

ANNUAL REPORT

2020/21



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of the land that now resides within Liverpool City Council's boundaries, the Cabrogal clan of the Darug Nation. We acknowledge that this land was also accessed by peoples of the Dharawal and Darug Nations.

MAYOR'S MESSAGE



I am pleased to present Liverpool City Council's 2020/21 Annual Report. This is the final Annual Report on the Community Strategic Plan, *Our Home, Liverpool 2027*, which was approved by Council in 2017.

While many things have changed over this time, the resilience and determination of our community to get on with the job hasn't. As I reflect on the challenges over the past year, I am not only proud of Council's commitment to providing essential services but the way the broader community worked together during this most difficult time.

I am honoured to provide an overview of some of our achievements during the year.

To say goodbye to 2020, Council thrilled the community with its inaugural 'Light up the Sky' New Year's Eve celebration which delivered a series of COVID-19 safe firework displays across the Local Government Area.

Council also hosted its first online Australia Day Awards Ceremony, recognising 10 individuals and their outstanding contributions to the community in various fields including health, sports, environmental protection, culture and arts and business.

We also successfully delivered the Seniors Concert headlined by Kamahl, one of Australia's most recognised voices for more than 60 years. More than 520 seniors attended the two-day event which, for the first time, included an expo of local service providers. Council-branded at-home information and activity packs were distributed to brighten up residents' days at larger

nursing homes unable to attend due to stringent COVID-19 restrictions.

Providing support to local businesses continued to be a strong focus. Council offered a series of online workshops, business resilience development programs and a local business directory to assist business recovery after extended pandemic-related lockdowns.

In 2020, Council also endorsed the Business Resilience Grants program as part of its COVID-19 support package, providing \$170,000 in necessary funding to 50 Liverpool businesses.

Infrastructure works continued to transform our City into a better place to live, work and play. We celebrated the reopening of Apex Park following a \$1.9 million upgrade, as well as the opening of Cirillo Reserve, a world-class sports complex and recreational space in Middleton Grange. The Woodward Place Masterplan, which will see the transformation of Woodward Park into a thriving hub of economic and community activity, was also submitted for community consultation and feedback.

I am extremely proud of Council's accomplishments and look forward to the opportunities that are on the horizon for our vibrant City.

Finally, I would like to thank the local community and support groups, including our emergency services workers and volunteers, that assisted during the flash floods and throughout the COVID-19 response.

I would also like to acknowledge Council staff and my fellow Councillors for their ongoing professionalism and commitment to our City and community.

MAYOR WENDY WALLER



CEO'S MESSAGE



On behalf of Liverpool City Council, I am pleased to present the final Annual Report on the Community Strategic Plan *Our Home Liverpool 2027*. This report provides a comprehensive overview of key achievements, initiatives and events delivered in the 2020/21 financial year.

The past financial year presented many challenges from navigating the ongoing COVID-19 pandemic to unexpected flash flooding. During the COVID-19 lockdown period, Council's leadership and its Critical Incident Response Team (CIRT) worked tirelessly to support the community while maintaining exceptional service delivery outcomes and protecting its staff particularly those on the frontline.

Council focused on minimising the blow of the pandemic to residents, local businesses and landowners through various levels of assistance including rebate programs and extended rent relief among several other initiatives.

Despite the impact of the pandemic and floods, Council continued to deliver on the Principal Activities outlined in its Delivery Program and Operational Plan and ensure that its services and amenities maintained a high standard.

Council made significant progress on Liverpool Civic Place with the completion of early works including demolition and excavation. I look forward to

the future progress of the City's largest commercial development and the upcoming Council works component which is estimated for completion in early 2023.

Council spent more than \$164 million on capital works projects during the period and delivered improvements to key infrastructure including footpaths, lighting, amenities and recreational facilities.

Council continued to advocate for, develop and maintain partnerships with both the government and the private sector to support investment across the City. Council's involvement with the Western Sydney City Deal and Resilient Sydney initiative presented opportunities to collaborate with surrounding councils and deliver coordinated projects that facilitate beneficial outcomes for the region.

I would like to thank Liverpool City Council's Mayor Wendy Waller, Councillors and staff for their efforts during the last 12 months. The achievements and progress are the result of a collective team effort, dedication and commitment to providing the highest levels of customer service.

I look forward to the year ahead with great optimism and I am confident that it will present new and exciting opportunities to contribute to the success of our growing City and community.

A handwritten signature in black ink that reads "E Jackson".

CEO, DR EDDIE JACKSON





PART 1 **ACHIEVEMENTS**

AWARDS

Council prides itself on celebrating the achievements of its internal staff. Several initiatives were selected as winners, highly commended or finalists for awards during 2020/21.

Award	Category	Winner
2020 Greater Sydney Planning Awards	Planning for Jobs and Skills	Local Jobs and Local People
2020 LGNSW Excellence Awards – Excellence in the Environment – Division C	Asbestos Management	Asbestos Exposure - Risk Assessment Project
2020 ZEST Awards	Outstanding Project Promoting Social Cohesion and Community Harmony	2168 Children’s Parliament
2021 AILA (Australian Institute of Landscape Architects) NSW Landscape Architecture Awards	Urban Design	Liverpool City Centre Public Domain Master Plan
2021 ZEST Awards	Partnering for Impact	Pride of Place Project

Award	Category	Highly Commended/ Finalist
2020 Urban Developer Industry Excellence Awards	Excellence in Community Engagement	Liverpool City Centre Public Domain Master Plan
2020 National Local Government Customer Service Awards	2020 National Customer Service Team of the Year Award	Liverpool City Council
2020 Greater Sydney Planning Awards	Place-based collaboration	Liverpool City Centre Public Domain Master Plan
Local Government NSW Planning Awards	Culture Change Innovation and Excellence Award	Liverpool City Centre Public Domain Master Plan
2021 NSW Local Government Excellence Awards	Projects under 1.5 million - asset	Koori Floor Restoration
2021 NSW Local Government Excellence Awards	Supporting Local Enterprise	Liverpool Business Resilience Program



Koori Floor Restoration, Casula Powerhouse Arts Centre



An artist's impression of Moore St, Liverpool from the Liverpool City Centre Public Domain Master Plan

DIRECTORATE

COMMUNITY AND CULTURE

The Community and Culture directorate is responsible for delivering services that add to the liveability, amenity and connectedness of the community's diverse and growing population.

This directorate includes community development and planning, customer experience, library and museum services, recreation and community facilities management (including open space), children's services, the Casula Powerhouse Arts Centre (CPAC) and civic and major events.

The strategic priorities of this group are to create an informed city and provide high level customer service, service delivery and activities to the community.

Community and Culture contributed to the community's goals identified in the Community Strategic Plan by celebrating diversity and promoting inclusion, delivering a range of events and activities, providing community facilities which are accessible to all, and increasing community engagement.

Community and Culture Annual Highlights:

- The Customer Service Centre received more than 172,000 calls, up 7000 from the previous year. More than 100,000 customer requests were raised during the period;
- In December 2020, Council hosted a variety of Christmas initiatives. Due to COVID-19 restrictions, the Christmas tree lighting ceremony was broadcast live on Council's Facebook page along with an online edition of the Seniors Concert. In addition, Council distributed more than 300 Christmas hampers filled with food and gifts to bring festive cheer to vulnerable and disadvantaged members of the community;
- Council celebrated New Year's Eve with the 'Light up the Sky' event and Liverpool was the only local government area (LGA) in Sydney to deliver a series of COVID-friendly fireworks displays. Council held fireworks at six locations including Sadleir, Hammondville, Prestons, Moorebank, Casula and West Hoxton. The event was also livestreamed on Council's Facebook page, reaching more than 70,000 people;
- CPAC launched its online digital gallery showcasing more than 200 works from the CPAC collection. The collection focused on building a legacy from the creativity and commitment of emerging and established artists and reflecting on the diversity and distinctiveness of Liverpool and Western Sydney. The collection included pieces from Australian contemporary artists and local Liverpool artists, including 116 artworks by the late Casula-based artist Gina Sinozich;
- Liverpool City Library introduced a new accessible technology space. The \$75,000 upgrade was partially funded through the Metropolitan Public Library Grants Program. The upgrade includes height-adjustable tables for wheelchairs, two large touchscreen computers with software for people with dyslexia and vision impairments, large high contrast keyboards with trackball mice and a large text magnifying camera;
- Council's sport and recreation facilities maintained utilisation levels above 95 per cent in 2020/21. Despite the impacts of COVID-19, Council's sporting and recreation spaces were able to support the activities of more than 100 organised sports clubs and hirers and attracted more than 250,000 attendances to Council's parks, ovals and open space areas;
- Council sourced over \$5.5 million in grants funding to support sport and recreation facilities and other public amenities across the Liverpool LGA including installation of disability access at Whitlam Leisure Centre, the revitalisation of Bigge Park tennis courts and the improvement of the Casula Parklands Performance Platform. Council also secured funding to deliver community programs and activities aimed at supporting the recovery from the COVID-19 pandemic;
- Council held its first online Australia Day Awards Ceremony. The event was hosted by *Saturday Night Live* radio presenter Pete

Graham and the ceremony streamed via Facebook and YouTube. Mayor Wendy Waller and Liverpool's 2021 Australia Day Ambassador, Olympic rower James Chapman, presented Australia Day Awards to 10 individuals to recognise their outstanding contributions to the broader Liverpool community;

- Council delivered 'Love Summer', a COVID-19-safe picnic-style evening festival series held Friday and Saturday nights across three weekends in February and March 2021. More than 3200 people attended the festival series at Macleod Park in Prestons, Bigge Park in Liverpool's CBD and Lakeside Park in Wattle Grove and enjoyed local food trucks, performers, garden games, a beer garden and open-air cinema;
- The 2168 Children's Parliament was awarded Outstanding Project Promoting Social Cohesion and Community Harmony at the 2020 ZEST Awards. The Council-led initiative is made up of 44 students in grades five and six from 11 primary schools across the 2168 postcode;
- Council celebrated the *Memories in the Mall* event in Macquarie Mall in February. The annual event marked the anniversary of the National Apology to Australia's First Nations people, particularly to the Stolen Generations by former prime minister Kevin Rudd in 2008. The event was supported by Council's Aboriginal Consultative Committee comprising of members of the Aboriginal community, community participants and Council officers;
- Council's Mayoral Seniors Concert was held in April at the Liverpool Catholic Club during NSW Seniors Festival week. A total of 525 seniors attended the concert across two days and were entertained by Kamahl, one of Australia's most recognised voices for more than 60 years. Council also engaged 15 local businesses and service providers to showcase their products and services at the event and distributed 200 'At-Home Packs' to larger nursing homes for residents that were unable to attend the event due to COVID-19 restrictions;
- The 66th Blake Prize returned to CPAC's galleries and drew significant attendance from across Greater Sydney and beyond including local and national media coverage;
- Bellbird Dining & Bar commenced Friday and Saturday evening dinner service in February 2021, to great success and acclaim;
- Characters from the popular animated television series *Bluey* made an appearance at the Carnes Hill Precinct in May. Families enjoyed three interactive experiences with the main characters from the show. The event attracted more than 600 people and 150 families for the meet and greet post show; and
- Council's Early Childhood Programs continued to be a benchmark for quality service provision within the Liverpool LGA, successfully securing a partnership with School Infrastructure NSW which will create 40 new preschool places per day, allowing more than 80 children to access quality early education and care.



DIRECTORATE

COMMUNITY AND CULTURE

Continued.



Love Summer



NYE Light Up The Sky



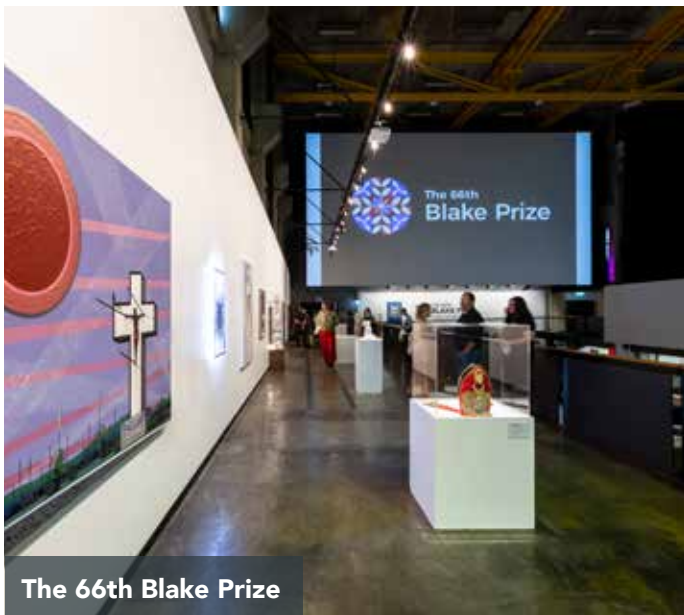
Seniors Concert



Community Christmas Hampers



2168 Children's Parliament



The 66th Blake Prize



Early Childhood Programs



The 66th Blake Prize



DIRECTORATE

CITY PRESENTATION

The City Presentation directorate is responsible for delivering the key services critical to the amenity and liveability of the Liverpool LGA. This directorate includes city works, operational facilities, maintenance planning and reporting, waste and cleansing.

City Presentation delivers essential maintenance of community infrastructure including parks, recreation, trees, green space maintenance, roads and footpaths, CBD cleaning, waste management services, fleet and vehicle management and trades. The strategic priorities of this group are to ensure a safe, clean and maintained city and to provide accessible open space and waste services.

City Presentation contributed to the community's goals in the Community Strategic Plan by managing the disposal of rubbish, undertaking work to protect bushland, rivers and the visual landscape and assisting in developing transport networks to create an accessible city.



Waste Compactor Truck



Tree planting at Sandringham Drive, Cecil Hills



Flooding at Tenth Avenue, Austral

LIVERPOOL CITY COUNCIL

NEW

ONLINE BOOKING SYSTEM

Council has a new online booking system for your household clean-up service.

Book Online

www.liverpool.nsw.gov.au/householdcleanup

Call Customer Service

1300 36 2170
Open Monday – Friday, 8.30am – 5pm

City Presentation Annual Highlights:

- Council collaborated with the State Emergency Service (SES) to provide vital assistance to the community during the floods that heavily affected parts of Liverpool in the months of March and April. Supported by the Local Emergency Management Committee, the City Presentation team worked alongside the SES attending to numerous emergency callouts, assisted in the management of flash flood locations, cleared blocked drainage channels, redirected rapids away from homes, cleared debris to make roads safe, and executed traffic control management plans with road closures and detours. Council's recovery efforts ensured minimal disruption to the residents affected and allowed essential services to remain operational;
- Council launched its online waste collection booking platform for household clean-up. This positive initiative has increased efficiency for residents with a total of 27 per cent of bookings now completed online. Payments can also be taken online, and an auto-text feature allows notifications to be sent to residents;
- Council delivered maintenance works and repaired and resurfaced approximately 26,000 square metres of road pavement and 38 kilometres of road shoulder areas across various locations in the Liverpool local government area. Approximately 4100 linear metres of concrete footpath, 1055 linear metres of kerb and guttering and 1000 square metres of paved footpath were reconstructed. More than 3300 customer requests were received and actioned for various maintenance works;
- More than 36,595 vehicles visited Council's Community Recycling Centre, an increase of 39 per cent compared to the same period last year. The Community Recycling Centre collected more than 263 tonnes of cardboard, 216 tonnes of e-waste and 48 tonnes of oil. Council also hosted a Chemical Cleanout event for residents to dispose of problem waste;
- New household bins were delivered to all residents and a total of 196,00 bins were exchanged. Educational material to support the rollout of new bins included online videos, website content, social media posts, pop-up displays, and a new waste services guide. In addition, Council unveiled five new-look waste compactor trucks with messages promoting gender equality and celebrating cultural diversity displayed on the trucks; and
- Council altered its waste education program due to COVID-19 restrictions and delivered various alternative activities including Storytime at the libraries, social media posts and campaigns, National Recycling Week online giveaway, recycling bin feedback program, early learning and primary professional development workshops on waste, a Love Food Hate Waste pop-up display, and a worm farming and composting workshop.

DIRECTORATE

ECONOMY AND COMMERCIAL DEVELOPMENT

The Economy and Commercial Development Directorate is responsible for embracing and delivering economic prosperity, commercial development opportunities, CBD activation and property land management services. This directorate includes city economy, property strategic projects, property services and property assets.

The strategic priorities of this group are to harness and encourage economic growth, deliver opportunities that focus on Liverpool as a business destination, support the creation of new jobs within

the Liverpool local government area and deliver land acquisitions and other property services that assist in planning for the future of Liverpool and promoting commercial development.

Economy and Commercial Development contributes to the community's goals in the Community Strategic Plan by working to meet the challenges of Liverpool's growing population, attracting businesses for economic growth, supporting local employment opportunities and creating an attractive environment for investment.



Civic Place



Woodward Place



Macquarie Mall

Economy and Commercial Development Annual Highlights:

- Council and Economic Development Australia, in partnership with Camden Region Economic Taskforce, hosted the virtual Economic Development Australia conference from 18-20 November. More than 180 global economic development leaders from a range of industries delivered valuable insights and best practice ideas for leading recovery, building resilience and transforming local economies in response to the COVID-19 pandemic;
- Council made significant progress in delivering the biggest public project in Liverpool's CBD, Liverpool Civic Place. Early works including demolition and excavation are almost complete and the Council Works component is scheduled to commence in the third quarter of 2021. The development has been designed to achieve a five Green Star rating to deliver environmental sustainability;
- The Business Resilience Grants program, endorsed by Council as part of its COVID-19 support package, received a positive response with the majority of recipients indicating the changes they made to their business were sustainable. A total of 50 Liverpool businesses received a grant valued up to \$5,000 and an overall \$172,000 was provided in financial support. Local businesses used the funding for advertising campaigns, business rebranding, setting up an online presence and to change their business models. The grants program also created 42 new jobs, including two apprenticeships;
- The Woodward Place Masterplan was endorsed for community and agency consultation in October 2020. The site spans across 28 hectares and offers Council the opportunity to create an iconic lifestyle precinct that will deliver world-class facilities for the community.
- Council worked with major stakeholders to develop training and skills for local people. New career pathways and training opportunities were developed with TAFE NSW, CSIRO and local universities including the YES Program in aviation for school students. Council facilitated connections between social enterprises to retain locally trained hospitality workers and assist with their transition to permanent local jobs. A total of 2079 new ABNs were registered in the Liverpool local government area in sectors ranging from education, food and manufacturing;
- Carshare bays were installed across the city centre as part of a 12-month trial to determine the appetite for carshare in Liverpool. Council also succeeded in an Expression of Interest to Transport for NSW for a trial to install sensors in Macquarie Street (between Scott and Moore Streets) in the city centre, and around Bigge Park. Digital signage will signify car space availability in the street and the trial will test how technology can be applied to reduce congestion and improve the experience for commuters in the city centre. The project will be implemented in the next two years;
- Council supported local businesses and jobseekers through a series of online workshops, a business resilience development program and local business directory. Awareness was further increased through the 'Support Local' campaign as part of NSW Small Business Month in October 2020. Council shared videos through its social media platforms and showcased local businesses demonstrating their resilience, adaptability and enhancing their online presence; and
- Council continues to market Liverpool as a business destination with a revised business prospectus demonstrating current and future opportunities for A-grade office space in the city centre. In addition, the establishment of the Advanced Manufacturing Research Facility in Bringelly provides the opportunity to further develop capability in a key sector of the Liverpool economy.

DIRECTORATE

PLANNING AND COMPLIANCE

The Planning and Compliance directorate is responsible for delivering services which embrace the opportunities growth and development bring to Liverpool. The directorate includes Development Assessment, Community Standards, City Planning and the Western Sydney Planning Partnership.

Planning and Compliance deliver best practice services including design excellence advisory services, place-focused land use and transport planning, development engineering, development assessment, maintaining community standards and strategic

planning. The strategic priorities of this group are to ensure high quality and sustainable urban growth and efficient development processes in recognition of Liverpool as Sydney's third CBD.

Planning and Compliance contributes to the community's goals in the Community Strategic Plan by working to meet the challenges of Liverpool's growing population, creating an attractive environment for investment and exercising planning controls to create high-quality, inclusive urban environments.



Pride of Place Exhibition – Carnes Hill Library



Pride of Place Exhibition – Objects excavated during the construction of the Carnes Hill Library and Community Centre



Artists impression of Macquarie Mall - City Centre Public Domain Masterplan

Planning and Compliance Annual Highlights:

- Council secured more than \$6.5 million in funding through the Australian Government's Local Roads and Community Infrastructure Program to plan and deliver major upgrades to local roads and infrastructure;
- Council's Liverpool City Centre Public Domain Master Plan won the prestigious Landscape Architecture Award for Urban Design at the 2021 Australian Institute of Landscape Architects Awards. The annual awards recognise excellence in Urban Design and its role in improving wellbeing through social interaction, economic activity, liveability, accessibility and safety. The Master Plan provides a 10-year vision to guide the development of public space and paves the way to a greener, vibrant and active city centre while fostering an 18-hour economy;
- Council received and actioned 1312 companion animal customer requests and the Liverpool Animal Shelter was successful in rehoming more than 85 per cent of dogs within two months;
- Council's efforts in advocating for the upgrade of Fifteenth Avenue and Edmondson Avenue resulted in Council receiving approximately \$58 million in funding for the Edmondson Avenue Stage 1 upgrade (Bringelly Road to Seventh Avenue) and \$1.1 million for design investigations for the upgrade of Denham Court Road;
- The Liverpool Local Housing Strategy was endorsed by Council and the Department of Planning, Industry and Environment and the Local Environmental Plan Review Planning Proposal was completed and gazetted in March;
- Council determined 1076 development applications valued at \$1.61 billion in the financial year. In addition, Council focussed on reducing the backlog of long-standing applications by prioritising local and regionally significant applications in line with Council and State Government initiatives to assist in stimulating the economy and providing for additional housing in Liverpool, including affordable housing, post the COVID-19 pandemic;
- Conservation Management Plans for Collingwood House and CPAC were finalised. In addition, detailed maintenance plans were prepared for both properties, including Rosebank Cottage and the Former Liverpool Courthouse. These documents will guide the future use and management of these four properties;
- Council engaged with the Western Sydney Planning Partnership in the preparation of the Planning Framework for the Western Sydney Aerotropolis. Council, through the Planning Partnership has been involved in workshops and technical working groups for the development of key documents including, Uniform Council Engineering and Design Standards, Common Planning Assumptions, Planning for the Aerotropolis, Local Developer Contributions Toolkit, Smart Infrastructure Specification and early land acquisition; and
- Council's Pride of Place project won the Partnering for Impact category at the annual ZEST Awards. The award recognises the ongoing collaboration between Council and the local First Nations community during the construction of the Carnes Hill Recreation and Community Precinct. The historical objects found during the construction are on display in a permanent exhibition at Carnes Hill Library dedicated to telling the story of 4,500 years of Aboriginal culture and heritage within the region.

DIRECTORATE

INFRASTRUCTURE AND ENVIRONMENT

The Infrastructure and Environment Directorate is responsible for the management of Council's vast portfolio of assets, ranging from built infrastructure assets valued at over \$2.5 billion to the extensive natural environmental assets – our bushlands and river systems. The various functions of the directorate are delivered through the following five departments: Infrastructure Planning, Infrastructure Delivery, Strategic Projects Construction, City Environment, and Facilities Management.

Infrastructure and Environment contributes to the community's goals set in the Community Strategic Plan by providing community facilities which are accessible to all, encouraging sustainability, energy efficiency and the use of renewable energy, assisting in developing transport networks to create an accessible city and seeking efficient and innovative methods to manage our resources.



Infrastructure and Environment Annual Highlights:

- Council invested more than \$86 million in infrastructure renewals, upgrades and construction works in the financial year. This includes:
 - Over \$27 million in the reconstruction and rehabilitation of roads and associated transport infrastructure assets;
 - Pavement renewal and rehabilitation works covering 43 streets with a combined length of 22 kilometres (including seven kilometres of rural roads) at a cost of \$16 million;
 - Over \$2.5 million in preserving, restoring and enhancing drainage infrastructure;
 - Approximately \$10 million on renewing, refurbishing and improving existing properties which included community centres; and
 - Over \$4.8 million on providing new, renewing and improving infrastructure to many of its existing passive open space and sporting ovals.
- Council reopened Apex Park in November following a \$1.9 million upgrade. The upgrade includes a new all-ages playground with rubber soft fall and shade structures, landscaped gardens, tree planting, new accessible pathway networks, new park furniture, the installation of picnic facilities and shelters, and a memorial area;
- Council opened a new 78-space car park located at 68 Speed Street, Liverpool. The new parking space is fully accessible, features adequate lighting and additional capacity for commuters to support the demands of the growing community;
- Council was awarded winner of the Division C - 2020 LGNSW Excellence in the Environment Awards for the Asbestos Exposure Risk Assessment Project. In addition, Council's ongoing asbestos awareness training program increased awareness and improved confidence for Council staff to work at asbestos affected sites;
- A 42kW solar panel system, comprising 80 panels was installed at Council's depot at Rose Street, Liverpool. The project aligns with Council's strategic direction to provide facilities that are energy efficient as well as enhancing sustainability for the long-term;
- Solar panels have also been installed at 13 other Council-owned sites, including Liverpool City Library, all of Council's Childcare Centres, Council's Community Centres at Green Valley, Moorebank, Wattle Grove, Chipping Norton, Prestons and at amenity buildings at Casula Parklands and Cirillo Reserve;
- Council completed construction of a state-of-the-art Cirillo Reserve Sporting Complex at Middleton Grange at a cost of \$11 million, transforming the existing open space into a formal sporting precinct that will meet the requirements of the local community;
- Council commenced construction of the Lurnea Community Hub project at Phillips Park, Lurnea. The \$16 million project will provide a new, modern community hub and transform the existing soccer fields into a multi-functional recreational area; and
- Council's Asset Management System (Assetic) now operates in the cloud environment. This has improved Council's asset management practices in various aspects including asset accounting, data accessibility, data security, and integration with the Geographic Information System (GIS) and Customer Request Management System (CRMS).

DIRECTORATE

CORPORATE SERVICES

The Corporate Services directorate is responsible for delivering services including council and executive services, financial management, governance, legal and procurement, people and organisational development, corporate strategy and performance, information technology, and safety and insurance.

This directorate aims to ensure Council has an effective governance and business framework that complies with legislative requirements and promotes business excellence. The strategic priorities of this group are to manage financial and business sustainability, ethical governance, statutory compliance, integrated planning and reporting,

engaging with the community to ascertain priorities, executive support for Councillors and the Mayor, and coordinating strategic initiatives and partnerships including the Western Sydney City Deal and Resilient Sydney.

Corporate Services has contributed to the community's goals set in the Community Strategic Plan by seeking efficient and innovative methods to manage Council resources, collaborating and partnering with key stakeholders to achieve positive outcomes for the city, striving for best practice in all Council processes, increasing community engagement and participation in decision-making.



Liverpool City Centre

Corporate Services Annual Highlights:

- Council's partnership with the Western Sydney City Deal (WSCD) presented opportunities to collaborate with surrounding councils and deliver coordinated projects that facilitate beneficial outcomes for the city over the next 20 years.
- Key benefits for Liverpool stemming from the partnership included the opening of the Yarpa Indigenous Business and Employment Hub and the Liverpool Opportunities Hub in the Liverpool local government area. Liverpool's involvement in the WSCD is an opportunity to actively collaborate with the NSW and Australian governments on regionally significant projects such as major transport infrastructure and planning for the Western Sydney Aerotropolis;
- Council's involvement in the Resilient Sydney program presented opportunities to collaborate with Sydney's metropolitan councils, the NSW Government, and business and community organisations to implement measures to improve resilience and respond to shocks and stressors such as natural disaster. Council participated in workshops and meetings to hear updates on resilience from Sydney's metropolitan councils and cities around the world. This coordinated approach assists in preparing Sydney as a whole, allowing quicker recovery from events that may adversely affect the city;
- Liverpool is a large NSW Metropolitan Council with an annual operating budget of over \$300 million. Council invests on average \$150 million annually on essential infrastructure. In 2020-21, Council posted a net operating deficit result of \$11.6 million. While the COVID-19 pandemic has significantly impacted Council operations, it has demonstrated a sound financial position by achieving above benchmark performance on three key State Governments indicators. Management continues to review and develop new strategies to improve its financial performance and position;
- A new Diversity and Inclusion plan was endorsed by the Executive Management Team for implementation. The Plan includes the establishment of a working group;
- Council approved the Community Engagement Strategy which outlines how the Liverpool community, including residents, workers, businesses, and relevant agencies will be invited to inform and develop Council's new Community Strategic Plan (CSP). Council commenced planning on implementation of the strategy, including focus groups, workshops and surveys which will be delivered predominantly online due to the COVID-19 pandemic;
- Council continued to invest in its information technology infrastructure and the ongoing maintenance of corporate systems, security features and performance requirements. This includes the development of a digital strategy that will deliver improved services through technology;
- Council digitised internal and external forms to simplify and streamline processes. Members of the public can submit an access to information application (GIPA) and make payments online. This process provided the opportunity for the community to request information during the pandemic; and
- Council supported its staff through organisational development initiatives including the implementation of an employment recognition framework. The framework acknowledges employees who practice Council's organisational values and the contribution and difference they make in delivering to the community, colleagues and workplace.

DIRECTORATE

OFFICE OF THE CHIEF EXECUTIVE OFFICER

The Office of the CEO provides leadership, strategic direction and policy guidance to the Office of the Mayor so that Council can promote economic and community development, build and sustain healthy neighbourhoods, strengthen partnerships with key stakeholders and enhance social capital and democratic participation. It manages communications, audit and risk and the internal ombudsman. The group is responsible for evaluating and improving the effectiveness of risk management,

control and governance processes, providing support and advice across the organisation on opportunities to promote Council and respond to customer complaints.

The Office of the CEO contributes to the community's goals set in the Community Strategic Plan by striving for best practice in all Council processes, seeking efficient and innovative methods to manage Council resources and increasing community engagement.

Office of the CEO Annual Highlights:

- Throughout the 2020/21 period, Council worked with stakeholders to inform residents through traditional and social media about the COVID-19 public health orders and its impact on Council services, including parks, recreation, early education and capital works. Council's public parks and open spaces remained open for the duration of the COVID-19 lockdown. COVID-19 related posts during the financial year received strong engagement and were a key source of information for the community;
- Council's Critical Incident Response Team (CIRT) played a key role during the pandemic period ensuring that Council was able to effectively and safely deliver essential services to the community. CIRT liaised closely with various agencies, including the South West Sydney Local Health District and the Local Area Command regarding their management of COVID-19 protocols. This allowed Council to promptly implement up-to-date health advice and legislative orders, including the COVID-safe operation of community facilities and public spaces;
- Council worked with Federal and State Government agencies on the planning and delivery of the Western Sydney City Deal, the Western Parkland City Authority and International Airport. Council also provided comments on a Ground Transport Plan for the proposed airport with the view to identify additional transport infrastructure to support its operations;
- Council welcomed the Australian Broadcasting Corporation (ABC) to Liverpool. The network hosted their month-long pop-up newsroom and engaged with local audiences through live broadcasts, digital stories, radio segments and news broadcasts. The ABC featured 12 digital stories on the NSW ABC homepage focused on Liverpool, delivering more than 700,000 page views and 1.5 million engagement minutes;
- Council hosted the National Economic Development Conference with the Mayor and CEO delivering keynote addresses during the three-day event;
- Council produced media campaigns, detailed collateral and videos to promote a range of initiatives and programs including *Liverpool On A Roll*, *Love Summer*, comprehensive programs for CPAC, libraries, and Liverpool Regional Museum. This resulted in significant positive media coverage;

- Council established an exclusive lifestyle media partnership with *Time Out* to further promote its premier food festival, *Liverpool on a Roll*. This partnership offered Council the opportunity to generate awareness of the event across Sydney. An editorial piece featured in the *Time Out* newsletter receiving high engagement and interest from readers and was further promoted through its social media platforms;
- The overall reach of Council's Facebook posts increased from a total reach of 613,617 in 2019/20 to 793,117 in 2020/21. Council's Instagram audience grew to 4900 followers by June 2021;
- Council in collaboration with the Australian Federal Government, the Australian Space Agency and the Surveying and Spatial Sciences Institute continued its evaluation of Canopy Mapper technology, an innovative satellite-based mechanism to help sustainably manage and expand the city's tree canopy. The prototype machine learning-based process is designed to generate highly detailed representations of green tree canopy coverage in urban areas from satellite images. It has the potential to assist Liverpool to meet its commitment to optimal environmental management, with an emphasis on reducing the urban heat island effect;
- Council's Internal Ombudsman conducted independent and impartial investigations and reviews of Council administrative processes and services. During the 2020-21 financial year the Internal Ombudsman reviewed and/or investigated 169 complaints received from the community, staff and councillors;
- Council's Audit, Risk and Improvement Committee met quarterly to provide independent assurance on risk management, control, governance and external accountability to Council and the elected members of Council; and
- The Internal Audit function implemented a number of changes during the period in preparation for the future requirements of the Office of Local Government. Council performed various audits including an audit on asbestos and contaminated waste. The review found that Council has established a fit-for-purpose framework for managing risks involved with asbestos and contaminated waste.





PUBLIC INFRASTRUCTURE ASSETS REPORT

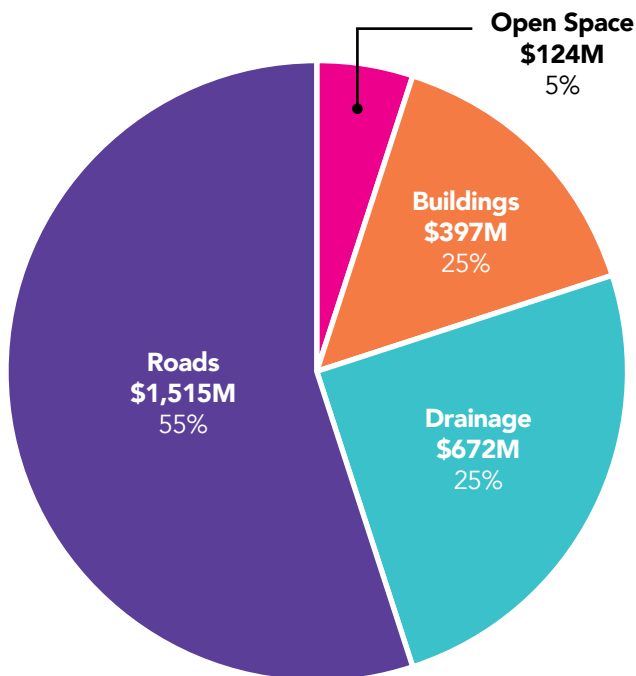
PUBLIC INFRASTRUCTURE ASSETS REPORT

Introduction

Liverpool City Council is responsible for the management, care and control of a wide range of infrastructure assets, representing a significant public investment and utility. These include public roads and other transport-related facilities, floodplain and drainage networks, buildings and properties, parks, open spaces, reserves, and recreational facilities, with a combined replacement value of over \$2.7 billion.

The asset categories and the corresponding values of these assets are shown in the figure below. Additional details regarding each category of these assets are provided in the Condition of Infrastructure Assets table that follows.

**Current Replacement Cost
Infrastructure Assets 2021**



Council's assets are used to provide a range of services which aim to deliver social, environmental and economic outcomes for the community of Liverpool. The level of services delivered by these assets is largely determined by the manner in which they are maintained and managed.

Strategic Asset Management

Council is continuing to progress its Asset Management (AM) planning to facilitate consistent application of current best AM practices across the Liverpool Local Government Area (LGA) and across all categories of infrastructure assets. Council's adopted Strategic Asset Management (SAM) policy, strategy and plans continue to provide an effective asset management decision-making framework. Application of such decision-making framework has ensured that Council assets provide required levels of service over time and in a cost effective manner.

Council's AM System for all of its infrastructure assets also facilitates a systematic approach to the planning, programming and implementing of the wide range of activities associated with the effective management of Council's infrastructure assets. The system includes processes for data collection, storage and life-cycle analysis to support decision-making about optimal use of resources for the operation, maintenance, rehabilitation, upgrading and reconstruction of infrastructure assets.

Council's AM System and processes are developed in accordance with the set guidelines of the International Infrastructure Management Manual (IIMM) and ISO 55,000 for achieving sound Strategic AM outcomes.

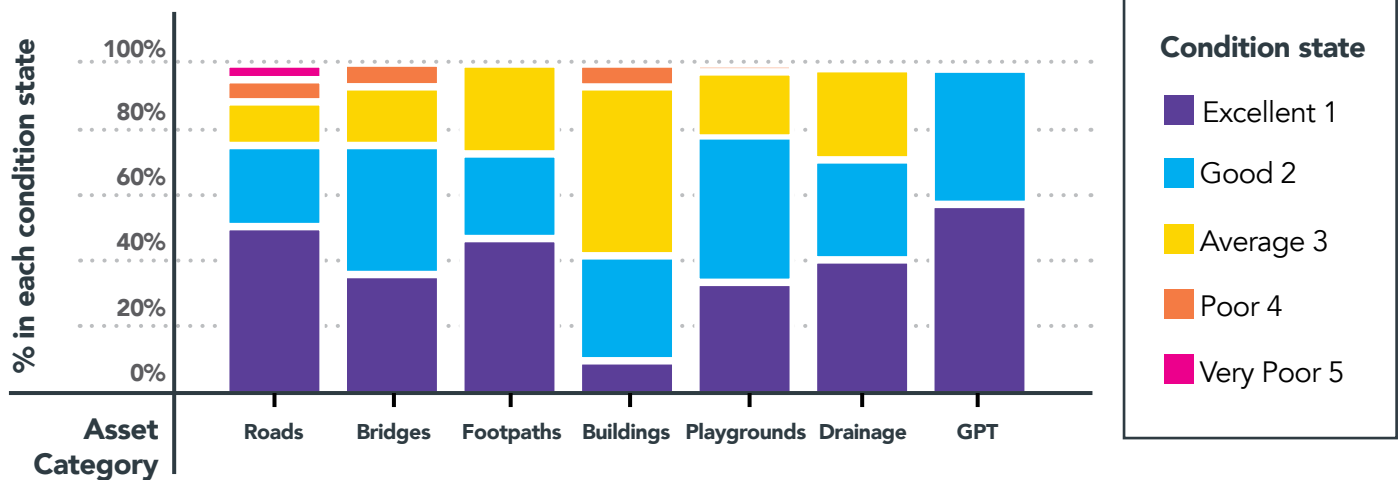
Council's AM System, operating in the Cloud environment, continues to enhance the standard of AM practices in various aspects including the asset accounting, data accessibility, data security and integration with GIS and Customer Request Management System (CRMS). This has enabled Council to fulfill the past recommendations provided by the NSW Audit Office.

Asset Condition

Over the years, Council has been utilising its comprehensive database of asset information to facilitate the necessary planning and valuation of its assets to a high level of accuracy. Council’s ongoing asset surveys continue to provide valuable data to determine the condition of the asset and their performance objective. It has enabled the Council to proactively develop the maintenance and renewal strategies and programs which are responsive and cost-effective.

The condition and performance information for some of the Council’s key assets are summarised below:

Condition of Infrastructure Assets



Infrastructure Report Card

The table below shows the infrastructure report card indicating the overall situation of each category of Council assets. All Council assets have consistently been in “In Control” position over the last four years, thus illustrating the effectiveness of the Council’s adopted asset management strategies.

Infrastructure Report Card

Assets	Replacement Cost	Cost to Satisfactory Standard	Asset Rating 2020/21	Asset Rating 2019/20	Asset Rating 2018/19	Asset Rating 2017/18
Roads Assets	\$1,270,117,000	\$40,896,000	In control	In control	In control	In control
Bridges	\$78,381,000	\$2,587,000	In control	In control	In control	In control
Footpaths	\$166,034,000	\$208,000	In control	In control	In control	In control
Stormwater Drainage	\$672,380,000	\$4,264,000	In control	In control	In control	In control
Buildings	\$397,150,000	\$4,458,000	In control	In control	In control	In control
Parks	\$123,806,000	\$1,430,000	In control	In control	In control	In control
TOTAL	\$2,707,868,000	\$53,843,000				

Key

- In control
- Monitor
- Action required

Asset Renewal and Replacement

Council continued its capital works program to renew and replace infrastructure assets to maintain satisfactory asset conditions and ensure services that relied on proper functioning assets could continue to be provided.

Works were funded from a range of income sources, which enabled a substantial part of the planned program of renewal works, as well as a number of new projects to be completed. Funding sources included:

- General rate revenue;
- Special rate variation;
- Stormwater management service charge;
- Environmental levy;
- Grants from Commonwealth and State governments for a range of infrastructure projects; and
- Section 7.11 developer contributions.

Several major new projects were also commenced to facilitate growth of the new urban centres as well as manage demand for expanded services arising from growth.

Road and Transport Infrastructure

Council is responsible for the care, control and management of over 959 kilometres of formed roads out of which approximately 7 kilometres are unsealed, and 36 kilometres has regional road status. During 2020/21 an additional 16 kilometres of new roads were added to the road network as a result of the new subdivisions in Austral, Edmondson Park and Leppington urban release areas. The combined value of these road and transport asset is over \$1.5 billion.

Council continued to implement its adopted road pavement management strategies to progressively upgrade assets that are in poor condition while placing a significant focus on preventing assets that are in average or good condition from falling into the poor category. These preventative maintenance strategies aim to preserve or restore the road assets at an earlier time in its life before it falls into the condition of disrepair.

Earlier intervention through Council's preservation programs provides the most cost-effective treatment in arresting the overall rate of decline in the condition and performance of the road network and preserves the existing roads in a serviceable condition over the long term.

Continuation and expansion of such preventative maintenance program and associated long term

economies have continuously provided a substantial positive impact on the Council's financial liability.

Some of the key issues that will continue to impact the Council's management of its extensive portfolio of road assets are:

- a. Many roads and associated infrastructures were built in the 1970s and 1980s. They met the standards at the time, but they are now approaching the end of their serviceable lives. These assets require significant improvements and renewal to bring them up to the current satisfactory standards for the community.
- b. The road network is expected to grow by approximately 150 kilometres or around 15 per cent over the next 10 years. This growth will require additional financial and resource pressures due to the need for increased asset maintenance activities.
- c. Development in the rural areas, including the Western Sydney International Airport and Aerotropolis is leading to increased traffic loadings unsuitable for the existing rural road pavements, which places additional pressure on already constrained maintenance budgets.
- d. Part of the rural road network, due to its advanced state of deterioration, will continue to decline even though some additional funding has been provided in recent years. These rural roads are predominantly located within the South West Priority Growth Area, and the ensuing residential and commercial development will ultimately see the full reconstruction, widening and upgrades to the majority of these roads. Council will continue implementing its low-cost strategies which aim to hold these rural roads in a reasonable condition until full reconstruction can occur.

Achievements for the year

Council spent substantial capital budget on preserving, restoring and enhancing Council's road and transport related infrastructure during the year. Council spent over \$27 million in the reconstruction and rehabilitation of the roads and associated transport infrastructure assets. During 2020/21:

- Key achievements included:
 - Governor Macquarie Drive/Newbridge Road intersection upgrade to improve safety and traffic flow, road reconstruction between Newbridge Road and Alfred Road – 60 per cent complete;
 - Heathcote Road, Walder Road, and Bardia Parade – Intersection upgrade works to improve safety and traffic flow – 70 per cent complete;
 - Roundabout construction at Junction Road and Stockton Avenue intersection, Moorebank;
 - Streetscape improvement works including granite paving, lighting, parking at College and Moore Streets, Liverpool;
 - Roundabout construction at Kingsford Smith Avenue and Southern Cross Road, Middleton Grange;
 - Phase 1 Urban Forest Strategy – Greening our City tree planting;
 - Georges River Footbridge, Voyager Point - Rehabilitation and painting works underway; and
 - Eleventh Avenue, Austral – road reconstruction and resurfacing.
- Council completed road pavement renewal and rehabilitation works covering 43 streets with a combined length of 22 kilometres (including 7 kilometres of rural roads) at a cost of \$16 million during this financial year. The work will extend pavement service life and improve riding conditions.
- Road renewal and rehabilitation works included:
 - Banks Road, Miller;
 - Sadleir Avenue, Sadleir;
 - Bigge Street, Liverpool;
 - Riverside Road, Chipping Norton;
 - South Liverpool Road, Heckenberg;
 - Cedar Road, Prestons;
 - Cartwright Avenue, Miller;
 - Speed Street, Liverpool;
 - Friesian Street, Busby;
 - Sinclair Road, Ashcroft; and
 - Nuwarra Road, Moorebank.
- A total of 69,500m² of the following rural roads received resurfacing treatment to improve level of service:
 - North Avenue, Rossmore;
 - Eleventh Avenue, Austral;
 - Willowdene Avenue, Luddenham;
 - Twenty Sixth Avenue, West Hoxton;
 - Twenty Seventh Avenue, West Hoxton;
 - Fox Valley Road, Denham Court; and
 - Wolstenholme Avenue, Greendale.
- Council also continued its program of shared paths and footpaths construction to improve accessibility and mobility across the city. More than \$4.2 million was spent to construct approximately 9.5 kilometres of new paved pathways and shared paths across 32 locations within the LGA.
- New and upgraded traffic facilities (raised thresholds and roundabouts), with a total expenditure over \$1.5 million, were provided during the year at the following locations for improved pedestrian and traffic safety:
 - Six bus shelter installations;
 - Roundabout construction at the intersection of Kingsford Smith Avenue and Southern Cross Road, Middleton Grange;
 - Roundabout construction at Junction Road and Stockton Avenue intersection, Moorebank;
 - Raised threshold at Reilly Street, Lurnea;
 - Raised pedestrian crossing - Cartwright Avenue, Cartwright;
 - Raised threshold at Wonga Road and Hill Road, Lurnea;
 - Raised threshold at Reilly Street and Gill Avenue, Liverpool;
 - Pedestrian refuge island at Falcon Street, Green Valley; and
 - Traffic calming devices and speed humps at Strzelecki Drive, Horningsea Park.



Wattle Grove Drive – road reconstruction



Cycleway – Hume Highway



College Street paving



Gill Avenue – speed hump

Council has continued to advance investigation and design of several major roads to facilitate growth within the new urban release areas:

- The 50 per cent detailed design of a major intersection upgrade at Governor Macquarie Drive and Hume Highway was completed. The Federal Government funded this Project under the Western Sydney Infrastructure project;
- Council engaged a design consultant for the concept and detailed design of a major upgrade to Edmondson Avenue, between Bringelly Road and Fifteenth Avenue. The design is currently nearing 80 per cent completion;
- An options report is complete and this will be followed by a strategic design to transform Fifteenth Avenue into a high capacity public transport corridor;
- Both the above projects are being funded by the State Government's Special Infrastructure Contribution (SIC) scheme;
- Detailed design for the Georges River pedestrian and cycleway bridge was also advanced significantly;
- Council engaged a design consultant and is commencing detailed design of an underpass of the M7 at Middleton Grange to improve access into and out of Middleton Grange; and
- Council engaged a design consultant for the concept and detailed design of a pedestrian overpass bridge at Liverpool Station to allow pedestrian access to Lighthorse Park and connection to the Georges River.

Floodplain and Water Management

Council's floodplain and water management assets included more than 762 kilometres of piped drainage systems and associated pits, gross pollutant traps, flood detention basins, formed channels and waterways to the combined value of \$672 million. The drainage network is envisaged to grow at a rate commensurate with the growth in the road network.

Council continued its program to comprehensively inspect its piped drainage network to assess its structural condition and hydraulic performance. These inspections, which use a closed circuit television system (CCTV), are ongoing and their purpose is to provide Council with accurate condition of data and digital imagery of its pipe network.

These inspections have enabled Council to proactively develop maintenance and renewal strategies and programs that are responsive and cost-effective. Analysis of the inspection data has enabled Council to identify the need for the following broad categories of drainage renewal and replacement activities, which has improved the hydraulic performance and has significantly extended the service lives of these assets:

- Restoring the piped drainage system through the relining of long lengths of existing deteriorated pipes. This trenchless method of pipe restoration uses robotic techniques to apply a PVC liner within existing pipes to restore structural integrity and flow efficiency; and
- Restoring the piped drainage system through the application of structural patches to the isolated failures within pipes using the trenchless method.

To enable works to be delivered efficiently, Council has established long term contracts with a panel of contractors specialising in drainage rehabilitation works including ongoing maintenance and renewal of stormwater drainage pipes. The works are undertaken on a priority basis and funded by the Stormwater Management Service Charge. The priority selection system for the restoration, renewal and replacement of the drainage system is based on asset condition assessments and knowledge of other performance parameters including strategic location of the pipes, flooding and public safety.

Council's Stormwater Management Service Charge, which generates approximately \$1.4 million each year, has provided Council with a sustainable funding source for its stormwater management programs. This funding has enabled more enhanced maintenance and renewal programmes to be undertaken.

Some of the key issues Council has faced in managing its stormwater assets include:

- The existing drainage system comprises predominantly underground pipes and pits, which can only be appropriately assessed using CCTV. This method of collecting data is costly and time-consuming. With only around 10-12 kilometres of the piped network able to be assessed each year, the condition of the remaining drainage network will continue to be estimated from collected data for asset management and valuation purpose;
- The drainage network and associated infrastructure is expected to grow by another 200 kilometres over the next 10 years; and
- The current initiatives towards water sensitive urban designs has introduced new types of assets and devices for stormwater quality improvement, which will require adopting more structured and sometimes more intensive maintenance practices.

Achievements for the year

Council spent more than \$2.5 million in preserving, restoring and enhancing drainage infrastructure with the following achievements during the year:

- Council successfully sourced funding for Housing Acceleration Funds (HAF) to bring construction delivery forward for Basin 14 in Edmondson Park. Works to commence in 2021/22;
- Basin 6 in Austral/Leppington North went to tender for the engagement of a construction contractor. Works to commence in 2021/22;
- Erosion protection and embankment restoration in Cabramatta Creek at Powell Park, Cartwright and Maxwells Creek in Sadleir;
- Installation of a Gross Pollution Trap at Pearce Park, Liverpool and Dalmeny Reserve, Prestons;
- Major repair and protection works to existing drainage structures damaged due to a major flood event;
- Reconstruction of a major culvert headwall at Heathcote Road, Moorebank;
- Installation of Net Tech type Gross Pollutant Traps for headwall outlets at Brickmakers Creek, Liverpool, Ashford Close, Hinchinbrook and McLean Street, Liverpool; and
- Renewal and rehabilitation of more than three kilometres of Council's piped drainage system covering a drainage network of over 10 kilometres (The program is funded from Council's Stormwater Management Service Charge).



GPT at Dalmeny Reserve



Erosion Protection works – Powell Park



Headwall at Heathcote Road



PT Net type Ashford Close



Building Infrastructure

Council has in its ownership, care and control of approximately 217 building assets covering its commercial, operational, community, recreational, cultural and heritage services, with a combined current replacement cost of over \$397 million. The age of the buildings and their types are varied, with many built in the late 1950s and 1960s and several are specialised structures such as parking stations, large aquatic centres and heritage buildings.

Council continued its programmed inspection of building assets to enable the development of optimised maintenance and renewal programs and asset management plans. Condition surveys of these buildings have also provided necessary data to support future maintenance, rehabilitation and upgrade program.

A proportion of the buildings have been found to be at average condition overall. A large proportion of the buildings in this condition relate to secondary buildings or parts of buildings such as storage facilities and public toilets associated with sporting facilities and works depot. Therefore these facilities are considered to be fit for the intended purpose with a lower maintenance requirement.

Some of the key issues that will continue to impact the Council's management of its large portfolio of building assets are:

- Malicious damage to sports amenity buildings due to their location within reserves and inadequate surveillance requiring higher than normal maintenance; and
- The majority of Council's buildings do not generate any income that could be used to offset the cost of maintenance and renewal.

Achievements for the year

Council spent over \$10 million on renewing, refurbishing and improving many of its existing properties which included community centres. Some of the key achievements for the year include:

- Completion of bathroom refurbishment at Hinchinbrook, Casula and Liverpool Community Centres;
- Completion of kitchen refurbishment at Casula and Liverpool Community Centres;
- Completion of accessible bathroom refurbishment at Hinchinbrook, Casula and Liverpool Community Centres;
- Completion of floor replacement at Hilda Davis and Bringelly Community Centres to improve the facilities for the local community; and
- Reconfiguration of the existing toilet block at Lieutenant Cantello Reserve into accessible toilets to cater for persons with a disability.



Bringelly Community Centre



Hinchinbrook Community Centre



Lt Cantello Amenities Block



Casula Community Centre

Parks and Recreation Facilities

Council manages a portfolio of over 500 parks and green open spaces consisting of regional, district and local open space facilities made up of active, passive reserves and natural bushlands. The portfolio included 217 recreational and sporting facilities including soccer, rugby, cricket fields, netball courts, tennis courts, cricket nets, skate and boat ramps. These assets covered over 1400 hectares of land and have a combined replacement cost of over \$124 million.

Except for sports fields, which charge a small lease fee, the majority of Council's parks do not generate income and are unable to offset the long term maintenance and renewal cost. The continuous growth and development of new open space facilities when added to existing recreational infrastructure will place a significant burden on Council's future financial resources.

Achievements for the year

This year, Council spent over \$25 million on providing new, renewing and improving infrastructure to many of its existing passive open space and sporting ovals. Some of the key achievements for the year include:

- Completed construction of a state of the art Cirillo Reserve Sporting Complex at Middleton Grange at a cost of \$11 million. Council located 7 kilometres west of Liverpool CBD in the new residential suburb of Middleton Grange, the greenfield site was characterised by open space adjacent to low-rise residential development, Middleton Grange Public School and publicly accessible streets. The suburb of nearly 8,000 people had no community infrastructure. The project, which is now complete:
 - Transformed the existing open space into a formal sporting precinct that will meet the requirements of the local community into the foreseeable future;
 - Provided a state-of-the-art sports amenity building;
 - Provided a soccer oval and senior cricket pitch with floodlighting;
 - Created circulation networks for pedestrians and cyclists around the sports ground, offering family picnic areas with tables and shade shelters, children's play areas and fitness stations; and
 - Integrated adjacent bushland areas and landscaped gardens to improve shade and park amenity;
- Commenced construction of the Lurnea Community Hub project at Phillips Park, Lurnea. The \$16 million project is in an established suburb, characterised by low socio-economic status and high levels of ethnic diversity. Through the development of community and recreational infrastructure, coupled to the adaptation of under-utilised land, the project will act as a catalyst for wider urban renewal and economic regeneration. Specifically, the project seeks to:
 - Amalgamate four derelict and aged community facilities into a new, modern community hub with a social enterprise café, learning/smart hub, free wi-fi, and a multi-purpose community hall to support playgroups, after-school activities, outdoor dining, community group meetings and informal activities; and
 - Transform two ageing soccer fields into a multifunctional recreational area, walking tracks, pitches, tennis courts, exercise equipment and change rooms and toilets to become the beating heart of Lurnea;
- Completion of detailed designs for Schoeffel Park pump track, car parking and park infrastructure in Horningsea Park, redevelopment of St Andrews Park, Casula and new park adjacent to Basin 14 in Edmondson Park;
- Continuing its program of rejuvenation and upgrade to Council's Key Suburb Parks. Council delivered the full landscape redevelopment at Apex Park in the CBD,

whilst works are ongoing to deliver new parks at Lillian Bratkovic Park, Edmondson Park and Stante Reserve waterplay facility in Middleton Grange at a total cost of over \$4 million;

- In line with its city-wide play equipment asset management plan, Council has continued to implement its capital works priority program to renew, replace and provide shade to its playgrounds. Shade structures were provided over four playgrounds and 11 playgrounds were upgraded at the following locations at a cost of approximately \$635,000:
 - Pavesi Park, Prestons – new playground and rubber softfall;
 - Lyons Park, Horningsea Park – new playground and rubber softfall;
 - Liverpool Bicentennial Park, Moorebank – new rubber softfall;
 - Meehan Park, Hammondville – new rubber softfall;
 - Catalina Park, Middleton Grange – new rubber softfall;
 - Clinches Pond Park, Moorebank – new rubber softfall;
 - Wattle Grove Park, Wattle Grove – new rubber softfall;
 - Judy Pack Park, Cecil Hills – new hyper-shade sail;
 - Catalina Park, Horningsea Park – new hyper-shade sail;
 - Sid Neville Park, Prestons – new hyper-shade sail; and
 - Casula Parklands CPAC, Casula – new hyper-shade sail.
- Council continued its program of delivering outdoor gyms to key locations across the city with 32 gyms installed to date and shade provided to four sites. Two new gyms were constructed at the following parks at a total cost of over \$260,000 this year:
 - Gard Park, Ashcroft; and
 - Ashfordby Park, Chipping Norton.
- Council's program of improving local parks continued with the design, refurbishment and enhancement works completed at Pavesi Park, Prestons, at a cost of \$230,000;
- Council's renewal and upgrade program for sports fields continued with the installation of a new oval perimeter fence at Ash Road Reserve, Prestons at a cost of \$101,000;
- Council's program of improving lighting within its key suburb parks continued with solar light installation completed at a total cost of \$131,000 at the following locations:
 - Havard Park pathways, Prestons;
 - Ida Kennedy Reserve pathways, Hinchinbrook;
 - Judy Pack Park playground, Cecil Hills;
 - Casula Parklands CPAC playground, Casula;
 - Sid Neville Park playground, Prestons; and
 - Miller Park outdoor gym, Miller



Apex Park Redevelopment



Stante Reserve – works underway



Ida Kennedy Reserve Solar Lights



Ashfordby Park Outdoor Gym



Cirillo Reserve



Phillips Park - works underway

Condition of Assets

The following table provides average condition of Council's assets and costs to upgrade and maintain these assets to ensure they continue to provide satisfactory standards of service over the long term.

Asset Description	Quantity	Current replacement cost (Note 1)	Average condition as at June 2021 (Note 2)	Estimated cost to bring to satisfactory standard (Note 3)	Estimated annual cost of maintaining asset at that standard (Note 4)	Annual maintenance expenditure 2020-21 (Note 5)
ROAD AND TRANSPORT		\$1,514,532,000		\$43,692,000	\$13,766,000	\$10,302,000
Roads (km)	959	\$893,029,000	Good ¹	\$39,403,000 ¹	\$8,930,000	\$8,687,000
Kerb and gutter (km)	1,520	\$227,654,000	Good	\$513,000	\$1,252,000	\$264,000
Footpath and cycleways (km)	926	\$166,034,000	Good	\$208,000	\$1,660,000	\$793,000
Bridges and Major Culverts (No.)	121	\$78,381,000	Good	\$2,587,000	\$784,000	\$19,000
Road furniture and structures (No.)	20,624	\$131,180,000	Good	\$871,000	\$1,049,000	\$526,000
Off street car parks (No.)	122	\$18,240,000	Good	\$110,000	\$91,000	\$11,000
FLOODPLAIN AND DRAINAGE		\$672,379,000		\$4,263,000	\$1,521,000	\$1,384,000
Piped Drainage (km)	762	\$540,118,000	Good	\$3,418,000	\$972,000	\$1,038,000
Pits (No.)	28,325	\$68,548,000	Good	\$141,000	\$123,000	\$0
Headwalls and minor Culverts (No.)	2,100	\$16,343,000	Good	\$704,000	\$29,000	\$0
Retarding Basins and Wetlands (No.)	93	\$34,956,000	Good	\$0	\$87,000	\$69,000
Gross Pollutant Traps (No.)	218	\$12,414,000	Good	\$0	\$310,000	\$277,000
BUILDING ASSETS	217	\$397,151,000		\$4,458,000	\$4,265,000	\$3,667,000
Admin Building	2	\$59,770,000	Average ²	\$0	\$628,000	\$659,000
Aquatic Centres	6	\$49,403,000	Good	\$232,000	\$593,000	\$916,000
Bush Fire/SES	10	\$4,288,000	Good	\$464,000	\$45,000	\$0
Childcare Centres	10	\$14,287,000	Good	\$67,000	\$171,000	\$443,000
Commercial Properties	2	\$12,579,000	Average ²	\$0	\$126,000	\$7,000
Community Centres	39	\$81,523,000	Good	\$450,000	\$856,000	\$704,000
Heritage Buildings	13	\$54,157,000	Good	\$191,000	\$569,000	\$300,000
Libraries, Museums	4	\$33,014,000	Good	\$0	\$396,000	\$248,000
Multi-Level Car Parks	2	\$29,276,000	Good	\$0	\$293,000	\$193,000
Parks Buildings / Structures	116	\$49,033,000	Good	\$700,000	\$490,000	\$34,000
Works Depot	13	\$9,821,000	Average ²	\$2,354,000 ²	\$98,000	\$163,000
PARKS AND RECREATION		\$123,807,000		\$1,431,000	\$8,137,000	\$11,126,000
Sporting Fields, Ovals and Courts (No.)	217	\$33,028,000	Good	\$447,000	\$3,303,000	\$4,450,000
Parks Infrastructure (No. of Parks)	512	\$54,880,000	Good	\$522,000	\$4,116,000	\$5,563,000
Playground Equipment (No.)	193	\$35,899,000	Good	\$462,000	\$718,000	\$1,113,000
GRAND TOTAL		\$2,707,869,000		\$53,844,000	\$27,689,000	\$26,479,000

¹ While the overall condition of road is considered to be Good, there are sections of roads that do require more intensive rehabilitation and reconstruction works to bring it to a satisfactory level. With increased renewal funding, targeted renewal program based on modern asset management principles and effective asset maintenance strategy, Council aims to gradually reduce this backlog over the next few years.

² Council's main admin and commercial buildings are in average condition. Parks buildings, structures and works depot are considered to be fit for purpose with a lower maintenance requirement. Most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.

The total estimated cost to bring the assets to a satisfactory standard has increased to \$53.8 million this year compared to \$52.4 million last year. This \$1.4 million increase is mainly due to the deterioration of existing road pavements impacted by an increased traffic loading due to development activities. Council will continue to monitor and adopt appropriate asset management strategies to maintain these roads until such time reconstruction is undertaken.

Notes to table

1. **Current replacement cost** – estimated cost to replace existing asset with modern equivalent which will deliver same service potential.
2. **Average condition** – an overall assessment of the average condition of assets within an asset category, selected from one to five condition levels comprising excellent, good, average, poor and very poor or unserviceable.
3. **Estimated cost to bring to Satisfactory Standard** – estimated cost required to bring assets within an asset group to a condition level equal to or better than “good” (satisfactory) as required by the Division of Local Government’s *Planning and Reporting Manual for Local Governments in NSW – 2010* and independent assessment of Council’s Asset Management Plan by Morrison Low.
 - a) Condition data is progressively updated as Council continued its programmed inspection of building assets to enable development of optimised maintenance and renewal programs and asset management plans. Condition surveys of these buildings have also provided necessary data to support future maintenance, rehabilitation and upgrade programs. Most of the amenities/ toilet blocks located in parks and reserves are considered to be fit for the intended purpose with a lower maintenance requirement. Further, most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.
 - b) Approximately, 120 kilometres of the rural road network lie predominantly within the South West Priority Growth Area Aerotropolis and the ensuing residential and commercial development will ultimately see the full reconstruction, widening and upgrades to majority of the roads. In view of this, Council continues to implement its low cost strengthening and stabilisation strategies in these areas, which aim to hold these rural roads in a reasonable condition until full reconstruction can occur. The upgrade costs reflect this enhanced maintenance strategy.
4. **Estimated annual cost of maintaining asset at Satisfactory Standard** – estimated annual expenditure required to maintain all assets within an asset group at a Satisfactory Standard.
5. **Annual maintenance expenditure** – Council’s actual expenditure during the financial year for the purpose of maintaining and preserving assets.

Stormwater Management Service Charge

Council continued its program of stormwater rehabilitation and renewal works. These are funded from the Stormwater Management Services Charge implemented in July 2008. The charge, which generates approximately \$1.4 million annually, has provided Council a sustainable funding source to improve water quality, mitigate flooding, improve drainage, increase maintenance and replace ageing stormwater networks. The charge is for additional stormwater management services beyond those already provided and will provide funds to ensure the city's stormwater and drainage assets are maintained and improved.

The following table provides a summary of projects funded through the Stormwater Management Service Charge this year.

Projects partly or fully funded through stormwater management service charge	Total Expenditure	Status as at 30 June 2021
Flood Mitigation	\$187,139	
Detailed design and masterplanning to alleviate overland flooding around the M7 shared path and Brickmakers Creek areas.	\$76,441	Completed
Telemetry System Maintenance of Detention Basins, Stormwater Pump Stations and River Gauges under Telemetry Systems Maintenance contract.	\$110,698	Completed
Stormwater Quality	\$350,230	
Investigation and design of high priority gross pollutant traps (GPT) at various locations across the Local Government Area.	\$145,392	Completed
Design, supply, and installation of Trash rack type GPT at Dalmeny Reserve, Off Dalmeny Drive, Prestons.	\$204,838	Completed
Drainage Enhanced Maintenance	\$207,238	
High pressure cleaning and CCTV inspection and condition assessment of stormwater pipe systems in Green Valley and Moorebank areas.	\$121,715	Completed
Enhance maintenance of stormwater drainage network involving high pressure cleaning, rigid sediment removal, robotic root cutting in Green Valley and Moorebank areas.	\$85,523	Completed
Erosion Protection Works	\$153,802	
Installation of sandstone erosion protection works along the left banks of Cabramatta Creek near Powell Park and gabion wall along Maxwells Creek near Elouera Bushland Reserve, Cartwright.	\$153,802	Completed
Stormwater Pipe Restoration and Renewal	\$668,649	
Stormwater pipe relining works to improve hydraulic capacity and provide extended service life of deteriorated stormwater pipes at various locations at Green Valley and Hinchinbrook suburbs.	\$349,617	Completed
Provision of structural patches of stormwater pipes to improve hydraulic capacity and provide an extended service life of the pipe systems at various locations at Green Valley and Hinchinbrook suburbs.	\$319,032	Completed
GRAND TOTAL	\$1,567,058	

***Note:** Difference in the project cost on above projects when it exceeds stormwater service charge contribution is funded through other sources including general funds and grants.

Provided in accord with clause 217(1)(e) of the *Local Government (General) Regulation 2005*.

Environment Levy

In 2007, Council received approval from the Department of Local Government (now Office of Local Government) to collect environmental levy from residents. The Environment Restoration Plan is the program of works approved by Council to deliver projects funded by the environment levy. The purpose of the Environment Restoration Plan is to provide a framework for the delivery of key environmental projects, programs and on-ground works to help improve the natural environment for the long term benefit of Liverpool and its community.

In 2020/21 the Environment Levy raised \$1.9 million. The funds are used to deliver a range of programs that include major Bush Regeneration works, support for the Environment Volunteer Program, and delivery of educational programs.

The following table provides a summary of major projects funded through the levy during 2020/21.

Projects funded through the Environment Levy	Funding Environment Levy charge \$	Status as at 30 June 2021
Major Projects	\$311,279	
Project Administration	\$109,430	Ongoing
Lake Moore Riparian Restoration Project 3	\$29,419	Commenced
Freeman Oval Wetland Restoration Project 1	\$30,564	Commenced
Starr Park Bushland Restoration Project 1	\$36,604	Commenced
Lieutenant Cantello Bushland Restoration Project 5	\$23,701	Commenced
Rossmore Grange Riparian Restoration Project 3	\$22,283	Commenced
Glen Regent Reserve Bushland Restoration Project 3	\$33,847	Commenced
Casula Parklands Riparian Restoration Project 1	\$14,657	Commenced
Environmental Education Centre – Design Competition	\$10,774	Complete
Environment Restoration Plan Programs	\$1,017,664	
Environmental Education and Engagement – Administration, consultant and material costs for the development and delivery of community education projects and programs.	\$361,585	Ongoing
Bushland Maintenance – Ongoing maintenance of bushland areas totalling 1,848,248 m ² .	\$656,079	Ongoing
GRAND TOTAL	1,328,943	

The balance of the funds not expended in 2020/21 will be transferred to the Environment Levy Reserve.



PART 2 **STATUTORY REPORT**

Part 2: Statutory Report

1. Report on activities funded via a special rate variation (SRV) of general income

A condition of the approval of the SRV was that Council reports in its Annual Report for each rating year up to 2023/2024 on the outcomes achieved as a result of the special variation.

The additional works delivered through funding from the special variation are:

Program / Project Description	SRV budget \$	Actual expenditure \$
Buildings	2,178,000	2,312,535
Leisure Centre Upgrade Program - Michael Wenden Leisure	160,000	161,699
Leisure Centre Upgrade Program - Whitlam Leisure Centre	1,008,000	1,058,829
Community Centre Rehabilitation Program	755,000	841,108
Casula Powerhouse Arts Centre Chimney Cables	130,000	122,960
Lieutenant Cantello Reserve Amenity Building	125,000	127,939
Parks and Recreation	817,254	816,810
Playground Replacement program	220,000	220,602
Outdoor Fitness Gym Program	135,000	135,754
Shade Structure Program	125,254	123,961
Schoeffel Park - Key Suburb Park Program	337,000	336,493
Drainage and Floodplain	100,000	100,845
Erosion Protection - 2020 Flood Damage (staged)	100,000	100,845
Roads, Bridges and Footpaths	4,935,065	5,969,955
Bus Shelter Installations	40,000	165,280
Road Resurfacing Program - Programmed Patching	179,065	1,120,789
Murphy Avenue, Liverpool - Smith Crescent to Memorial Avenue	302,000	301,230
Sinclair Road, Ashcroft - Maxwells Avenue to Sutton Drive	299,000	299,000
Sadleir Avenue, Sadleir - Maxwells Avenue to Celebration Road	666,000	651,469

Program / Project Description	SRV budget \$	Actual expenditure \$
Delfin Drive, Wattle Grove - Birdwood Avenue to Barwon Court	536,000	536,000
Spencer Road, Cecil Hills - Frederick Road to Feodore Drive	457,000	457,098
Lascelles Street, Cecil Hills - Athlone Street to Athlone Street	436,000	435,790
Liverpool Street, Liverpool - South End to Reilly Street	427,000	427,311
Bigge Street, Liverpool - Campbell Street to Lachlan Street	449,000	434,369
Fox Valley Road, Denham Court - Denham Court to End	359,000	359,232
South Liverpool Road, Heckenberg - North Liverpool to Sadleir	486,000	486,062
Speed Street, Liverpool - Mill Road to Pirie Street	249,000	248,643
Carpark - Ernie Smith Reserve, Moorebank - Resurfacing	50,000	47,683
Total Infrastructure Capital Expenditure	8,030,319	9,200,145
Operating Expenditure (Maintenance Crew)	828,935	828,935
Total use of special variation income	8,859,254	8,859,254

Income		
	2020/21 Projection \$	2020/21 Actual \$
Special rate variation income	8,859,254	8,859,254
Funding for increased operating expenditure (maintenance crew)	828,935	828,935
Funding for capital expenditure	8,030,319	8,030,319

Provided in accordance with section 7.1 of the *Special Rate Variation Guidelines*.

2. Amounts of rates and charges written off during the year

Pensioner concessions	
Mandatory pensioner rate reductions	\$2,162,489
Voluntary pensioner rate reductions	\$241,982
Postponed rates written off	\$7,396
Other rates and charges written off	
Nil	Nil

Provided in accordance with clause 132 of the *Local Government (General) Regulation 2005*.

3. Details of overseas visits by Councillors and Council staff

There were no overseas visits by Councillors or staff in the 2020/21 financial year.

Provided in accordance with clause 217(1)(a) of the *Local Government (General) Regulation 2005*.

4. Mayoral and Councillor fees, expenses and facilities

Mayoral Fees	\$88,600
Councillor Fees	\$334,510

Mayor and Councillor Expenses	Amount
Mobile phone and IT expenses	\$3,894
Conference and seminars	\$2,015
Training and provision of skill development	\$19,575
Interstate visits (Canberra)	\$11,931
Overseas visits (Mayor and Councillors)	\$0
Partner/spouse expenses	\$0
Provision of childcare	\$0
Total Councillor Expenses	\$37,415

Provided in accordance with clause 217(1)(a1) of the *Local Government (General) Regulation 2005*.

5. Councillor induction and professional development

- i) **The name of the Mayor and each individual Councillor that completed Council's induction program (where an induction program has been delivered during the relevant year);**

Not relevant for the 2020/21 period. Elections have been deferred by 15 months due to COVID-19.

ii) **The name of the Mayor and each Councillor who participated in any ongoing professional development program during the year;**

The Mayor and all Councillors participated in an ongoing professional development program during the year.

iii) **The number of training and other activities provided to the Mayor and Councillors during the year as part of a professional development program; and**

A total of eight training sessions and other activities were provided to the Mayor and Councillors during the year as part of a professional development program.

iv) **The total cost of induction and professional development activities and any other training provided to the Mayor and Councillors during the relevant year.**

\$19,575

Provided in accordance with clause 217(1)(a1)(iia) of the *Local Government (General) Regulation 2005*.

6. Contracts awarded by Council

Contracts awarded by Council for \$150,000 or more were:

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
Recyclable Material Acceptance and Processing Services	Visy Paper Pty Ltd T/A Visy Recycling	\$3,000,000
Phillips Park Redevelopment	HPAC Pty Ltd	\$13,634,393
Receival and Processing of Bulky Waste	Bingo Waste Services Pty Ltd	\$5,034,960
Supply and Deliver two Community Buses	Daimler Trucks Sydney	\$385,474
Supply and Deliver Two (2) 6 x 4 Tipper, and Crane	Autopool Pty Ltd T/As Gilbert & Roach	\$394,094
Illegal Waste Truck	Autopool Pty Ltd T/As Gilbert & Roach	\$394,094
Concept and Detailed Design of Pedestrian Overpass Bridge and Boardwalk Section 3	Kellogg Brown & Root Pty Ltd	\$986,621
Heritage Conservation Program Collingwood	RELD Group Pty Ltd	\$681,114
Liverpool City Council Surveillance Program	ECS Services Pty Ltd	\$548,929
Microsoft Licensing	Datacom Systems (NSW) Pty Ltd	\$1,900,000
Supply and Deliver One Heavy Patch Maintenance Truck and Body	Adtrans Hino Pty Ltd	\$208,011

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
35 Scott Street Level 6 Video Conferencing	Citadel Technology Solutions	\$179,590
Waste, Recyclables and Garden Organics Collection Services	JJ Richards & Sons P/L	\$120,000,000
Concept and Detailed Designs of Hume Highway, Governor Macquarie Drive, Todman Road Intersection Upgrade	Murphy Udayan Group Pty Ltd	\$229,984
Tree Maintenance Services	Active Tree Services Pty Ltd	\$1,877,421
	Plateau Tree Service Pty Ltd	
	Treeserve Pty Ltd	
Environment Restoration Plan Bush Regeneration Program	Toolijooa Pty Ltd	\$2,100,000
	National Trust of Australia	
	Total Earth Care Pty Ltd	
Footpath upgrade works at College and Moore Streets, Liverpool	Convil Group Pty Ltd	\$644,743
Employee Development (Training) Services	Blue Visions Management Pty Ltd	\$1,135,000
	Bendelta Pty Ltd	
	Chandler Macleod Group Limited	
	Deloitte Touche Tohmatsu Management Consultancy International Pty Ltd T/A MCI Solution	
	Norman Turkington & Associates Pty Ltd	
	Technical and Further Education Commission	
	Think-Write Consulting	
	Unconscious Potential Pty Ltd	
	Work Life Choices	
	Water Quality Monitoring of the Georges River and South Creek Catchment Areas	
Stante Reserve Local Park Development Stage 1	Landscape Synergy Pty Ltd	\$581,188
Georges River Foot Bridge Rehabilitation Works, Voyager Point	EPTEC Services Pty Ltd	\$5,336,995

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
Concrete Grinding Footpath Works	The Australian Grinding Company Pty Ltd	\$210,000
Supply and Delivery of two (2) Street Sweepers	Garwood International Pty Ltd	\$689,618
Supply, Deliver 2 x 6500kg GVM Tippers with Island tool boxes	Adtrans Hino Pty Ltd	\$208,821
Local Park Upgrade Pavesi Park	Landscape Synergy Pty Ltd	\$209,592
Supply and Delivery of 6 x 4 26,000kg GVM CAB Chassis with Tipper	Adtrans Hino Pty Ltd	\$234,903
Supply and Deliver four (4) Tractors	Australian Hammer Supplies Pty Limited	\$326,840
Supply and Deliver 2 x 7500kg GVM Twin Cab Auto with Tray	Adtrans Hino Pty Ltd	\$229,752
Supply and Deliver 2 x Backhoe Loaders	Earthmoving Equipment Australia Pty Ltd	\$307,978
Heathcote and Bardia Parade Intersection Upgrade Sydney Water Relocation Work	Trazilbat Pty Ltd	\$179,919
Upgrade of Traffic Control Signals at Intersection of Heathcote Road and Bardia Parade	Traffic Lights NSW Pty Ltd	\$174,719
Development of Concept and Detailed Design Light Horse Park	Gallagher Studio Pty Ltd	\$578,938
Stante Reserve New Amenities Building	Rogers Construction Group	\$627,004
Variety Livvi's Place Lieutenant Cantello Reserve Design and Construction	Proludic Pty Ltd	\$474,062
Supply of Aerial Photography for the Liverpool LGA	Nearmap Pty Ltd	\$191,400
Design and Construction of Bike Pump Track at Schoeffel Park	Common Ground Trails	\$600,000
Supply and Delivery of One Road Grader	Earthmoving Equipment Australia Pty Ltd	\$307,978
Foyer Flooring Upgrade at the Whitlam Leisure Centre	RELD Group Pty Ltd	\$208,741
Refurbishment of Change Rooms at Whitlam Centre	Adriatic Interior Constructions Pty Ltd	\$214,000
Wild Deer Management Services	Feral Solutions Group	\$176,000
	Perentie Group Pty Ltd	
Supply and Deliver three (3) Nos Medium Compactors Trucks	Garwood International Pty Ltd	\$693,026
Hire of Plant and Equipment and Services	All Sweeper Hire Pty Ltd	\$1,200,000
	Allard's Plant Hire Pty Ltd	

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
	Acclaimed Excavations Pty Ltd	
	Action Recovery Services Pty Ltd	
	AMS Excavations Pty Ltd	
	Conplant Pty Ltd	
	Excel Plant Hire Pty Ltd	
	Kennards Hire Pty Ltd	
	Komatsu Australia Pty Ltd	
	Lamond Contracting Pty Ltd	
	Pipe Management Australia Pty Ltd	
	Porter Excavations Pty Ltd	
	Raygal Pty Ltd	
	Rollers Australia Pty Limited	
	Rosmech Sales & Service Pty Ltd	
	Sherrin Rentals Pty Ltd	
	Singhs Earthworks	
	Specialised Pavement Services Pty Ltd	
	TFH Hire Services Pty Ltd	
	Total Drain Cleaning Services Pty Ltd	
	Tutt Bryant Hire Pty Ltd	
	Vac Group Operations Pty Ltd	
Croatia Avenue Park Local Park Construction	Auscaped Pty Ltd	\$631,989
Reconstruction and Associated Services in Liverpool, Moorebank and Wattle Grove	Borthwick & Pengilly Asphalt Pty Ltd	\$1,989,000
Reconstruction and Associated Services in Miller, Busby, Warwick Farm and Heckenberg	Borthwick & Pengilly Asphalt Pty Ltd	\$1,905,000
Playground Replacement Program - Wetpour Rubber Resurface for Various Sites	A_Space Recreation Pty Ltd	\$155,291
Supply and Installation of Trash Rack Gross Pollutant Trap at Dalmeny Reserve, Prestons	Cockerill Contracting Pty Ltd	\$150,600

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
Design and Construction of Outdoor Fitness Gym at Ashfordby Park and Gard Park	A_Space Recreation Pty Ltd	\$397,606
Casula Library Outdoor Open Space	Madic Constructions Pty Ltd	\$204,274
Casula Library Roof Replacement Project	Murphy's Remedial Builders Pty Ltd	\$203,320
Major and Minor Concrete structural works	Stateline Asphalt Pty Ltd	\$600,000
	Citywide Civil Works	
	State Civil Pty Ltd	
Governor Macquarie Drive Construction of Shared User Path	Stateline Asphalt Pty Ltd	\$380,000
Casula Powerhouse Arts Centre (CPAC) Chimney Stack Stabilisation Works	Rapid Construction Pty Ltd	\$153,780
Supply, Deliver of two (2) Nos Tri Deck Wide Area Mowers	GWS Machinery Pty Ltd	\$156,067
Replacement of Civil Utes 063,514,35	Peter Warren Automotive Pty Ltd	\$152,150
Stante Reserve Local Park Development Stage 2,3 and 4	Growth Civil Landscapes Pty Ltd	\$554,544
Stabilisation and/or Unbound Pavement Reconstruction	Stabilised Pavements of Australia	\$850,000
Supply and Replace Utes 47, 64 & 513	Peter Warren Automotive Pty Ltd	\$159,792
Road Restoration and Associated Services	J & E Asphalt & Civil Pty Ltd	\$300,000
Supply and Deliver three (3) Isuzu Utes (PLT's 512, 517 & 530)	Peter Warren Automotive Pty Ltd	\$154,630
Environmental Health Regulatory Inspections	Food Safety International Pty Ltd	\$792,000
St Andrews Park Upgrade	Growth Civil Landscapes Pty Ltd	\$237,351
Key Suburb Park Upgrade Dunumbral Park, Cecil Hills	Lamond Contracting Pty Ltd	\$161,137
Liverpool Local Planning Panel (LLPP)	Bartier Perry Pty Limited (Mary-Lynne Taylor)	\$225,000
	City Plan Strategy & Development Pty Limited (David Ryan)	
	Fiona Gainsford T/A Gainsford Environmental Consulting	
	Grant Christmas	
	Julie Anne Walsh	

Contract Description	Contractor(s)	Payments Over Contract Term (GST Inclusive)
	Lindsay Fletcher	
	Marjorie Ferguson	
	Taylor Brammer Landscape Architects (Matthew Taylor)	
	The Trustee for Blue Sky Perica Family Trust (Jason Perica)	
	The Trustee for Mantei Family Trust (Michael Mantei)	

Provided in accordance with clause 217(1)(a2) of the *Local Government (General) Regulation 2005*.

7. Amounts incurred in relation to legal proceedings

Case	Matter	Status	Outcome
90 Coratia Properties P/L v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-828/2019 for demolition of existing buildings, tree removal and construction of multi dwelling housing development in three stages comprising of 46 two storey townhouses and associated attached garages. The project also includes provision of access driveways, landscaping and road construction/upgrading.	Closed	Judgment in favour of Council - Appeal dismissed DA Refused
Denoci Pty Ltd v Liverpool City Council (Section 56A Appeal)	This is an appeal against the Court's decision to refuse DA-734/2018 seeking consent for site earthworks and vegetation clearing.	Closed	Judgment in favour of Council – Decision upheld
A.E and X.G v Liverpool City Council (Class 1 appeal against actual refusal)	This is an appeal against Council's refusal of DA-1242/2015 for the construction of a 5 storey mixed use development comprising of 6 retail tenancies on the ground floor and 44 residential units above 3 levels of basement.	Closed	Judgment – Development Approved

Case	Matter	Status	Outcome
MH Affordable Homes Pty Ltd v Liverpool City Council (Class 1 appeal of actual refusal)	This is an appeal of an actual refusal of DA-940/2016 for demolition of existing structures, civil works including stormwater works, construction of 2 local roads and subdivision of 1 existing allotment into 42 Torrens title residential lots and 1 residue allotment.	Closed	Settled – Section 34 Agreement
A.M. v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-52/2019 for a construction of a multi dwelling housing development consisting of 3 dwellings and associated strata subdivision.	Closed	Settled – Section 34 Agreement
Morfosis Architects Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-488/2019 for demolition of existing structure, removal of few trees and construction of 4 Storey Residential Flat Building with Basement Car Park and associated landscaping.	Closed	Settled – Section 34 Agreement
Edmondson Grange Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-723/2019 for staged development of the subdivision to create 18 residential allotments, the construction of a new road and 3 x 4 storey residential buildings with basement parking and associated landscaping.	Closed	Settled – Section 34 Agreement
Pallas Development Management Pty Limited trading as Fortis Development v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-632/2019 for the demolition of existing structures, construction of a single storey childcare centre with 94 places, 29 at grade parking spaces and associated landscaping.	Closed	Discontinued and DA withdrawn
Isaac Property Developments Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This is a deemed refusal of DA-954/2019 for demolition of existing buildings and structures. Proposed construction and use of: Service station, 3 x food and drink premises, childcare facility, gymnasium and office premises. Associated parking, landscaping, signage etc.	Closed	Discontinued

Case	Matter	Status	Outcome
Ghazi Al Ali Architect Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This matter is concerned with the deemed refusal of DA-279/2020 for a staged construction of 34 x 2-storey townhouses and an access road. The development includes demolition of existing sheds, tree removal, provision of urban services to the land, new landscaping, stormwater infrastructure, infilling of a farm dam, road construction and a 2 lot subdivision of excising the 7,261 m ² townhouse site from the existing land parcel (20,241.31m ²) and road dedication.	Closed	Settled – Section 34 Agreement
Kingdom Towers v Liverpool City Council (Class 1 deemed refusal)	This is an appeal against Council's deemed refusal of DA-625/2018 seeking consolidation of 4 lots, construction of a 17 storey mixed use development comprised of 145 residential apartments and 3 commercial units, over 5 levels of basement car parking, comprising total of 204 car spaces, 16 motorcycle spaces, and 114 bicycle spaces on the corner of Macquarie Street and Carey Street within the Liverpool CBD.	Closed	Judgment in favour of Council – DA refused
G.G. v Liverpool City Council (Class 1 deemed refusal)	This is an appeal against Council's deemed refusal of DA-690/2019 for a 2 Lot Torrens Title subdivision of the site and the construction of a 162-place childcare centre with basement car parking and associated works.	Closed	Judgment – DA approved by courts
James Slashing Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This is an appeal against the deemed refusal of DA-630/2019 for a new rural industry building (fruit and vegetable storage and distribution), associated handstand areas, wastewater services, new driveway, landscaping, stormwater drainage works and modification and use of existing fill material.	Closed	Settled – Section 34 Agreement
Austral Projects Group Pty Ltd v Liverpool City Council (Class 1 actual refusal)	This matter is an appeal against Council's Actual Refusal of DA-131/2019 for demolition of existing structures and construction of a childcare facility (catering up to 81	Closed	Settled – Section 34 Agreement

Case	Matter	Status	Outcome
	children) with associated basement car parking and landscaping and site works at the property comprised in folio 14/413602 and known as 234 Edmondson Avenue, Austral 2179.		
The Trustee for Leppington Central Investments Trust t/a Leppington Central Investments Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This matter is an appeal against Council's Deemed Refusal of DA-712/2019 lodged on 23 October 2019 and amended on 25 May 2020 which seeks consent for the demolition of all existing structures, site and civil works including construction of 2 new local roads and subdivision of existing allotment into a Torrens Title subdivision at 20 Ninth Avenue, Austral.	Closed	Settled – Section 34 Agreement
G.S. v Liverpool City Council (Class 1 deemed refusal)	This matter is an appeal against Council's Deemed Refusal of DA-392/2018 for demolition of existing dwellings and construction of a 5 storey residential flat building comprising 25 residential units, and 2 storeys of basement car parking at 6-8 Wanganella Street, Miller.	Closed	Settled – Section 34 Agreement
S.B. & S.B. v Liverpool City Council (Class 1 development control order appeal)	This matter is an appeal against development control order NO-116/2020) for demolish works of front pergola, rear pergola and 2 x aviaries.	Closed	Settled – Section 34 Agreement
G.T. (Class 1 development control order appeal)	This matter is an appeal against development control order NO-245/2020 for demolish works and restore works order of a roofed pergola, concrete slab built over neighbour's easement and non-portable swimming pool.	Closed	Settled – S34 Agreement
Scottsdale Circuit Pty Ltd v Liverpool City Council (Class 1 actual refusal)	This matter is an appeal against Council's actual refusal of DA-425/2020 which seeks consent for the demolition of existing buildings and construction of a multi dwelling housing development containing 24 x 2 storey dwellings, landscaping and site works.	Closed	Settled – Section 34 Agreement

Case	Matter	Status	Outcome
Aryzta Australia Pty Ltd v Liverpool City Council (Class 1 Appeal of Fire Safety Order)	This is an appeal against a fire safety order.	Closed	Settled – Section 34 Agreement
Lucas Street Holdings Pty Ltd v Liverpool City Council (Class 1 deemed refusal)	This matter is an appeal against Council's deemed refusal of DA-903/2020 for the demolition of existing structures and construction of a multi-dwelling development consisting of 4 dwellings and strata subdivision at 32 Lucas Avenue, Moorebank.	Closed	Discontinued
S.Z. by his manager Australian Executor Trustees Ltd v Liverpool City Council (Class 1 deemed refusal)	This matter is an appeal against Council's deemed refusal of DA-452/2020 for alterations and first-floor addition to an existing dwelling (disability) at 4 Sherrard Avenue, Elizabeth Hills.	Ongoing	Ongoing
The Silver Arc Dreamscapes Pty Ltd trading as Dreamscape Architects v Liverpool City Council	This matter is an appeal against Council's (via the Planning Panel's) actual refusal of DA-538/2019 for the construction of a 4 storey shop-top housing development with at-grade basement parking comprising 2 retail units and 12 residential units and the construction of a bathroom and kitchen showroom, with at-grade and basement parking.	Ongoing	Ongoing
J.S, G.S, J.S. and M.S.	This matter is an appeal against Council's deemed refusal of DA-407/2020 for proposed landscaping materials supplies, the conversion of existing dwelling into an office fit-out, dual site access, drainage infrastructure and proposed existing septic system upgrade under a staged development.	Ongoing	Ongoing
Liverpool City Council v R.H.	This matter is in relation to proceedings for contempt of court orders made in previous Class 4 Proceedings requiring the owner to cease use of the premises for a prohibited purpose (i.e. a vehicle body repair workshop).	Closed	Discontinued

Case	Matter	Status	Outcome
Goldfinch Build Pty Limited & C/JN Corporation Pty Ltd v Liverpool City Council	This matter is an appeal against Council's deemed refusal of DA-29/2021 for the demolition of existing structures, consolidation of the lots and construction of a multi-dwelling development consisting of 9 dwellings with basement parking and strata subdivision.	Ongoing	Ongoing
Campbell Hill Group Pty Ltd v Liverpool City Council	Norton This matter is an appeal against Council's deemed refusal of DA-388/2021 for consolidation of Lots 222 and 223, demolition of existing structures and construction a multi-dwelling development consisting of 8 dwellings.	Ongoing	Ongoing
P.M. and V.W. v Liverpool City Council (Class 1 appeal against issue of a development control order)	This matter is an appeal against Council's issue of development control order NO-727/2020 dated 19 January 2021 being for Stop Use, Demolish Works and Restore Works Order (i.e. stop using premises as a storage premises and transport depot, demolish and remove buildings and structures, and restore premises to the condition in which they were before the works were unlawfully carried out.	Ongoing	Ongoing
S.D. v Liverpool City Council (Class 1 appeal against issue of a development control order)	This matter is an appeal against Council's issue of development control order NO-215/2021 dated 15 March 2021 being for Demolish Works Order (i.e. driveway extension, bedroom conversion of garage, enclosed awning and hardstand/concrete backyard).	Ongoing	Ongoing
R and C v Liverpool City Council (Class 1 appeal against issue of a development control order)	This matter is an appeal against Council's issue of development control order NO-715/2020 dated 9 March 2021 being for Stop Use Order (i.e. unauthorised use as a truck depot and stop conducting any related activities with a truck depot, including the servicing of trucks).	Ongoing	Ongoing

Case	Matter	Status	Outcome
Liverpool City Council v Run Chief Pty Ltd (Class 4)	This matter is a civil enforcement proceeding for unauthorised use of land (i.e. transport depot, truck depot or storage premises which are prohibited for zoning of land).	Closed	Settled
Liverpool City Council v P.T. and M.T. (Class 4)	This matter is a civil enforcement proceeding for unauthorised use of land (i.e. truck depot and transport depot), unlawful works (3 shed structures) and intensive livestock (feed lot).	Ongoing	Ongoing
Liverpool City Council v R.M. (Class 4)	This matter is a civil enforcement proceeding for unauthorised use of land and unauthorised structures (i.e. outbuildings).	Closed	Settled
Liverpool City Council v O.H. (Class 4)	This matter relates to development without consent on the property – unauthorised pergola.	Ongoing	Ongoing
S.S. v Liverpool City Council (Class 6)	This matter is an appeal of a decision in Local Court prosecution against Mr Sharma dated 24 March 2021. That matter related to a court elected PIN – fail to comply with terms of development control order – for unauthorised structures at the property.	Ongoing	Ongoing
Brookwood Holdings Pty Ltd v Liverpool City Council	This is a dispute that concerns the market value of Lot 38 Dalmatia Avenue, Edmondson Park. The land was dedicated to Council upon subdivision without agreement on market value.	Closed	Settled
Liverpool City Council v Eyup Tirnova	This matter is in relation to proceedings for contempt of court orders made in previous Class 4 proceedings (<i>Liverpool City Council v Tirnova [2017] NSWLEC 138</i>) requiring the removal of unauthorised development on flood-prone land, orders requiring removal of masonry front fence and removal of substantial additions to dwelling house.	Closed	Judgment in favour of Council
Liverpool City Council v Malosi Group Pty Ltd	This matter relates to local court action against the defendant who	Ongoing	Ongoing

Case	Matter	Status	Outcome
	carried out the works in dumping unauthorised fill on the land.		
Liverpool City Council v V.S. Local Court Matter	This matter relates to non-compliance with the Food Standards Code at the business trading as Memorial Fruit Market.	Closed	Judgment in favour of Council
Liverpool City Council v P.A.; Liverpool City Council v P.A.	This matter relates to an unauthorised hardstand area, shipping containers, site sheds/offices, dome shelter, shed extension, outbuilding and Demolish Works.	Ongoing	Ongoing
Liverpool City Council v S.S.	This matter relates to a court elected PIN – fail to comply with terms of development control order – unauthorised structures.	Closed	Judgment in favour of Council
Liverpool City Council v Jidco Formwork Pty Ltd; Liverpool City Council v Hafza Pty Ltd; Liverpool City Council v Zoabi Pty Ltd	This matter relates to an unauthorised awning and concrete slab at the rear of the premises, unauthorised use of the premises as a depot and storage premises and Demolish Works Order and Stop Use Order.	Closed	Judgment in favour of Council
Liverpool City Council v S.N.	This matter relates to a court elected PIN – fail to comply with terms of development control order (i.e. unauthorised structures).	Closed	Withdrawn
Liverpool City Council v J.C; Liverpool City Council v M.C.	This matter relates to concreting at the rear and side of premises, and fake grass at front of premises that are not in accordance with development consent.	Ongoing	Ongoing
Liverpool City Council v A.K; Liverpool City Council v M .K; Liverpool City Council v J.K; Liverpool City Council v S.K.	This matter relates to unauthorised landfill on the premises and Restore Works Order dated 22 November 2019.	Closed	Judgment in favour of Council
Liverpool City Council v M.M.	This matter relates to an unauthorised outbuilding, carport, two unauthorised awnings,	Ongoing	Ongoing

Case	Matter	Status	Outcome
	unauthorised works carried out on the property, unauthorised use of garage as a dwelling and Demolish Works Order and Restore Works Order.		
Liverpool City Council v The Owners - Registered Plan SP 97993	This matter relates to a failure to comply with an order – unauthorised fill at rear of property, causing fence line to bulge.	Ongoing	Ongoing
Liverpool City Council v M.P; Liverpool City Council v B.P.	This matter relates to failure to comply with a Restore Works Order and Stop Use Order to restore a farm shed to DA conditions and remove shipping container.	Ongoing	Ongoing
Liverpool City Council v HOHO Pty Ltd	This matter relates to the carrying out of development not in accordance with development consent – demolition works before Construction Certificate acquired.	Ongoing	Ongoing
Liverpool City Council v The Owners - SP7911	This matter relates to failure to comply with Fire Safety Order.	Ongoing	Ongoing

Council was also involved in two public liability claims and four workers compensation matters during the financial year.

The total cost of legal proceedings was \$636,955 with \$16,290 recovered.

Provided in accordance with clause 217(1)(a3) of the *Local Government (General) Regulation 2005*.

8. Private works

There were no private works undertaken by Council pursuant to section 67 of the *Local Government Act 1993*.

Provided in accordance with clause 217(1)(a4) of the *Local Government (General) Regulation 2005*.

9. Community donations and sponsorship

Community Donations and Sponsorship		
Description	Number Awarded	Total Value
Community Grants awarded	1	\$5,000
Liverpool Young Achievers	8	\$3,000
Community Matching Grants	2	\$30,000
Grants to sporting organisations	7	\$30,000
Community Sponsorship	8	\$80,870
Sustainable Environment Grants	6	\$25,260
Liverpool Small Grants	2	\$2,000
Sporting sponsorship of 2020/21 Sports Programs	1	\$28,060
Youth Week	2	\$6,100
Total Donations, Grants and Sponsorships		\$220,210

Donations, Subsidies and Other Contributions	
Donation to Ausrelief Limited	\$20,000
Donation to Sundanese Flood Appeal	\$10,000
Shopfront Facade Upgrade Program	\$14,545
BMX track design contribution to Western Sydney Parkland	\$500,000
Contribution to Transport NSW for Liverpool to Airport Corridor project	\$200,000
Contribution towards Value Australia	\$10,000
Liverpool Innovation Precinct	\$40,000
Wattle Grove Intermodal	\$249,310
Western Sydney Planning Partnership	\$200,000
Total Donations, Subsidies and Other Contributions	\$1,243,856
Total Grants, Donations, Subsidies and Other Contributions	\$1,454,146

In Kind Sponsorship	
Library Fee Reduction Program - three reductions approved	\$49,000
Community Facilities Fee Reduction Program - 45 reductions approved	\$65,308
Community Facilities Licences fee reduction program - four reductions approved	\$27,221
Recreation and Open Space Fee Reduction Program - four reductions approved	\$14,090
Casula Powerhouse Arts Centre (CPAC) Fee Reduction Program - four reductions approved	\$11,204
Property Fee Reduction Program - two fee reductions approved	\$76,800
Parking fees	\$3,380
ANZAC Day	\$13,155
Remembrance Day	\$2,450
Total In Kind Sponsorship awarded	\$262,607

Provided in accordance with clause 217(1)(a5) of the *Local Government (General) Regulation 2005*.

10. Senior staff remuneration

Council employed the Chief Executive Officer and five (5) senior staff members during the financial year.

Position	Remuneration Less FBT (Gross+Super+Car)	FBT
Chief Executive Officer	\$491,052	\$9,586
Senior Staff	\$3,146,023	\$36,041

Provided in accordance with clause 217(1)(b) and (c) of the *Local Government (General) Regulation 2005*.

11. Partnerships and corporations

External Body Delegations

There no external bodies exercising Council functions.

Controlling Interests in External Bodies

Council held no controlling interests in corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

Participation in External Bodies

Council staff and Councillors were involved in several external committees that deal with issues that impact Liverpool.

External Committee/ Affiliated Boards	Council Representatives
Civic Risk West	Mayor Waller
Georges River Combined Councils Committee	Clr Harle
Liverpool Pedestrian, Active Transport and Traffic Committee	Clr Hagarty
Macarthur Bushfire Management Committee	Clr Harle
NSW Metropolitan Public Libraries Association	Clr Kaliyanda
South West Regional Planning Panel	Mayor Waller and Clr Harle (Clr Hagarty, Clr Karnib and Clr Rhodes as alternate)
South West Academy of Sport	Clr Kaliyanda
Western Sydney Regional Organisation of Councils (WSROC)	Clr Rhodes (as the Mayor's delegate) and Clr Balloot, with Clr Harle and Clr Kaliyanda as alternates).

Provided in accordance with clause 217(1)(a6), (a7) and (a8) of the *Local Government (General) Regulation 2005*.

12. Equal Employment Opportunity Management Plan

The Equal Employment Opportunity Management Plan underwent a review in 2020/2021. This review identified a necessary shift in focus to Diversity and Inclusion for 2021/2022 and beyond.

An advisory group comprising employees from diverse backgrounds from each directorate within Council is being established to consider and provide recommendations to the Executive Management Team on the development of a Diversity Inclusion Plan.

It is anticipated the plan will include a range of programs and actions to elevate diversity and inclusion within our workplace. This plan will serve as Council's Equal Employment Opportunity Management Plan and contribute to the Workforce Management Plan in the future.

EEO Plan Initiative	Activities Undertaken
Employees are accountable for workplace equity and diversity	<ul style="list-style-type: none"> • Values-based Corporate Induction delivered for new employees. Corporate Induction introduces Council's six values and their behaviours and provides new employees with the opportunity to connect and adopt the values of Authentic, Ambitious, Courageous, Collaborative, Decisive and Generous • An e-learning module on Working with Dignity and Respect in the Workplace has been developed and will be incorporated into The Essentials learning for all employees • Position descriptions are checked to ensure that upon review or creation, they include information on "Knowledge of Work Health and Safety practices, the principles of Equal Employment Opportunity, ethical practice and multi-cultural diversity".
Workplace Relations are based on respect for others and the workplace is free from discrimination, bullying, harassment and victimisation	<ul style="list-style-type: none"> • Workplace grievances and allegations concerning discrimination, bullying, victimisation and harassment were acted on and remediation strategies actively implemented, as required. • Draft fact-finding procedure incorporating the principles of natural justice, fairness and equity has been developed.
All recruitment and selection processes are conducted based on merit	<ul style="list-style-type: none"> • Council's Recruitment policy and practice supports merit-based selection. • The recruitment selection criteria enables merit-based selection. • Draft Hiring Great People Policy has undergone consultation throughout the organisation and with workplace unions. • Selection training provided to hiring managers to reinforce merit-based selection • Internal applicants have access to position application training to ensure that they understand how to respond to merit-based selection criteria and conduct themselves in interviews.
Develop appropriate recruitment strategies to	<ul style="list-style-type: none"> • Council looks at various platforms when sourcing talent including:

EEO Plan Initiative	Activities Undertaken
encourage a diverse range of applicants and target groups to apply for positions	<ul style="list-style-type: none"> - Recruitment platforms (job boards, career pages) - Social media (Facebook, LinkedIn) - Relevant industry forums (e.g. – Arts Hub, Planning Institute of Australia, etc) • Further developments are anticipated during the course of the implementation of Council’s Diversity and Inclusion strategy.
Workplace provides appropriate employment and development opportunities for target group	<ul style="list-style-type: none"> • The Workforce Management Plan focuses on seven key result areas, one of which is ‘Engaging Talented People’. This key result area focuses on streamlined talent acquisition and engagement practices through different pathways, including traineeship, apprenticeship, graduates and work experience. • Council recruits through various different pathways including traineeships, apprenticeships, graduates and work experience. All employees have the opportunity of being able to identify and work towards development plans through the annual People Achieving practice.
Equitable skill development and career progression is enabled and employees from target groups are retained	<ul style="list-style-type: none"> • Equitable access to development opportunities is provided to all employees across Council through People Achieving (achievement and development planning) and Developing Talented People (learning). Dedicated programs have been provided for target groups to improve skill development – for example in digital literacy within the City Presentation directorate
Equity and diversity principles are integrated into Council’s corporate plans	<ul style="list-style-type: none"> • The Workforce Management Plan focuses on seven key result areas, one of which is ‘Promoting Diversity and Inclusion within Our Workplace’ with supporting strategies to address workplace equity and diversity issues.
Diversity of Council’s workforce reflects the diversity of the NSW community	<ul style="list-style-type: none"> • Elements of the Workforce Management Plan incorporate strategies aligned to each target groups.

Provided in accordance with clause 217(1)(a9) of the *Local Government (General) Regulation 2005*.

13. Companion animal management

Administration

Council has six (6) positions dedicated to companion animal management within the Community Standards Business Unit and the total funds spent on this service in 2020/21 was \$849,061.

Enforcement and compliance activities

Council responds to companion animal customer requests with investigations and necessary follow-up compliance action. A total of 1312 requests were actioned in the year.

Community education and promotion of desexing programs

Council works with the RSPCA and the Cat Protection Society to promote desexing, microchipping and immunising companion animals.

Council offers subsidies for desexing of companion animals to pensioners.

Alternatives to euthanasia of unclaimed animals

Council operates a no kill animal shelter with a full-time rehoming officer. Two (2) cats and 136 dogs were rehomed during the year.

Reporting Details

Council reported 57 dog attacks to the Office of Local Government during the year.

Council impounded one (1) cat and 326 dogs during 2020/21.

Council issued 27 notifications for dangerous or restricted dogs during the year.

Dog off leash areas

Council's off leash areas include:

- Cirillo Reserve, Middleton Grange;
- Miller Park, Miller;
- Macleod Park, Prestons;
- Hoxton Park Recreation Reserve, Hinchinbrook;
- Casula Parklands, Casula; and
- Lieutenant Cantello Reserve, Hammondville.

Provided in accordance with clause 217(1)(f) of the *Local Government (General) Regulation 2005*.

14. Disability Inclusion Action Plan implementation

Liverpool City Council adopted the Disability Inclusion Action Plan (DIAP) in June 2017 in response to access and inclusion provision across the city. The Plan incorporates diverse and broad actions that Council has committed to deliver.

The COVID-19 pandemic led to a number of planned community initiatives being postponed or cancelled. However, Council continued to work with both internal and external stakeholders to ensure access and inclusion in Liverpool for seniors, people with disability, their carers and families.

Highlights from the implementation of the DIAP are summarised below.

Building positive attitudes

- Council acknowledged International Day of People with Disability (IDPwD) on 3 December 2020 by creating a short video featuring Liverpool City Mayor Wendy Waller discussing the work of Council in ensuring access and inclusion for all community members in Liverpool. This video included information about Council's Disability

Inclusion Action Plan, the Accessible Technology Space at Liverpool City Library, and the ongoing work of Council to improve access to facilities and services across the Liverpool LGA;

- The DIAP Working Group expanded its membership and continues to work together to initiate access and inclusion measures in Council and the Liverpool community. This group has expanded its scope to include Council's work on developing a Positive Ageing Plan for Liverpool;
- All programs across Council's three leisure centres are registered under the National Disability Insurance Scheme (NDIS) to support participation and inclusion for people with disability in leisure centre programs and activities;
- Council secured funding to install a Changing Spaces Lift and Change Facility and accessible pool ramp at Whitlam Leisure Centre. These facilities will significantly increase the accessibility of the centre and promote inclusion and participation for people with disability; and
- Communication Board signs were installed at the Casula Parklands and Carnes Hill playgrounds. These signs, made possible through a grant from the Stronger Communities Programme, support communication for children with disability through the use of images and symbols to represent key words and phrases.

Creating liveable communities

- Council conducted an extensive community consultation with local seniors and is developing a Positive Ageing Plan which include targets and measures for creating a more welcoming and age-friendly city;
- The Liverpool Access Committee continues to meet regularly to provide advice and guidance to Council on access and inclusion in Liverpool. This group provides vital advice to Council on access and inclusion on Council developments and initiatives, such as the new Civic Place development;
- Council conducted an access audit on several Council facilities and spaces to ensure they are compliant with access standards and legislation, including Council libraries, community facilities and childcare centres. The results of this audit identified access improvements for Council facilities which will be incorporated into Council's Capital Works Program;
- Council regularly consulted internally and externally on issues regarding inclusion and access at Council facilities and on new developments, including the Civic Place project;
- Council consulted with people with disability and their carers to engage them in planning and implementation of relevant Council projects; and
- Council continued to deliver programs at its leisure centres specifically for people with disability, including the 'Take Charge' mental health program and 'Swim Champs', which provides learn to swim lessons for children with disability.

Supporting access to meaningful employment

- The Diversity and Inclusion Working Group was developed in consultation with various Council departments to explore ways to improve employment outcomes within specific target groups, including people with disability and their carers; and
- Council's Flexible Working Policy continues to provide support for people with disability, their families and carers to participate in the workforce by providing flexible working options including working from home, compressed/flexible working hours, flex time and leave provisions.

Accessible systems, information or processes

- The Liverpool Mobility Map was updated and is available on Council's website, Council's Customer Service Centre, libraries and other community facilities. Information includes locations of accessible parking, toilet facilities and key community services and support groups;
- Council continued to provide Master Locksmith Association Keys (MLAK) to community members with disability. These keys provide access for people with disability to accessible facilities including restrooms;
- Information was provided to residents in a range of formats such as Braille communication boards, social media posts, newsletters, newspapers, online, Telephone and email;
- Council shared NSW Health COVID-19 information in various formats and community languages, including Plain English;
- Council co-convened the South West Sydney Ageing and Disability Forum;

As a member of the Multicultural Network for Ageing Issues and the Macarthur Disability Network Disability Forum, Council attended forums to lobby for regional change and improvements for the ageing and disability communities;

- An Auslan interpreter and hearing loop is available on request for Liverpool City Council meetings; and
- Council continues to advocate for access and inclusion to be a guiding principle in the development of plans of management prepared under the *Local Government Act 1993*.

Provided in accordance with the section 13 of the *Disability Inclusion Act 2014*.

15. Voluntary Planning Agreements

Planning Agreement	Description of Commitment	Status
Cecil Park: Lot 29 Cowpasture Road	Monetary contribution and works include: <ul style="list-style-type: none"> • Remediation and management of land • Land maintenance works • Construction of drainage facility 	In progress
Liverpool: 20, 26, 28, 31, 32-34 & 33 Shepherd Street	Monetary contribution and works include: <ul style="list-style-type: none"> • Pedestrian and cycle pathway underpass and upgrade • Bank stabilisation and Riverwalk works • Establish and operate a shuttle bus service • Delivery of bike share pods and car share spaces • Rehabilitation of riparian zone 	In progress
Middleton Grange: 75 Flynn Avenue	Monetary contribution	In progress
Middleton Grange: 85 Flynn Avenue	Monetary contribution	In progress
Middleton Grange: 90 Flynn Avenue	Monetary contribution	In progress
Moorebank (New Brighton Golf Club): Brickmakers Drive	Works include: <ul style="list-style-type: none"> • Preparation of a vegetation management plan • Construction of shared pedestrian/bike network • Stormwater works • Landscaping and recreational facilities • Riparian planting • Construction of a perimeter fence • Reconstruction of Lieutenant Cantello Reserve Dog Park • Public access to link Georges River • Foreshore and Lieutenant Cantello Reserve 	In progress
Moorebank: 124 Newbridge Road	Proposed works include: <ul style="list-style-type: none"> • Land dedication • Embellishment of river foreshore land • Development of a vegetation management plan and offset strategy • Completion of works described in the Vegetation Management Plan • Construction of bike/pedestrian path 	In progress
Moorebank: 146 Newbridge Road	Works include: <ul style="list-style-type: none"> • Land dedication • Preparation of a Vegetation Management Plan • Construction and dedication of road and road bridge • Embellishment of river foreshore land 	In progress

Planning Agreement	Description of Commitment	Status
	<ul style="list-style-type: none"> • Removal of noxious weeds • Restored and enhanced vegetation • Construction of bike/pedestrian pathway • Construction of passive recreation facilities • Conduct maintenance works described in the vegetation management plan 	
Prestons: 14 Yarrunga Street Prestons	Monetary contribution	Completed
Warwick Farm (Australian Turf Club): Cooper Paddock	Works include: <ul style="list-style-type: none"> • Expanded and reconfigured road network • Shared pedestrian and cycle pathways • Regeneration of valuable vegetation • Land dedication 	In progress
Warwick Farm (Australian Turf Club): Munday Street	Intersection upgrade	In progress

Provided in accordance with section s7.5(5) of the *Environmental Planning and Assessment Act 1979*.

16. Details of inspections of private swimming pools

Description	Number
Number of inspections of tourist and visitor accommodation	0
Number of inspections of premises with more than two dwellings	1
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the <i>Swimming Pools Act 1992</i>	22
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the <i>Swimming Pools Regulation 2018</i>	3

Provided in accordance with section 22F(2) of the *Swimming Pools Act (1992)* and clause 23 of the *Swimming Pools Regulation (2018)*.

17. Report on government information public access activity

Statistical information about access applications

Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	6	0	1	0	0	0	0
Not-for-profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	2	17	1	5	0	0	0	0
Members of the public (other)	5	13	6	1	0	0	0	0

Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	1	1	2	0	0	0	0	0
Access applications (other than personal information applications)	9	35	5	7	0	0	0	0
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

Invalid applications	
Reason	Number
Application does not comply with formal requirements (section 41 of the <i>Government Information (Public Access) Act 2009</i>)	4
Application is for excluded information of the agency (section 43 of the <i>Government Information (Public Access) Act 2009</i>)	0
Application contravenes restraint order (section 110 of the <i>Government Information (Public Access) Act 2009</i>)	0

Total number of invalid applications received	4
Invalid applications that subsequently became valid applications	0
Conclusive presumption of overriding public interest against disclosure	
Reason	Frequency of use
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Other public interest considerations against disclosure	
Reason	Number
Responsible and effective government	6
Law enforcement and security	1
Individual rights, judicial processes and natural justice	27
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Timelines	
Reason	Number
Decided within the statutory timeframe (20 days plus any extensions)	58
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	0
Total	110

Number of applications reviewed under Part 5 of the <i>Government Information (Public Access) Act 2009</i>			
	Decision varied	Decision upheld	Total
Internal review	1	1	2
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the <i>Government Information (Public Access) Act 2009</i> .	0	0	0

Review by New South Wales Civil and Administrative Tribunal (NCAT)	0	0	0
Total	1	1	2

Applications for review under Part 5 of the <i>Government Information (Public Access) Act 2009</i> (by type of applicant)	
	Number
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Applications transferred to other agencies under Division 2 of Part 4 of the <i>Government Information (Public Access) Act 2009</i>	
	Number
Agency-initiated transfers	3
Applicant-initiated transfers	0

Provided in accordance with section 7 and section 125 of the *Government Information (Public Access) Act 2009* and clause 8 of the *Government Information (Public Access) Regulation 2018*.

18. Public interest disclosures

Council's Ethical Governance: Internal Reporting Policy sets out the internal process for the reporting by members of Council staff and Councillors of any disclosure of corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention and local government pecuniary interest contravention by any member of Council staff or by a Councillor.

Disclosures Summary

Disclosures received	In day to day functions	Under a statutory or other legal obligation	All others
Number of public officials who made public interest disclosures	2	0	1
Number of public interest disclosures received	2	0	1

Detail of disclosures received and finalised

Public interest disclosures that have been received and finalised	Number
Corrupt conduct	3
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Total	3

Action taken to ensure staff awareness of their responsibilities under section 6E (1) (b) of the *Public Interest Disclosures Act 1994*.

During the last 12 months, the Internal Ombudsman provided updated information on Council's website. Advice on policy awareness was conveyed to senior Council staff and an information guide on Public Interest Discourse was incorporated as wallpaper on Council's intranet.

Provided in accordance with section 31 of *Public Interest Disclosures Act 1994* and clause 4 of *Public Interest Disclosures Regulation 2011*.

19. Capital Expenditure Review

Liverpool City Council did not apply for a Capital Expenditure review in the 2020/21 financial year.

20. Environmental upgrade agreements

Liverpool City Council did not enter into any Environmental Upgrade Agreements under section 54P (1) of the *Local Government Act 1993* in the 2020/21 financial year.

21. Support for carers

Liverpool City Council recognises the valuable social and economic contribution that carers make to the community and the people they care for as per the *Carers Recognition Act 2010*. Some activities were impacted by COVID-19 however, Council was able to provide support for carers, including:

- The Disability Inclusion Action Plan reflects Council's commitment to ensuring people with disability, their families and carers can access Liverpool services and facilities safely and with dignity;
- In late 2020, recruitment for new members of the Liverpool Access Committee was undertaken, focusing on bringing in new members to complement the existing group. The new members included several carers, who live, work and/or access Liverpool;
- Council conducted an access audit of community facilities and services to identify access issues which impact people with disability and their carers when utilising Council facilities;
- Council's leisure centres and Casula Powerhouse Arts Centre accept Companion Card, which allows carers free access to facilities when they attend in support of a person with disability. Council provides a range of flexible work arrangements to enable staff with carer's responsibilities to better manage work and carers responsibilities;
- Council's Flexible Working Policy provides a range of options and opportunities for working flexibly. This policy was developed by a dedicated working party, whose members also included employees with carer responsibilities;
- The *Local Government (State) Award 2020* and Council's Leave Management Policy continues to provide a range of employment provisions that support employees who have carers responsibilities. This includes Carers and Health and Wellbeing Leave;
- Council's Employee Assistance Program (provided by Converge International) provides a range of support services to all employees and have a team of specialist counsellors who provide access to specialised support and advice to employees around caring for family members.

Provided in accordance with Section 8(2) of the *Carers Recognition Act 2010*.

22. Corporate governance and accountability

To ensure accountability to its stakeholders, including residents, ratepayers, businesses and government, the *Local Government Act 1993* and the *Local Government (General) Regulation 2005* requires the general manager to attest each year in Council's annual report whether its Audit, Risk and Improvement Committee, risk management framework and internal audit function complied with the proposed Guidelines for Risk Management and Internal Audit for Local Councils in NSW.

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee provides independent advice on Council's governance, risk, control and performance frameworks; including Council's Annual Financial Statements. The Audit, Risk and Improvement Committee comprises five members, an independent chair, two independent members and two councillors.

The Committee met five times in 2020/21 and receives regular briefings from Council's management team on strategic projects, operations and risks, as well as the outcomes of risk and audit activities.

Risk Management

Council has established frameworks, tools and plans to support risk management, including the development and delivery of annual risk management plans, targeting areas for improvement.

The Chief Executive Officer, as part of Council's leadership team, supports a strong risk culture where staff are encouraged to engage with risk and opportunity in developing and delivering our purpose. During 2020/21, Council continued to mature its risk management framework through a range of activities included in the Annual Enterprise Risk Management Plan.

Fraud prevention and control

Council has a Fraud and Corruption Prevention policy. Council recently reviewed the policy and incorporated recommendations from the NSW Audit Office Fraud Control Improvement Kit. The policy was reported to the Audit Risk and Improvement Committee and adopted by Council.

Council is now in the process of developing a Fraud and Corruption Prevention Plan. There have been processes and systems put in place for the prevention and detection of fraud and corruption to be able to respond to and report it.

During 2020/21, Council held mandatory corruption prevention training for the Executive Management Team to help them understand and support the identification and management of fraud and corruption risk. Council will continue to educate staff about fraud and corruption prevention and will be implementing e-learning for all staff.

Internal Audit Arrangements

Internal Audit provides independent advice and assurance to the Executive Management Team and Council's Audit, Risk and Improvement Committee on the effectiveness of the governance, risk, compliance and performance arrangements, and existing financial and operational controls.

Internal Audit prepares and delivers a risk based annual internal audit plan. The plan is developed in consultation with the executive management team and other key stakeholders, so that it reflects Council's risk profile and assurance concerns. Delivery of the plan is viewed

as an important mechanism to assist Council in the delivery of its purpose and priorities and to support continuous improvement.

In 2020/21, Council's internal audit function delivered a range of risk based strategic, compliance and operational audits, and reviews initiated by members of the management team.

Critical Incident Response Team

Council has a Critical Incident Response Team (CIRT) as part of its Business Continuity Plan. The team is made up of Council's Executive Management Team and select staff members to manage occurrences that may affect Council's operations and the delivery of services and specific events that may affect the local community.

During the last 12 months, the CIRT managed extreme weather events and COVID-19. The CIRT monitored these events and Council continued delivery of essential services to the community. Council also monitored NSW Health advice and legislative orders in all of its operations, community facilities and public spaces.

For further information



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