,478,693,872	4,567,026,034	4,652,437,295	4,741,244,179	4,811,381,382
TOTAL ASSETS	4,049,399,000	4,214,369,950	4,342,337,531	4,461,820,180	4,575,526,166	4,676,487,316	4,734,838,467	4,818,315,081	4,898,378,956	4,985,395,771	5,076,236,462	5,170,728,458
LIABILITIES												
Current Liabilities												
Payables	40,893,000	39,920,000	41,392,424	42,485,562	42,617,501	43,850,589	45,201,087	45,953,817	47,031,055	48,195,396	49,916,801	51,370,864
Income received in advance	15,000	988,000	1,188,047	1,354,196	1,504,495	1,547,848	1,586,469	1,632,616	1,680,313	1,729,613	1,780,576	1,833,265
Contract Liabilities	32,567,000	20,053,188	7,960,570	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184
Lease Liabilities	2,799,000	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	15,190,000	15,111,526	14,991,637	14,714,089	15,224,048	37,474,383	13,258,995	13,738,962	8,939,614	7,406,001	7,380,975	7,457,461
Provisions	31,692,000	28,642,517	28,142,517	27,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517
Total Current Liabilities	123,156,000	107,515,265	96,439,613	95,813,101	94,108,341	117,504,198	93,505,002	94,633,846	92,283,483	91,813,511	93,710,853	95,144,091
Non-Current Liabilities												
Payables	15,464,000	15,464,000	15,661,010	13,338,111	13,486,128	13,528,823	13,566,858	13,612,304	13,659,277	13,707,829	13,758,018	13,809,907
Contract Liabilities	19,047,000	10,194,231	1,639,431	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816
Lease Liabilities	7,337,000	5,166,401	2,430,773	901,796	18,630	(1,423,017)	(200,000)	7,032,720	4,585,870	3,413,070	2,140,270	967,470
Borrowings	193,610,000	200,816,019	191,932,632	183,326,793	168,102,745	130,628,362	117,369,367	103,630,405	94,690,791	87,284,790	79,903,815	72,446,354
Provisions	2,599,000	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483
Total Non-Current Liabilities	238,057,000	236,789,134	216,812,329	203,931,999	187,972,802	149,099,467	137,101,524	130,640,728	119,301,237	110,770,988	102,167,402	93,589,030
TOTAL LIABILITIES	361,213,000	344,304,399	313,251,942	299,745,100	282,081,143	266,603,665	230,606,526	225,274,574	211,584,720	202,584,499	195,878,255	188,733,121
Net Assets	3,688,186,000	3,870,065,551	4,029,085,589	4,162,075,080	4,293,445,023	4,409,883,651	4,504,231,941	4,593,040,507	4,686,794,236	4,782,811,272	4,880,358,207	4,981,995,337
EQUITY												
Retained Earnings	2,300,958,000	2,482,837,551	2,641,857,589	2,774,847,080	2,906,217,023	3,022,655,651	3,117,003,941	3,205,812,507	3,299,566,236	3,395,583,272	3,493,130,207	3,594,767,337
Revaluation Reserves	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000
Council Equity Interest	3,688,186,000	3,870,065,551	4,029,085,589	4,162,075,080	4,293,445,023	4,409,883,651	4,504,231,941	4,593,040,507	4,686,794,236	4,782,811,272	4,880,358,207	4,981,995,337
Total Equity	3,688,186,000	3,870,065,551	4,029,085,589	4,162,075,080	4,293,445,023	4,409,883,651	4,504,231,941	4,593,040,507	4,686,794,236	4,782,811,272	4,880,358,207	4,981,995,337



**Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2034
Scenario: Base Case**

	30-Jun-23 Opening Balance Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	155,260,000	171,387,717	181,820,043	191,429,937	201,071,014	210,350,610	218,703,308	227,680,066	236,782,370	246,128,221	256,538,122	267,831,533
User Charges & Fees	12,393,000	24,129,027	19,960,284	20,855,614	21,462,534	22,019,837	22,419,349	22,950,035	23,531,199	24,127,188	24,738,375	25,365,153
Interest & Investment Revenue Received	12,174,000	16,480,648	14,932,681	13,822,564	12,785,682	12,356,791	12,647,050	12,870,201	13,130,638	13,195,615	13,191,408	13,188,095
Grants & Contributions	113,785,000	137,184,333	155,628,180	156,734,976	153,319,402	136,685,426	111,396,601	103,656,075	103,922,032	104,194,633	104,474,050	104,760,452
Bonds, Deposits & Retentions Received	2,378,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	41,991,000	18,664,440	26,223,745	31,695,377	36,211,793	37,661,513	35,135,577	36,642,729	37,706,410	40,045,388	41,349,015	42,702,741
Payments:												
Employee Benefits & On-Costs	(80,072,000)	(94,364,319)	(103,339,422)	(112,889,014)	(115,069,831)	(120,899,057)	(124,313,682)	(127,391,608)	(130,572,782)	(133,814,130)	(137,160,875)	(140,562,780)
Materials & Contracts	(113,705,000)	(124,472,122)	(123,913,346)	(107,098,590)	(108,984,564)	(112,566,639)	(117,742,660)	(120,793,604)	(124,267,562)	(128,405,381)	(134,519,370)	(140,176,021)
Borrowing Costs	(962,000)	(7,500,212)	(10,096,705)	(9,726,458)	(9,147,770)	(8,579,019)	(7,008,269)	(6,394,402)	(6,186,231)	(5,642,275)	(5,142,882)	(4,765,493)
Other	-	(3,978,568)	(3,744,945)	(4,445,112)	(6,336,669)	(4,194,662)	(5,502,338)	(12,505,489)	(4,316,142)	(4,087,111)	(4,300,162)	(4,096,578)
Net Cash provided (or used in) Operating Activities	143,242,000	137,530,944	157,470,516	177,179,294	185,311,591	172,834,800	145,734,936	136,714,003	149,729,932	155,742,148	159,167,681	164,247,102
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	367,000,000	70,000,000	125,000,000	50,000,000	8,000,000	-	10,000,000	13,000,000	1,000,000	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	981,000	409,500	22,356,500	4,500,000	-	50,000,000	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(300,780,000)	-	-	-	-	(64,000,000)	-	-	-	-	(1,000,000)	(42,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(218,666,000)	(310,885,585)	(168,187,993)	(190,077,148)	(173,252,509)	(140,239,613)	(115,278,165)	(126,238,557)	(143,186,327)	(143,833,852)	(147,999,327)	(112,221,327)
Purchase of Intangible Assets	(298,000)	(2,805,675)	(1,952,700)	(895,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	(151,763,000)	(243,281,760)	(22,784,193)	(136,472,148)	(166,017,509)	(155,084,613)	(106,043,165)	(114,108,557)	(142,916,327)	(144,423,852)	(149,589,327)	(154,811,327)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	74,600,000	24,500,000	6,108,250	6,108,250	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(14,012,000)	(17,372,455)	(15,111,526)	(14,991,637)	(14,714,089)	(15,224,048)	(37,474,383)	(13,258,995)	(13,738,962)	(8,939,614)	(7,406,001)	(7,380,975)
Lease liabilities (principal repayments)	(3,090,000)	(2,820,831)	(3,371,244)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	57,498,000	4,306,714	(12,374,520)	(11,567,229)	(16,694,212)	(16,996,614)	(38,024,293)	(14,678,045)	(15,161,762)	(10,362,414)	(8,828,801)	(8,803,775)
Net Decrease / (Increase) in Cash & Cash Equivalents	48,977,000	(101,444,102)	122,311,803	29,139,917	2,599,870	753,573	1,667,478	7,927,401	(8,348,157)	955,882	749,553	632,000
plus: Cash & Cash Equivalents - beginning of period	126,730,000	175,707,000	74,262,898	196,574,701	225,714,618	228,314,488	229,068,061	230,735,539	238,662,940	230,314,783	231,270,665	232,020,218
Cash & Cash Equivalents - end of period	175,707,000	74,262,898	196,574,701	225,714,618	228,314,488	229,068,061	230,735,539	238,662,940	230,314,783	231,270,665	232,020,218	232,652,218



Scenario 2
Pessimistic
2025–2034



**Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2034
Scenario: Pessimistic**

	2022-23 Annual Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Income from Continuing Operations												
Revenue:												
Rates and annual charges	156,678,212	171,467,438	181,262,804	189,818,258	198,391,031	206,518,412	214,781,913	222,589,467	230,489,648	238,574,521	247,700,202	257,628,772
User charges and fees	15,799,906	19,768,354	20,357,883	20,972,066	21,577,285	22,123,380	22,488,594	23,057,995	23,641,913	24,240,724	24,854,807	25,484,556
Interest and investment revenue	13,687,423	16,433,224	13,318,302	12,067,538	10,878,175	10,325,637	10,518,035	10,649,814	10,812,094	10,809,433	10,709,358	10,623,905
Grants and contributions - operating	31,685,306	27,974,150	28,923,176	25,041,559	25,146,489	25,393,460	25,646,601	25,906,074	26,172,031	26,444,632	26,724,049	27,010,451
Grants and contributions - capital (others) *	85,488,202	83,309,079	73,705,004	80,599,275	65,172,913	48,291,966	24,750,000	12,750,000	12,750,000	12,750,000	12,750,000	12,750,000
Grants and contributions - capital (s711) *	59,842,631	50,000,000	60,000,000	65,000,000	70,000,000	70,000,000	73,000,000	75,000,001	75,000,001	75,000,001	75,000,001	75,000,001
Other revenues	10,615,804	11,421,500	17,147,189	21,778,106	25,917,618	26,740,139	27,594,134	28,481,532	29,403,355	30,360,885	31,355,625	32,389,188
Rental income	4,525,820	5,316,003	8,122,453	10,233,431	10,522,294	10,780,286	7,280,766	8,140,677	8,389,353	9,773,715	10,085,625	10,408,929
Net gain from the disposal of assets	0	0	2,600,000	1,900,000	0	2,756,180	0	0	0	0	0	0
Fair value increment on investments	631,159	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	378,954,465	386,189,748	405,436,811	427,410,233	427,605,804	422,929,460	406,060,043	406,575,560	416,658,396	427,953,911	439,179,667	451,295,802
Expenses from Continuing Operations												
Employee costs	80,440,146	94,364,319	103,339,422	112,889,014	116,643,341	122,487,141	125,902,703	128,997,495	132,193,954	135,451,078	138,813,899	142,232,397
Borrowing costs	1,173,624	7,500,212	10,062,640	9,692,846	9,092,096	8,521,416	6,866,478	6,344,235	6,134,247	5,608,450	5,114,860	4,737,566
Materials & services - tipping & waste services	33,149,238	34,246,126	39,307,261	38,181,218	40,081,871	42,044,534	43,998,118	48,070,439	50,291,949	52,604,625	55,559,139	61,260,223
Materials & services - Other	61,392,853	65,488,850	62,271,180	68,127,417	67,558,673	70,265,011	73,788,207	72,243,080	73,780,960	75,672,393	79,352,045	79,048,032
Legal costs	2,121,517	1,871,254	1,705,281	1,661,439	1,629,132	1,489,361	1,380,720	1,248,237	1,246,942	1,266,865	1,273,037	1,285,488
Consultants	1,616,171	1,643,496	951,750	482,602	483,780	493,374	503,209	524,290	546,192	534,212	545,067	556,743
Depreciation	47,162,769	48,890,706	54,007,036	58,271,834	58,897,014	60,499,766	59,801,629	62,166,253	61,841,321	65,324,398	66,951,600	68,046,929
Other expenses	3,335,121	5,031,807	6,007,879	6,005,225	5,473,649	5,482,615	5,478,243	5,452,857	5,465,157	5,436,186	5,449,097	5,445,576
Net loss from the disposal of assets	2,699,896	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
Total Expenses from Continuing Operations	233,091,335	261,536,770	280,152,448	297,811,595	302,359,556	313,783,219	320,219,307	327,546,886	334,000,722	344,398,208	355,558,744	365,112,955
Operating Results from Continuing Operations	145,863,129	124,652,978	125,284,363	129,598,639	125,246,248	109,146,241	85,840,736	79,028,675	82,657,673	83,555,704	83,620,923	86,182,847
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	145,863,129	124,652,978	125,284,363	129,598,639	125,246,248	109,146,241	85,840,736	79,028,675	82,657,673	83,555,704	83,620,923	86,182,847
Net Operating Result before Grants and Contributions provided for Capital Purposes	532,296	(8,656,101)	(8,420,641)	(16,000,636)	(9,926,665)	(9,145,725)	(11,909,264)	(8,721,326)	(5,092,328)	(4,194,297)	(4,129,078)	(1,567,154)



**Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2034
Scenario: Pessimistic**

	30-Jun-23 Opening Balance Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
ASSETS												
Current Assets												
Cash & Cash Equivalents	175,707,000	74,262,898	178,754,780	204,560,205	201,093,238	194,596,916	187,818,825	186,031,542	166,650,823	155,215,421	142,112,782	127,369,885
Investments	147,613,000	140,634,567	84,042,965	56,726,750	52,356,156	87,320,910	81,857,667	74,755,452	74,209,127	74,209,127	74,755,452	97,701,072
Receivables	30,282,000	22,311,576	23,334,425	23,571,741	23,626,944	23,110,193	23,371,353	23,895,624	24,535,521	25,191,916	25,908,424	26,673,236
Inventories	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000
Other	1,227,000	1,082,815	2,119,434	2,048,579	1,943,271	1,875,749	1,816,485	1,727,389	1,652,312	1,581,143	1,534,784	1,475,961
Total Current Assets	355,132,000	238,594,856	288,554,604	287,210,275	279,322,609	307,206,768	295,167,330	286,713,007	267,350,783	256,500,607	244,614,442	253,523,154
Non-Current Assets												
Investments	122,580,000	116,785,006	69,790,510	47,106,725	43,477,319	72,512,565	67,975,808	62,078,023	61,624,348	61,624,348	62,078,023	81,132,403
Receivables	787,000	815,111	832,928	833,897	826,851	794,708	825,313	854,675	884,517	915,136	949,220	986,033
Infrastructure, Property, Plant & Equipment	3,552,949,000	3,839,679,911	3,954,764,883	4,097,443,128	4,218,452,197	4,257,362,797	4,324,187,939	4,405,198,282	4,495,154,786	4,582,041,736	4,671,623,958	4,724,089,851
Investments Accounted for using the equity method	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000
Intangible Assets	1,732,000	3,329,305	3,721,490	3,139,417	2,350,843	1,481,270	997,664	931,395	849,897	662,401	517,906	416,411
Right of Use Assets	9,705,000	8,651,761	5,917,711	3,940,482	2,832,373	1,570,723	1,621,177	8,700,147	7,577,347	6,254,547	5,131,747	3,808,947
Total Non-Current Assets	3,694,267,000	3,975,775,094	4,041,541,522	4,158,977,649	4,274,453,583	4,340,236,063	4,402,121,901	4,484,276,522	4,572,604,895	4,658,012,168	4,746,814,854	4,816,947,645
TOTAL ASSETS	4,049,399,000	4,214,369,950	4,330,096,126	4,446,187,924	4,553,776,192	4,647,442,831	4,697,289,231	4,770,989,529	4,839,955,678	4,914,512,775	4,991,429,296	5,070,470,799
LIABILITIES												
Current Liabilities												
Payables	40,893,000	39,920,000	41,472,792	42,565,931	42,703,847	43,934,811	45,288,112	46,044,417	47,119,985	48,285,940	50,009,188	51,467,040
Income received in advance	15,000	988,000	1,188,047	1,354,196	1,504,495	1,547,848	1,586,469	1,632,616	1,680,313	1,729,613	1,780,576	1,833,265
Contract Liabilities	32,567,000	20,053,188	7,960,570	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184
Lease Liabilities	2,799,000	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	15,190,000	15,111,526	14,991,637	14,714,089	15,224,048	37,474,383	13,258,995	13,738,962	8,939,614	7,406,001	7,380,975	7,457,461
Provisions	31,692,000	28,642,517	28,142,517	27,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517
Total Current Liabilities	123,156,000	107,515,265	96,519,981	95,893,470	94,194,687	117,588,420	93,592,027	94,724,446	92,372,413	91,904,055	93,803,240	95,240,267
Non-Current Liabilities												
Payables	15,464,000	15,464,000	15,661,010	13,338,111	13,486,128	13,528,823	13,566,858	13,612,304	13,659,277	13,707,829	13,758,018	13,809,907
Contract Liabilities	19,047,000	10,194,231	1,639,431	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816
Lease Liabilities	7,337,000	5,166,401	2,430,773	901,796	18,630	(1,423,017)	(200,000)	7,032,720	4,585,870	3,413,070	2,140,270	967,470
Borrowings	193,610,000	200,816,019	191,932,632	183,326,793	168,102,745	130,628,362	117,369,367	103,630,405	94,690,791	87,284,790	79,903,815	72,446,354
Provisions	2,599,000	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483
Total Non-Current Liabilities	238,057,000	236,789,134	216,812,329	203,931,999	187,972,802	149,099,467	137,101,524	130,640,728	119,301,237	110,770,988	102,167,402	93,589,030
TOTAL LIABILITIES	361,213,000	344,304,399	313,332,310	299,825,469	282,167,489	266,687,887	230,693,551	225,365,174	211,673,650	202,675,043	195,970,642	188,829,297
Net Assets	3,688,186,000	3,870,065,551	4,016,763,816	4,146,362,455	4,271,608,703	4,380,754,944	4,466,595,680	4,545,624,355	4,628,282,028	4,711,837,732	4,795,458,654	4,881,641,502
EQUITY												
Retained Earnings	2,300,958,000	2,482,837,551	2,629,535,816	2,759,134,455	2,884,380,703	2,993,526,944	3,079,367,680	3,158,396,355	3,241,054,028	3,324,609,732	3,408,230,654	3,494,413,502
Revaluation Reserves	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000
Council Equity Interest	3,688,186,000	3,870,065,551	4,016,763,816	4,146,362,455	4,271,608,703	4,380,754,944	4,466,595,680	4,545,624,355	4,628,282,028	4,711,837,732	4,795,458,654	4,881,641,502
Total Equity	3,688,186,000	3,870,065,551	4,016,763,816	4,146,362,455	4,271,608,703	4,380,754,944	4,466,595,680	4,545,624,355	4,628,282,028	4,711,837,732	4,795,458,654	4,881,641,502



**Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2034
Scenario: Pessimistic**

	30-Jun-23 Opening Balance Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	155,260,000	171,387,717	181,483,443	190,211,244	198,868,620	207,103,998	214,368,738	222,199,090	230,094,639	238,170,277	247,243,918	257,132,343
User Charges & Fees	12,393,000	24,129,027	19,960,284	20,855,614	21,462,534	22,019,837	22,419,349	22,950,035	23,531,199	24,127,188	24,738,375	25,365,153
Interest & Investment Revenue Received	12,174,000	16,480,648	13,281,079	12,035,028	10,845,598	10,294,753	10,486,634	10,620,145	10,782,073	10,778,711	10,674,680	10,586,177
Grants & Contributions	113,785,000	137,184,333	155,628,180	156,734,976	153,319,402	136,685,426	111,396,601	103,656,075	103,922,032	104,194,633	104,474,050	104,760,452
Bonds, Deposits & Retentions Received	2,378,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	41,991,000	18,664,440	24,643,206	31,695,377	36,211,793	37,661,513	35,135,577	36,642,729	37,706,410	40,045,388	41,349,015	42,702,741
Payments:												
Employee Benefits & On-Costs	(80,072,000)	(94,364,319)	(103,339,422)	(112,889,014)	(116,643,341)	(122,487,141)	(125,902,703)	(128,997,495)	(132,193,954)	(135,451,078)	(138,813,899)	(142,232,397)
Materials & Contracts	(113,705,000)	(124,472,122)	(124,135,641)	(107,397,970)	(109,306,541)	(112,893,496)	(118,077,863)	(121,145,032)	(124,616,441)	(128,758,594)	(134,881,470)	(140,553,995)
Borrowing Costs	(962,000)	(7,500,212)	(10,096,705)	(9,726,458)	(9,147,770)	(8,579,019)	(7,008,269)	(6,394,402)	(6,186,231)	(5,642,275)	(5,142,882)	(4,765,493)
Other	-	(3,978,568)	(3,773,829)	(4,473,996)	(6,365,540)	(4,220,965)	(5,528,697)	(12,531,827)	(4,342,357)	(4,113,386)	(4,326,297)	(4,122,776)
Net Cash provided (or used in) Operating Activities	143,242,000	137,530,944	153,650,595	173,844,802	179,244,754	165,584,905	137,289,367	126,999,319	138,697,370	143,350,864	145,315,490	148,872,204
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	367,000,000	70,000,000	125,000,000	50,000,000	8,000,000	-	10,000,000	13,000,000	1,000,000	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	981,000	409,500	8,356,500	4,500,000	-	50,000,000	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(300,780,000)	-	-	-	-	(64,000,000)	-	-	-	-	(1,000,000)	(42,000,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(218,666,000)	(310,885,585)	(168,187,993)	(190,077,148)	(173,252,509)	(140,239,613)	(115,278,165)	(126,238,557)	(143,186,327)	(143,833,852)	(147,999,327)	(112,221,327)
Purchase of Intangible Assets	(298,000)	(2,805,675)	(1,952,700)	(895,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	(151,763,000)	(243,281,760)	(36,784,193)	(136,472,148)	(166,017,509)	(155,084,613)	(106,043,165)	(114,108,557)	(142,916,327)	(144,423,852)	(149,589,327)	(154,811,327)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	74,600,000	24,500,000	6,108,250	6,108,250	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(14,012,000)	(17,372,455)	(15,111,526)	(14,991,637)	(14,714,089)	(15,224,048)	(37,474,383)	(13,258,995)	(13,738,962)	(8,939,614)	(7,406,001)	(7,380,975)
Lease liabilities (principal repayments)	(3,090,000)	(2,820,831)	(3,371,244)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	57,498,000	4,306,714	(12,374,520)	(11,567,229)	(16,694,212)	(16,996,614)	(38,024,293)	(14,678,045)	(15,161,762)	(10,362,414)	(8,828,801)	(8,803,775)
Net Decrease / (Increase) in Cash & Cash Equivalents	48,977,000	(101,444,102)	104,491,882	25,805,425	(3,466,967)	(6,496,322)	(6,778,091)	(1,787,283)	(19,380,719)	(11,435,402)	(13,102,638)	(14,742,898)
plus: Cash & Cash Equivalents - beginning of period	126,730,000	175,707,000	74,262,898	178,754,780	204,560,205	201,093,238	194,596,916	187,818,825	186,031,542	166,650,823	155,215,421	142,112,782
Cash & Cash Equivalents - end of period	175,707,000	74,262,898	178,754,780	204,560,205	201,093,238	194,596,916	187,818,825	186,031,542	166,650,823	155,215,421	142,112,782	127,369,885



Scenario 3
Optimistic
2025–2034



**Liverpool City Council
Income Statement
10 Year Financial Plan ending 30 June 2034
Scenario: Optimistic**

	2022-23 Annual Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Income from Continuing Operations												
Revenue:												
Rates and annual charges	156,678,212	171,467,438	181,862,804	192,156,634	202,604,291	211,997,784	221,600,471	230,789,611	240,139,452	249,744,765	260,464,473	272,063,565
User charges and fees	15,799,906	19,768,354	20,357,883	20,972,066	21,577,285	22,123,380	22,488,594	23,057,995	23,641,913	24,240,724	24,854,807	25,484,556
Interest and investment revenue	13,687,423	16,433,224	18,277,211	17,465,333	16,786,560	16,658,584	17,211,247	17,682,617	18,216,784	18,501,276	18,788,485	19,052,351
Grants and contributions - operating	31,685,306	27,974,150	28,923,176	25,041,559	25,146,489	25,393,460	25,646,601	25,906,074	26,172,031	26,444,632	26,724,049	27,010,451
Grants and contributions - capital (others) *	85,488,202	83,309,079	73,705,004	80,599,275	65,172,913	48,291,966	24,750,000	12,750,000	12,750,000	12,750,000	12,750,000	12,750,000
Grants and contributions - capital (s711) *	59,842,631	50,000,000	60,000,000	65,000,000	70,000,000	70,000,000	73,000,000	75,000,001	75,000,001	75,000,001	75,000,001	75,000,001
Other revenues	10,615,804	11,421,500	17,147,189	21,778,106	25,917,618	26,740,139	27,594,134	28,481,532	29,403,355	30,360,885	31,355,625	32,389,188
Rental income	4,525,820	5,316,003	9,702,992	10,233,431	10,522,294	10,780,286	7,280,766	8,140,677	8,389,353	9,773,715	10,085,625	10,408,929
Net gain from the disposal of assets	0	0	11,000,000	1,900,000	0	2,756,180	0	0	0	0	0	0
Fair value increment on investments	631,159	500,000	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	378,954,465	386,189,748	420,976,259	435,146,403	437,727,449	434,741,779	419,571,812	421,808,507	433,712,889	446,815,998	460,023,065	474,159,041
Expenses from Continuing Operations												
Employee costs	80,440,146	94,364,319	103,339,422	112,889,014	114,488,321	120,302,973	123,716,661	126,777,721	129,943,610	133,169,182	136,499,851	139,885,163
Borrowing costs	1,173,624	7,500,212	10,062,640	9,692,846	9,092,096	8,521,416	6,866,478	6,344,235	6,134,247	5,608,450	5,114,860	4,737,566
Materials & services - tipping & waste services	33,149,238	34,246,126	39,307,261	38,181,218	40,081,871	42,044,534	43,998,118	48,070,439	50,291,949	52,604,625	55,559,139	61,260,223
Materials & services - Other	61,392,853	65,488,850	61,971,799	67,828,036	67,231,001	69,940,224	73,450,332	71,888,247	73,433,674	75,317,641	78,988,192	78,666,447
Legal costs	2,121,517	1,871,254	1,705,281	1,661,439	1,629,132	1,489,361	1,380,720	1,248,237	1,246,942	1,266,865	1,273,037	1,285,488
Consultants	1,616,171	1,643,496	951,750	482,602	483,780	493,374	503,209	524,290	546,192	534,212	545,067	556,743
Depreciation	47,162,769	48,890,706	54,007,036	58,271,834	58,897,014	60,499,766	59,801,629	62,166,253	61,841,321	65,324,398	66,951,600	68,046,929
Other expenses	3,335,121	5,031,807	5,978,995	5,976,341	5,444,778	5,456,312	5,451,884	5,426,519	5,438,942	5,409,911	5,422,962	5,419,378
Net loss from the disposal of assets	2,699,896	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
Total Expenses from Continuing Operations	233,091,335	261,536,770	279,824,183	297,483,330	299,847,993	311,247,960	317,669,031	324,945,941	331,376,877	341,735,284	352,854,708	362,357,937
Operating Results from Continuing Operations	145,863,129	124,652,978	141,152,076	137,663,073	137,879,457	123,493,819	101,902,781	96,862,566	102,336,012	105,080,714	107,168,357	111,801,104
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	145,863,129	124,652,978	141,152,076	137,663,073	137,879,457	123,493,819	101,902,781	96,862,566	102,336,012	105,080,714	107,168,357	111,801,104
Net Operating Result before Grants and Contributions provided for Capital Purposes	532,296	(8,656,101)	7,447,072	(7,936,202)	2,706,544	5,201,853	4,152,781	9,112,565	14,586,011	17,330,713	19,418,356	24,051,103



**Liverpool City Council
Statement of Financial Position
10 Year Financial Plan ending 30 June 2034
Scenario: Optimistic**

	30-Jun-23											
	<i>Opening Balance Actual</i>	<i>2023-24 Revised Budget</i>	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
ASSETS												
Current Assets												
Cash & Cash Equivalents	175,707,000	74,262,898	200,104,129	233,866,079	242,928,075	250,734,350	259,943,583	275,912,456	276,133,678	286,139,949	296,497,233	307,279,107
Investments	147,613,000	140,634,567	84,042,965	56,726,750	52,356,156	87,320,910	81,857,667	74,755,452	74,209,127	74,209,127	74,755,452	97,701,072
Receivables	30,282,000	22,311,576	23,373,261	23,712,139	23,860,165	23,387,819	23,716,832	24,311,105	25,024,452	25,757,883	26,555,157	27,404,609
Inventories	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000
Other	1,227,000	1,082,815	2,116,151	2,045,296	1,939,706	1,872,238	1,812,843	1,723,577	1,648,577	1,577,333	1,530,884	1,471,883
Total Current Assets	355,132,000	238,594,856	309,939,506	316,653,264	321,387,102	363,618,317	367,633,925	377,005,590	377,318,834	387,987,292	399,641,726	434,159,671
Non-Current Assets												
Investments	122,580,000	116,785,006	69,790,510	47,106,725	43,477,319	72,512,565	67,975,808	62,078,023	61,624,348	61,624,348	62,078,023	81,132,403
Receivables	787,000	815,111	835,372	842,687	841,369	811,872	846,673	880,363	914,746	950,128	989,205	1,031,252
Infrastructure, Property, Plant & Equipment	3,552,949,000	3,839,679,911	3,949,164,883	4,091,843,128	4,212,852,197	4,251,762,797	4,318,587,939	4,399,598,282	4,489,554,786	4,576,441,736	4,666,023,958	4,718,489,851
Investments Accounted for using the equity method	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000	6,514,000
Intangible Assets	1,732,000	3,329,305	3,721,490	3,139,417	2,350,843	1,481,270	997,664	931,395	849,897	662,401	517,906	416,411
Right of Use Assets	9,705,000	8,651,761	5,917,711	3,940,482	2,832,373	1,570,723	1,621,177	8,700,147	7,577,347	6,254,547	5,131,747	3,808,947
Total Non-Current Assets	3,694,267,000	3,975,775,094	4,035,943,966	4,153,386,439	4,268,868,101	4,334,653,227	4,396,543,261	4,478,702,210	4,567,035,124	4,652,447,160	4,741,254,839	4,811,392,864
TOTAL ASSETS	4,049,399,000	4,214,369,950	4,345,883,472	4,470,039,703	4,590,255,203	4,698,271,544	4,764,177,186	4,855,707,800	4,944,353,958	5,040,434,452	5,140,896,565	5,245,552,535
LIABILITIES												
Current Liabilities												
Payables	40,893,000	39,920,000	41,392,424	42,485,562	42,617,501	43,850,589	45,201,087	45,953,817	47,031,055	48,195,396	49,916,801	51,370,864
Income received in advance	15,000	988,000	1,188,047	1,354,196	1,504,495	1,547,848	1,586,469	1,632,616	1,680,313	1,729,613	1,780,576	1,833,265
Contract Liabilities	32,567,000	20,053,188	7,960,570	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184	7,363,184
Lease Liabilities	2,799,000	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	15,190,000	15,111,526	14,991,637	14,714,089	15,224,048	37,474,383	13,258,995	13,738,962	8,939,614	7,406,001	7,380,975	7,457,461
Provisions	31,692,000	28,642,517	28,142,517	27,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517	25,696,517
Total Current Liabilities	123,156,000	107,515,265	96,439,613	95,813,101	94,108,341	117,504,198	93,505,002	94,633,846	92,283,483	91,813,511	93,710,853	95,144,091
Non-Current Liabilities												
Payables	15,464,000	15,464,000	15,661,010	13,338,111	13,486,128	13,528,823	13,566,858	13,612,304	13,659,277	13,707,829	13,758,018	13,809,907
Contract Liabilities	19,047,000	10,194,231	1,639,431	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816	1,216,816
Lease Liabilities	7,337,000	5,166,401	2,430,773	901,796	18,630	(1,423,017)	(200,000)	7,032,720	4,585,870	3,413,070	2,140,270	967,470
Borrowings	193,610,000	200,816,019	191,932,632	183,326,793	168,102,745	130,628,362	117,369,367	103,630,405	94,690,791	87,284,790	79,903,815	72,446,354
Provisions	2,599,000	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483	5,148,483
Total Non-Current Liabilities	238,057,000	236,789,134	216,812,329	203,931,999	187,972,802	149,099,467	137,101,524	130,640,728	119,301,237	110,770,988	102,167,402	93,589,030
TOTAL LIABILITIES	361,213,000	344,304,399	313,251,942	299,745,100	282,081,143	266,603,665	230,606,526	225,274,574	211,584,720	202,584,499	195,878,255	188,733,121
Net Assets	3,688,186,000	3,870,065,551	4,032,631,530	4,170,294,603	4,308,174,060	4,431,667,879	4,533,570,660	4,630,433,226	4,732,769,238	4,837,849,953	4,945,018,310	5,056,819,414
EQUITY												
Retained Earnings	2,300,958,000	2,482,837,551	2,645,403,530	2,783,066,603	2,920,946,060	3,044,439,879	3,146,342,660	3,243,205,226	3,345,541,238	3,450,621,953	3,557,790,310	3,669,591,414
Revaluation Reserves	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000	1,387,228,000
Council Equity Interest	3,688,186,000	3,870,065,551	4,032,631,530	4,170,294,603	4,308,174,060	4,431,667,879	4,533,570,660	4,630,433,226	4,732,769,238	4,837,849,953	4,945,018,310	5,056,819,414
Total Equity	3,688,186,000	3,870,065,551	4,032,631,530	4,170,294,603	4,308,174,060	4,431,667,879	4,533,570,660	4,630,433,226	4,732,769,238	4,837,849,953	4,945,018,310	5,056,819,414



Liverpool City Council
Statement of Cash Flows
10 Year Financial Plan ending 30 June 2034
Scenario: Optimistic

	30-Jun-23 Opening Balance Actual	2023-24 Revised Budget	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	155,260,000	171,387,717	182,044,443	192,448,318	202,990,453	212,541,131	221,120,336	230,330,154	239,671,960	249,264,500	259,928,487	271,483,611
User Charges & Fees	12,393,000	24,129,027	19,960,284	20,855,614	21,462,534	22,019,837	22,419,349	22,950,035	23,531,199	24,127,188	24,738,375	25,365,153
Interest & Investment Revenue Received	12,174,000	16,480,648	18,237,708	17,426,217	16,746,859	16,622,888	17,174,757	17,647,698	18,181,255	18,464,776	18,747,750	19,008,274
Grants & Contributions	113,785,000	137,184,333	155,628,180	156,734,976	153,319,402	136,685,426	111,396,601	103,656,075	103,922,032	104,194,633	104,474,050	104,760,452
Bonds, Deposits & Retentions Received	2,378,000	-	-	(3,200,000)	-	-	-	-	-	-	-	-
Other	41,991,000	18,664,440	26,223,745	31,695,377	36,211,793	37,661,513	35,135,577	36,642,729	37,706,410	40,045,388	41,349,015	42,702,741
Payments:												
Employee Benefits & On-Costs	(80,072,000)	(94,364,319)	(103,339,422)	(112,889,014)	(114,488,321)	(120,302,973)	(123,716,661)	(126,777,721)	(129,943,610)	(133,169,182)	(136,499,851)	(139,885,163)
Materials & Contracts	(113,705,000)	(124,472,122)	(123,913,346)	(107,098,590)	(108,984,564)	(112,566,639)	(117,742,660)	(120,793,604)	(124,267,562)	(128,405,381)	(134,519,370)	(140,176,021)
Borrowing Costs	(962,000)	(7,500,212)	(10,096,705)	(9,726,458)	(9,147,770)	(8,579,019)	(7,008,269)	(6,394,402)	(6,186,231)	(5,642,275)	(5,142,882)	(4,765,493)
Other	-	(3,978,568)	(3,744,945)	(4,445,112)	(6,336,669)	(4,194,662)	(5,502,338)	(12,505,489)	(4,316,142)	(4,087,111)	(4,300,162)	(4,096,578)
Net Cash provided (or used in) Operating Activities	143,242,000	137,530,944	160,999,943	181,801,327	191,773,717	179,887,502	153,276,691	144,755,475	158,299,311	164,792,536	168,775,412	174,396,976
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	367,000,000	70,000,000	125,000,000	50,000,000	8,000,000	-	10,000,000	13,000,000	1,000,000	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	981,000	409,500	22,356,500	4,500,000	-	50,000,000	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(300,780,000)	-	-	-	-	(64,000,000)	-	-	-	-	(1,000,000)	(42,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(218,666,000)	(310,885,585)	(168,187,993)	(190,077,148)	(173,252,509)	(140,239,613)	(115,278,165)	(126,238,557)	(143,186,327)	(143,833,852)	(147,999,327)	(112,221,327)
Purchase of Intangible Assets	(298,000)	(2,805,675)	(1,952,700)	(895,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	(151,763,000)	(243,281,760)	(22,784,193)	(136,472,148)	(166,017,509)	(155,084,613)	(106,043,165)	(114,108,557)	(142,916,327)	(144,423,852)	(149,589,327)	(154,811,327)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	74,600,000	24,500,000	6,108,250	6,108,250	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(14,012,000)	(17,372,455)	(15,111,526)	(14,991,637)	(14,714,089)	(15,224,048)	(37,474,383)	(13,258,995)	(13,738,962)	(8,939,614)	(7,406,001)	(7,380,975)
Lease liabilities (principal repayments)	(3,090,000)	(2,820,831)	(3,371,244)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	57,498,000	4,306,714	(12,374,520)	(11,567,229)	(16,694,212)	(16,996,614)	(38,024,293)	(14,678,045)	(15,161,762)	(10,362,414)	(8,828,801)	(8,803,775)
Net Decrease / (Increase) in Cash & Cash Equivalents	48,977,000	(101,444,102)	125,841,230	33,761,950	9,061,996	7,806,275	9,209,233	15,968,873	221,222	10,006,270	10,357,284	10,781,874
plus: Cash & Cash Equivalents - beginning of period	126,730,000	175,707,000	74,262,898	200,104,129	233,866,079	242,928,075	250,734,350	259,943,583	275,912,456	276,133,678	286,139,949	296,497,233
Cash & Cash Equivalents - end of period	175,707,000	74,262,898	200,104,129	233,866,079	242,928,075	250,734,350	259,943,583	275,912,456	276,133,678	286,139,949	296,497,233	307,279,107



Appendix

Schedule of Capital Projects Planned for 2024-25

Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Buildings	8,554,673	1,362,200	1,700,000	5,492,473
Buildings Accessibility Infrastructure	120,000	0	0	120,000
Child Care Centre Rehabilitation / Renovation	300,000	0	0	300,000
Community Centre Rehabilitation Program	307,200	0	0	307,200
Water & Energy Conservation Delivery Program	100,000	0	0	100,000
Heritage Conservation Program	240,000	0	0	240,000
Sports Amenity Building Upgrade Program	560,000	0	0	560,000
Leisure Centre Upgrade Program - Michael Wenden	200,000	0	0	200,000
Leisure Centre Upgrade Program - Whitlam	2,130,000	0	0	2,130,000
Construction of Liverpool Civic Place	0	0	0	0
Library & Museum Rehabilitation Program	100,000	0	0	100,000
Depot - New Truck Wash Bay (b)	400,000	0	0	400,000
Compliance Program	136,673	0	0	136,673
Environment Education Centre - Design	150,000	0	0	150,000
Mattress Collection (b)	250,000	0	0	250,000
Western Depot Former RFS – Site Remediation	378,600	300,000	0	78,600
59 Ninth Ave Austral and adjacent sites Former RFS – Site	1,062,200	1,062,200	0	0
Rezoning of Holsworthy Pool	120,000	0	0	120,000
Carnes Hill Sporting Amenities	1,700,000	0	1,700,000	0
Clermont Park Amenities	300,000	0	0	300,000
Drainage and Floodplain	24,361,648	12,947,880	9,188,768	2,225,000
Moorebank Voluntary Acquisition Scheme	1,500,000	1,000,000	0	500,000
Programmed Drainage Renewal	100,000	0	0	100,000
Stormwater Pipe Inspection, Assessment & 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



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Gross Pollutant Trap	650,000	0	0	650,000
Prescribed Basins - Restoration & Renewal	50,000	0	0	50,000
Wetlands - Riverside Park	50,000	0	0	50,000
Telemetry System Maintenance	50,000	0	0	50,000
Flood Detention Basin 29 - Austral - Construction (staged)	6,880,653	0	6,880,653	0
Gross Pollutant Traps (GPT)	75,000	0	0	75,000
Flood Detention Basin 14 Edmondson Park - Construction	2,000,000	0	2,000,000	0
Austral / Leppington North - Basin 8 - Design	308,115	0	308,115	0
Brickmakers Creek - Woodward Park Construction	6,073,480	6,073,480	0	0
Power House Road - Georges River Erosion Protection works	5,874,400	5,874,400	0	0
Information Technology	1,952,700	0	0	1,952,700
Corporate Systems Upgrade - Aurion	50,000	0	0	50,000
Infrastructure Upgrade - Mobility	70,000	0	0	70,000
Infrastructure Upgrade - Surveillance Program	100,000	0	0	100,000
Business Continuity Program - Software	100,000	0	0	100,000
Minor Systems Upgrade Program - Software	30,000	0	0	30,000
Infrastructure Upgrade - Wi-Fi Program	50,000	0	0	50,000
Business Continuity Program - Hardware	100,000	0	0	100,000
Corporate System Upgrade - Geocortex Web servers	30,000	0	0	30,000
Infrastructure Upgrade - Audio Visual upgrade	50,000	0	0	50,000
Infrastructure Upgrade - BCP - Second VDC	200,000	0	0	200,000
Infrastructure Switch Upgrade- Switch Replacement	200,000	0	0	200,000
Corporate Systems Upgrade - Pinforce	50,000	0	0	50,000
Corporate Application Strategy	100,000	0	0	100,000
Cyber Security	100,000	0	0	100,000
Implementation of My Liverpool App	400,000	0	0	400,000
Telephony uplift	230,000	0	0	230,000
Audiometrics - safety & wellness project	92,700	0	0	92,700



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Land	51,076,393	0	50,000,000	1,076,393
Capitalised Waste Remediation Costs	1,000,000	0	0	1,000,000
Liverpool Pioneers Memorial Park Monument Repair and	76,393	0	0	76,393
Land Acquisition - Various	50,000,000	0	50,000,000	0
Land Improvements	50,000	0	50,000	0
Tree Planting - Plan 6 (S7.11)	50,000	0	50,000	0
Library Materials	652,500	0	60,000	592,500
Adult fiction	69,000	0	60,000	9,000
Adult non-fiction	62,500	0	0	62,500
Audio-visual resources	74,000	0	0	74,000
Children's resources Fiction	73,000	0	0	73,000
Foreign language	90,000	0	0	90,000
Large print books	42,000	0	0	42,000
LIAC	5,000	0	0	5,000
Liverpool Heritage Library	7,500	0	0	7,500
Reference	8,000	0	0	8,000
Special resources	14,500	0	0	14,500
Young adult resources	24,000	0	0	24,000
Junior Audio Visual Resources	31,000	0	0	31,000
HSC Collection	30,500	0	0	30,500
Children's Resources Non-Fiction	29,500	0	0	29,500
School Collection	33,000	0	0	33,000
Customer Collection Requests	35,000	0	0	35,000
Reads on the Run	24,000	0	0	24,000
Office Equipment, Furniture and Fittings	56,500	0	0	56,500
Library Network Services Capital Items	56,500	0	0	56,500
Parks and Recreation	30,398,500	19,506,500	4,947,000	5,945,000
Playground Replacement program	735,000	0	140,000	595,000
Bush Regeneration Program (a)	770,000	0	0	770,000
Open Space Accessibility Infrastructure	70,000	0	0	70,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Solar Light Program	100,000	0	0	100,000
Shade Structure Program	110,000	0	0	110,000
Chipping Norton Lakes	300,000	0	0	300,000
Austral Concept Design Masterplan Stage1	200,000	0	0	200,000
Local Park LP22 Austral - Design	93,000	0	93,000	0
Carnes Hill Recreation Precinct Stage 2 - Aquatic Centre	5,470,000	5,470,000	0	0
Lighthouse Park Play Area and Open Space Construction	11,345,300	11,345,300	0	0
Angle Park - Site Remediation	761,200	631,200	0	130,000
Lighthouse Park Community Hub	1,350,000	1,350,000	0	0
Pye Hill Reserve – Regional Trail Pathway	1,210,000	710,000	0	500,000
Master Plan - Liverpool Animal Shelter	400,000	0	0	400,000
Hammondville Sporting Precinct Master Plan	1,500,000	0	0	1,500,000
Sporting Field Master Plan	400,000	0	0	400,000
Black Muscat Park – Regional Playground – Design	120,000	0	0	120,000
Homestead Park – Picnic Facility Upgrade – Delivery	300,000	0	100,000	200,000
Local Park LP2 Austral – Design	114,000	0	114,000	0
Greater Sydney Parklands Masterplan - Partnerships	250,000	0	0	250,000
Carnes Hill Sporting Fields	4,300,000	0	4,300,000	0
Homestead Park Amenities	500,000	0	200,000	300,000
Plant and Fleet	4,688,355	0	0	4,688,355
Major Plant	3,953,355	0	0	3,953,355
Purchase of New Trucks for Household Clean Up Services (b)	450,000	0	0	450,000
Acquisition Plant Items Water Sensitive Urban Design Mgt	285,000	0	0	285,000
Roads, Bridges and Footpaths	55,949,424	32,888,424	12,450,000	10,611,000
Bus Shelter Installations	85,000	0	50,000	35,000
Bus Stops - Compliance	38,000	0	0	38,000
Road Resurfacing Program - Rejuvenation	45,000	0	0	45,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Road Resurfacing Program - Programmed Patching	80,000	0	0	80,000
Traffic Facilities in East Leppington	2,000,000	0	2,000,000	0
Middleton Drive - M7 Underpass - Detailed Design	400,000	0	400,000	0
Kurrajong Road / Lyn Pde Intersection Upgrade - Design	3,850,000	3,850,000	0	0
Edmondson Avenue Construction	4,703,655	4,703,655	0	0
Governor Macquarie Drive & Hume Highway Intersection	11,687,500	6,687,500	5,000,000	0
Carpark - On Street Parking in Narrow Streets	120,000	0	0	120,000
Traffic Facilities - Safety Related Projects	130,000	0	0	130,000
Denham Court Road Upgrade	1,715,000	1,715,000	0	0
Bernera Road upgrade at Yarrunga St/Yato Rd	101,500	0	0	101,500
Overett Ave - Western Rd - End	425,000	0	0	425,000
Governor Macquarie Dr Upgrade - Munday Street to ATC Access	3,430,000	3,430,000	0	0
Traffic Facilities in Austral Leppington North	5,000,000	0	5,000,000	0
WSIGP Macquarie St, Streetscape Upgrade	4,252,000	4,152,000	0	100,000
WSIGP Railway St. Streetscape Upgrade	2,512,000	2,478,000	0	34,000
WSIGP Scott St. Streetscape Upgrade	2,291,000	2,257,000	0	34,000
Liverpool CBD Car Parks EOI Project	500,000	0	0	500,000
CBD Street Flag Replacement and Expansion Program	200,000	0	0	200,000
Road Rehabilitation Pavement Design	200,000	0	0	200,000
Cycleway - Hume Highway, Liverpool - Atkinson street to Reil	650,000	650,000	0	0
Cycleway - First Avenue, Hoxton Park – Twentieth Avenue to H	275,000	275,000	0	0
Cycleway - Georges River Bank	125,000	0	0	125,000
Temporary Asphalt Footpaths	600,000	0	0	600,000
Paine Avenue, Moorebank - Josephine Cres to Hillcrest Ave	72,000	0	0	72,000



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Josephine Crescent, Moorebank - Renton Ave to Hillcrest Ave	67,000	0	0	67,000
Junction Road, Moorebank - Renton Ave to 46 Junction Rd	50,000	0	0	50,000
Bratsell Street, Moorebank - Corban Ave to Josephine Cres	35,000	0	0	35,000
Park Road, Liverpool - Elizabeth Dr to Moore St	65,000	0	0	65,000
Mayberry Cres, Liverpool - Park Rd to Park Rd	57,000	0	0	57,000
Ardno St, Busby - Tunbridge St to Kingarth St	15,500	0	0	15,500
Tunbridge St, Busby - S Liverpool Rd to Rundle Rd	85,000	0	0	85,000
Wendouree St, Busby - S Liverpool Rd to Tunbridge St	45,000	0	0	45,000
Apex Street, Liverpool - Vincent Avenue to Grimson Crescent	58,000	0	0	58,000
Lincoln St, Busby - Willandra St to Banks Rd	34,000	0	0	34,000
Gurner Avenue - Creek to Fourth Ave -	825,269	825,269	0	0
Kennedy Street, Liverpool - Memorial to Mclean	425,000	0	0	425,000
Thelma Street, Lurnea - Calabro to Webster -	325,000	0	0	325,000
Boundary Road, Liverpool - Gill to Bird	663,000	0	0	663,000
Danalam Street, Liverpool - Gill to West End	125,000	0	0	125,000
Bell Place, Moorebank - Selway to East End	110,000	0	0	110,000
Rexham Place, Chipping Norton - Central to End	110,000	0	0	110,000
Illaroo Road, Prestons - Yarrowa to End	665,000	0	0	665,000
Chippenham Avenue, Chipping Norton - Faversham to End	165,000	0	0	165,000
South Liverpool Road, Heckenberg (Heckenberg to Sadleir) -R2	550,000	550,000	0	0
Tulich Avenue, Prestons (Braidwood to End) - R2R	370,000	370,000	0	0
Pacific Palms Circuit, Prestons (19th Ave to Pacific Palms)	340,000	340,000	0	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Gabo Crescent, Sadleir (Spica to End Bowl) - R2R	255,000	255,000	0	0
Tenth Avenue, Austral (Fourth to Kelly)	650,000	0	0	650,000
North Liverpool Road, Heckenberg (Horton to Lalich) - Block	350,000	350,000	0	0
Lyn Parade Road Reconstruction	600,000	0	0	600,000
Road Safety Construction Program	1,000,000	0	0	1,000,000
Footpath Guthega Crescent Heckenberg	172,000	0	0	172,000
Access to Casula Train Station via Carol Park	750,000	0	0	750,000
Road surfacing – Epsom Road, Alfred St to Newbridge Rd	1,500,000	0	0	1,500,000
Total Capital Expenditure	177,740,693	66,705,004	78,395,768	32,639,921

Notes:

- (a) Project is funded from Environment Levy
- (b) Project is funded from Domestic Waste Reserve



Further information

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