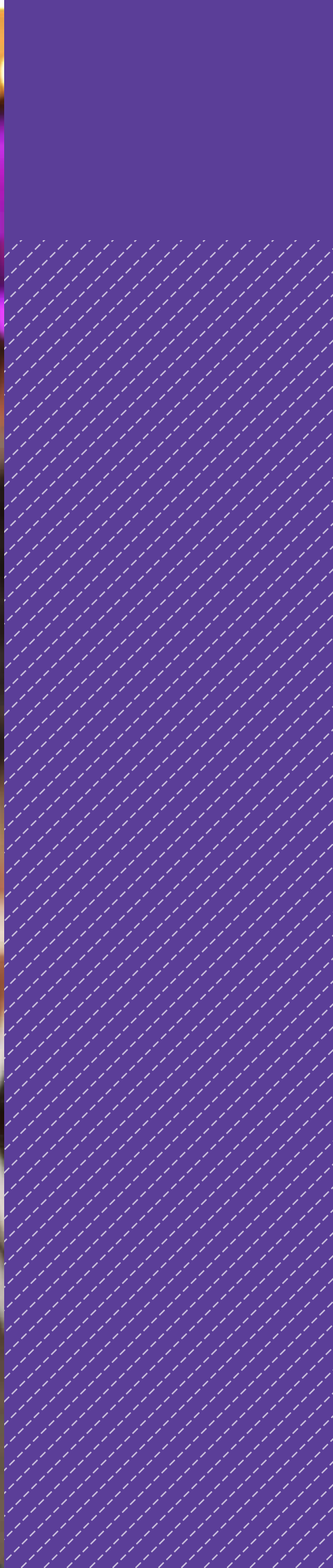


DELIVERY PROGRAM 2017 – 2021 & OPERATIONAL PLAN 2019 – 2020.





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MAYOR'S MESSAGE



Last year we made some big and exciting changes that will reshape our city and enable it to thrive for many years to come.

One of the major achievements was the rezoning of the Liverpool City Centre (*under Local Environmental Plan Amendment 2008*) which allows the heart of Liverpool to develop

into a vibrant destination with an 18-hour economy and most importantly become Sydney's third CBD.

This change will allow the construction of multi-purpose buildings that can include cafes, services and retail, while accommodating new businesses with office space and providing homes for people who want an inner-city lifestyle.

It's important to showcase our vibrant city by encouraging visitors to share in the experience of our lively walkable CBD and the unique profile it has to offer.

I am excited to work with the community and local businesses as our city transitions into a modern, sustainable and connected city.

Council's continuous advocacy for improvements to public transport, education, skills and jobs led to the signing of the Western Sydney City Deal.

I am honoured to be a part of this 20-year partnership with all levels of government which aims to strengthen the position of Western Sydney and support the future of Liverpool and its local community.

These changes will have a positive impact on local residents and our thriving city and I look forward to sharing impending key milestones with you as they evolve.

I had the pleasure of welcoming the turning of the first sod at Badgerys Creek. This momentous occasion marked the start of work on Australia's biggest infrastructure project, Western Sydney International (Nancy-Bird Walton) Airport and the surrounding Aerotropolis.

Nancy-Bird Walton was a pioneering Australian aviator, and the first woman in Australia to be licensed to carry passengers. The airport's name will ensure her contribution to aviation is remembered for generations to come.

Council supports this prosperous venture and will continue to inform and seek the community's input and advocate for local employment, education and business opportunities.

Construction of the Airport is well underway and on track to open in 2026. It's going to have great benefits to the community during construction and operation phases.

Another project that will deliver on our promises to improve community leisure facilities is the redevelopment of Phillips Park in Lurnea. I would like to thank all residents who have participated in community consultations for Phillips Park.

Your input was of great value and we have taken suggestions into consideration to prepare a draft masterplan.

I am pleased to advise that the vision for the park is to become a focal point for community life with new sporting and recreational facilities and a community hub, including a café, function rooms and after-school care.

Thank you for your ongoing support, enthusiasm and assistance in developing a vibrant interactive recreation space tailored to suit our growing community's needs. Construction will begin this year and I will continue to keep the community engaged and informed with upcoming developments.

In addition to the city's major developments, Council will continue to deliver community-focused initiatives, contribute to the city's economic growth and further promote Liverpool. I encourage you to attend our community venues, participate in social events and, most importantly, continue to share ideas and have your say in shaping our future city.

MAYOR WENDY WALLER

CEO'S MESSAGE



Liverpool is undergoing an exciting period of growth, transformation and change. With the nation's largest infrastructure project, Western Sydney International (Nancy-Bird Walton) Airport, as well as the Aerotropolis and the collaborative initiative of the City Deal, Liverpool is settling into its position as Sydney's third CBD.

Council recognises that great change is ahead and that community consultation is crucial to delivering on the priorities for the future. Liverpool's Community Strategic Plan, *Our Home, Liverpool 2027*, is the basis for all operations, ensuring that Council is working to meet the community's needs.

The third instalment of this Delivery Program includes exciting initiatives in our Capital Works and Operational Programs.

This year, we are investing in community facilities with the redevelopment of Phillips Park, the construction of a sporting facility at Cirillo Reserve and a passive recreation facility at Stante Reserve, in addition to our annual upgrade and renewal program.

More than 21 kilometres of Council roads will be rehabilitated and resurfaced, and more than 11 kilometres of new footpaths will be created to improve accessibility and mobility throughout Liverpool. College Street in Liverpool's CBD will also receive a paving and street-lighting upgrade.

Council will continue to deliver strategies that benefit the city socially and economically. The City Activation Strategy will encourage a thriving 18-hour economy in collaboration with local businesses, government agencies and building owners and residents, further generating awareness of Liverpool's culturally diverse and dynamic city centre.

The Destination Management Plan will focus on the development of Liverpool's visitor economy. It aims to promote Liverpool as a core visitor destination with support from local residents who will further

promote our beautiful city and share its diversity, heritage and nature.

I invite you to help build a flourishing visitor economy and increase the economic benefits that flow from tourism to local business and communities by sharing Liverpool's unique experiences.

The Innovation Strategy will make Liverpool an innovation leader locally, nationally and globally. This critical strategy will assist the city in its navigation of rapid growth.

I would like to acknowledge and thank the community for their support and feedback on these strategies.

In addition, I present the Delivery Program 2017 – 2021 and Operational Plan 2019 – 2020 which focuses on continuing to deliver high-quality services to our residents, workers and visitors and facilitate our growing city.

I encourage you to read and provide feedback on the draft plan to assist us in our continuous improvement.

I look forward to the delivery of this plan and the progression of the city as we realise our full potential.

A handwritten signature in black ink, appearing to read 'Kiersten Fishburn'. The signature is stylized and fluid.

CEO, KIERSTEN FISHBURN

YOUR COUNCIL

Your Mayor and Councillors

Liverpool City Council comprises a popularly elected Mayor and 10 Councillors who are directly elected to represent each of the two wards in Liverpool.

Council elections are held every four years. The last election was held in September 2016 with the next election scheduled for September 2020.

Council roles and responsibilities

Council operates under the *Local Government Act 1993* (the Act) which establishes the governing body.

The role of the governing body, among other matters, is to direct and control the affairs of the Council, provide effective civic leadership to the local community and ensure the financial sustainability of the Council. In undertaking this role, the legislation includes several general, financial, and Integrated Planning and Reporting guiding principles for Council to follow.

General principles include that Councils should recognise diverse local community needs and interests, consider social justice principles, the long-term and cumulative effects of actions on future generations and ecologically sustainable development. A main financial principle is that Council spending should be responsible and sustainable, aligning general revenue with expenses. In regard to Integrated Planning, Councils are to identify and prioritise key local community needs and aspirations, consider regional priorities and identify strategic goals.

The Act identifies certain core functions and regulatory functions.

Core functions include:

- Managing community and operational public land;
- Providing goods, services and facilities; and
- Carrying out activities that are appropriate to the current and future needs of the community and the wider community.

Specific regulatory functions include:

- Use of community land;
- Responsibility of water supply;
- Sewerage and drainage activities;
- Providing public car parks;
- Operating a caravan park or camping ground; and
- Management of waste.

Council has several other functions conferred on it by other legislation including planning functions as consent authority, environmental planning, companion animal registration and control, roads, preventing unsafe access to swimming pools and inspection of food and food premises.

Mayor

The Mayor is the leader of the Council and the local community and represents the views of the Council in decision-making. The Mayor also presides at the meetings of Council, exercises policy-making decisions between Council meetings and carries out civic and ceremonial functions of the Mayoral office.

Councillors

Councillors make considered and well-informed decisions as a member of the governing body. They represent the collective interests of residents, ratepayers and the local community.



From left: Cllr Gus Balloot, Cllr Tina Ayyad, Cllr Nathan Hagarty, Deputy Mayor Ali Karnib, Cllr Tony Hadchiti, Mayor Wendy Waller, Cllr Peter Harle, Cllr Mazhar Hadid, Cllr Geoff Shelton, Cllr Charishma Kaliyanda, Cllr Karress Rhodes.

ABOUT LIVERPOOL

Liverpool stands on the lands of the Darug and Dhurawal Nations.

Liverpool City Council acknowledges all ancestors and descendants of the Darug and Dhurawal Nations.

Our Home

Liverpool is in the heart of South West Sydney comprising 42 city, suburban and rural suburbs in a large area of 305 square kilometres. The Darug and Dhurawal nations are the traditional Aboriginal custodians of the land which forms the City of Liverpool and is now home to more than 223,300 people from more than 140 different backgrounds, making it one of the most diverse areas in Sydney. This diverse population means that Council provides a variety of services to ensure that all cultures are welcomed.

Liverpool is part of the South West Sydney Priority Growth Area and expects to significantly increase its population to more than 300,000 people over the next 20 years, putting considerable pressure on the city's infrastructure to support its rapid growth. To manage this population increase and provide high-quality services to the community, Council is continually investigating innovative methods to improve operations.

Ensuring a strong local economy will enable the community to capitalise on opportunities for employment, connections and industry. With the development of Western Sydney International (Nancy-Bird Walton) Airport, Liverpool will become a major strategic centre for business, education and health. Opportunities for education and employment are growing at present with the construction of the airport, three university campuses and the largest stand-alone hospital precinct in Australia.

Liverpool prides itself on offering a range of facilities to the community. Council aims to accommodate the needs of the growing population by building facilities and infrastructure and lobbying State and Federal governments for assistance.

Council operates seven childcare centres, six libraries and four recreation centres to support the community. There are also 36 community centres available for use and more than 500 open spaces, parks and reserves, which include part of the Western Sydney Parklands and Council's four off-leash dog parks, including a new facility at Casula Parklands.

Liverpool's heritage is a strong part of the community with historic buildings and places throughout the area, including Collingwood House, Rosebank Cottage and Liverpool Pioneers' Memorial Park.





LIVERPOOL

Rich in nature

Rich in opportunity

Creating community

Our place to share and grow

ADDRESSING OUR CHALLENGES AND PRIORITIES

Five key challenges and priorities were identified in our Community Strategic Plan (CSP). These areas are broad-reaching and require Council and community to collaborate with external stakeholders to ensure the best outcome.

Community Pride and Heritage

Heritage is an important part of the story of Liverpool with some historical sites dating back more than 200 years, including St Luke's Church built in 1819. These sites are costly to maintain and are subject to grant funding schemes from State and Federal governments. In this plan Council has included several actions which directly relate to heritage, such as 'Promote and manage heritage' (C.1.01). This action includes a range of activities relating to the advocacy and preservation of heritage in Liverpool. Another action relating to both Liverpool's heritage and community pride is the events schedule that includes an Anzac Day service and a Remembrance Day service (C.2.03 and C.2.02).

Social Connection

Creating a unified community was identified as a priority in the CSP. Residents want to feel connected to the people and place in which they live, but many people feel increasingly time-poor. Adapting and reviewing Council's engagement methods is critically important to promoting social inclusion. This plan contains several actions which respond to this, including: 'Deliver events schedule' (C.2.01), 'Strengthen social inclusion in new developments' (C.3.03) and, 'Encourage community participation in programs and decision-making processes' (L.3.01).

Economic Development

Liverpool is an area of rapid commercial and industrial growth, with heightened development in the South West Sydney Priority Growth Area and expected growth around Western Sydney International (Nancy-Bird Walton) Airport. This growth presents opportunities and challenges and it is important to identify and focus on the best outcomes for the community. In this plan there are a number of actions that relate to economic development including: 'Attract new jobs within Liverpool's industry focus areas' (G.2.01) and 'Develop the economic capacity of local businesses and residents' (G.2.03).



Environmental Sustainability

Liverpool is an expanding urban epicentre, which places pressure on the natural environment, from bushland to rivers. The community has identified a lack of green space and access to the river as a challenge both now and into the future. To address this, several actions have been included in this plan which relate to environmental sustainability including: 'Develop and implement strategies, policies and programs for the management of stormwater' (S.2.02), 'Promote local and sustainable food sources' (S.3.04) and 'Upgrade Council properties to increase sustainability' (S.3.05).

Transport Accessibility

Traffic congestion, access to public transport, parking and maintenance of the road system have been identified as key priorities for the community. In order to address this, Council will work with external stakeholders such as Roads and Maritime Services, and State and Federal governments. Council will also continue to advocate for improved transport networks including public transport for Liverpool's residents. A full list of the infrastructure works scheduled for 2019-20 can be found in the Capital Works section in the back section of this document. In addition to Capital Works, actions that relate to transportation networks include: 'Plan and deliver Council's adopted program of upgrades and renewals program for roads and transport related assets' (G.4.01) and 'Manage traffic and transport for Liverpool' (G.4.02).





OUR PLAN

ABOUT THIS PLAN

Integrated Planning and Reporting Framework

Council's reporting structure is governed by the Integrated Planning and Reporting Framework (IP&R). The IP&R Framework recognises that Council plans and policies should be interconnected and not exist in isolation.

Council's IP&R includes a suite of key documents that work together to set the future directions for Liverpool and show how this will be achieved.

TEN-YEAR COMMUNITY STRATEGIC PLAN, OUR HOME, LIVERPOOL 2027

Our Home, Liverpool 2027 is Council's 10-year Community Strategic Plan (CSP). It is the highest level plan that shows where the community wants to be in 10 years' time, what needs to be done to achieve this, and how Council and the community will know when this has been achieved.

This document was created in consultation with the community of Liverpool and sets four key directions that address the quadruple bottom line. *Our Home, Liverpool 2027* is used by Council and other agencies and stakeholders to guide future direction, policy and service delivery.

FOUR-YEAR DELIVERY PROGRAM 2017-2021

The Delivery Program translates the directions of the CSP into strategies that will guide Council for the next four years. It is the statement of commitment to the community

for each newly elected term of office. The Delivery Program cascades down from the Community Strategic Plan to guide Council's progress.

ONE-YEAR OPERATIONAL PLAN 2018/19

The Operational Plan is reviewed annually and details the actions that Council will undertake within that Financial Year. It is directly influenced by the Community Strategic Plan and Delivery Program to realise the community's prospects for the future. It also includes a detailed budget and Capital Works Program for the year.

Resourcing Strategy

Council's Resourcing Strategy comprises the key resources that are needed to deliver the above plans. These include:

LONG-TERM FINANCIAL PLAN

The 10-year Long-Term Financial Plan (LTFP) ensures that Council stays financially sustainable and that resources can be allocated to deliver on the Delivery Program and Operational Plan.

WORKFORCE MANAGEMENT PLAN

Council's Workforce Management Plan is a four-year document that outlines the skills, staffing and human resources required to achieve the actions detailed in the Delivery Program and Operational Plan.

ASSET MANAGEMENT PLAN

The 10-year Asset Management Plan ensures that Council's assets are well managed and maintained to meet the needs of the current community and support future growth.

MONITORING AND REPORTING

In the coming year, Council will deliver 105 actions which will work towards accomplishing the directions in the Community Strategic Plan. Council will keep track of progress in the Delivery Program and Operational Plan through:

- Six-monthly reports to Council and the community which detail program and budget progress;
- An Annual Report at the end of each financial year which includes a thorough financial report and overview of all Council's spending and operations. This will be published in a full report format as well as a short community snapshot; and
- A cumulative report at the end of Council's four-year term which details Council's financial position and progress against all the activities outlined in the Delivery Program.

Measuring Progress: Performance Measures

Council plans to use two types of indicators. These are:

Community Indicators and Targets

To track trends in quality of life for people in Liverpool.

These are included in the Community Strategic Plan and will be reported in the Annual Report and the End of Term Report. Community indicators and targets are not intended to measure Council's performance as Council does not control all of the elements which may contribute towards it.

Key Performance Indicators

Measures which indicate whether a service is working well or is improving.

Collectively, these indicators assist Council, all levels of government, business, community organisations and other stakeholders to have an understanding of conditions, experiences and priorities in Liverpool.

OUR DIRECTIONS

Delivery Program and Operational Plan actions have been divided into four directions: Creating Connection, Strengthening and Protecting our Environment, Generating Opportunity, and Leading through Collaboration. These directions align with the quadruple bottom line and were developed for Liverpool's Community Strategic Plan (CSP) to define and categorise the community's priorities. Each direction in the CSP has four to five community goals, which further categorise Council's actions.

CREATING CONNECTION

This direction is based on the social aspect of the quadruple bottom line and covers actions that include cultural activities, recreation and active living, access and equity, and community facilities. The five goals within this direction are:

- Celebrate diversity and promote inclusion;
- Deliver a range of community events and activities;
- Implement access and equity for all members of the community;
- Provide community facilities which are accessible to all; and
- Create a dynamic, inclusive environment, including programs to support healthy living.

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

This direction is based on the environmental (natural and built) aspect of the quadruple bottom line and covers actions that include waste management, urban design, planning and protecting of specific environmental features. The five goals that are within this direction are:

- Manage the community's disposal of rubbish;
- Protect and enhance bushland, rivers and visual landscape;
- Encourage sustainability, energy efficiency and the use of renewable energy;
- Exercise planning controls to create high-quality, inclusive urban environments; and
- Develop, and advocate for, plans that support safe and friendly communities.



GENERATING OPPORTUNITY

This direction is based on the economic aspect of the quadruple bottom line and covers actions that include small business strategies, economic sustainability strategies, internal and external transport links and the financial sustainability of Council. The four goals within this direction are:

- Meet the challenges of Liverpool's growing population;
- Attract businesses or economic growth and employment opportunities;
- Create an attractive environment for investment; and
- Advocate for, and develop, transport networks to create an accessible city.

LEADING THROUGH COLLABORATION

This direction is based on the civic leadership aspect of the quadruple bottom line and covers actions that include leadership and representation, consultation and community participation in decision-making, policy frameworks and ethical practices. The four goals within this direction are:

- Seek efficient and innovative methods to manage our resources;
- Increase community engagement;
- Encourage community participation in decision-making; and
- Strive for best practice in all Council processes.

DELIVERY PROGRAM AND OPERATIONAL PLAN

How to read the plan

	Community Strategic Plan code	Community Strategic Plan goal	Year of completion				Council department responsible for action
Delivery Program code and action	C.1						
	Celebrate diversity, promote inclusion and recognise heritage						
How the Delivery Program action will be measured	C.1.01 Promote and manage heritage						
	Ongoing Measures 2017-2021		17/18	18/19	19/20	20/21	Responsibility
	<ul style="list-style-type: none"> Assess 100% of Development Application and Pre-lodgement referrals for heritage within 14 business days Respond to 100% of enquiries for heritage within 14 business days Comment on 100% of heritage matters relating to development applications and their impact on built, natural or indigenous heritage Provide 100% of minor works heritage exemptions to eligible proposals within 14 business days of submission 						City Design and Public Domain
Actions completed in specific timeframe	To be completed in 2019-2020		17/18	18/19	19/20	20/21	
	<ul style="list-style-type: none"> Complete Collingwood Conservation Management Plan project by June 2020 Complete Former Liverpool Courthouse Conservation Management Plan project by June 2020 Develop the Heritage Tourism Plan to investigate opportunities for showcasing Liverpool's history and heritage assets for domestic tourism by June 2020 Undertake an Aboriginal Cultural Values Assessment (Ochre Grid) across the whole Local Government Area by June 2020 						
	To be completed in 2020-2021		17/18	18/19	19/20	20/21	
	<ul style="list-style-type: none"> Implement the Liverpool Archaeological Management plan by June 2021 						







CREATING CONNECTION

BOSS

CREATING CONNECTION



2019-20 Operating Expenditure
for actions C.1.01 to C.1.04*

\$1,105,041

*See page 117

Celebrate diversity, promote inclusion and recognise heritage

C.1.01 Promote and manage heritage

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assess 100% of Development Application and Pre-lodgement referrals for heritage within 14 business days Respond to 100% of enquiries for heritage within 14 business days Comment on 100% of heritage matters relating to development applications and their impact on built, natural or indigenous heritage Provide 100% of minor works heritage exemptions to eligible proposals within 14 business days of submission 					City Design and Public Domain
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete Collingwood Conservation Management Plan project by June 2020 Complete Former Liverpool Courthouse Conservation Management Plan project by June 2020 Develop the Heritage Tourism Plan to investigate opportunities for showcasing Liverpool's history and heritage assets for domestic tourism by June 2020 Undertake an Aboriginal Cultural Values Assessment (Ochre Grid) across the whole Local Government Area by June 2020 					
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement the Liverpool Archaeological Management plan by June 2021 					

C.1 Continued

Celebrate diversity, promote inclusion and recognise heritage

C.1.02 Manage Liverpool Regional Museum to attract visitors

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase visitors to Museum by 10% from previous year Deliver four exhibitions in partnership with local groups 					Libraries and Museum

C.1.03 Deliver citizenship ceremonies

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver 13 citizenship ceremony programs Ensure less than 150 community members are on the citizenship waiting list 					Civic Events

C.1.04 Implement actions from the Reconciliation Action Plan

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver 25% of actions from the Reconciliation Action Plan 					Community Development
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete actions within the Reconciliation Action Plan which relate to tourism by June 2020 Collaborate with the Liverpool Opportunities Hub to support development, training and employment options by June 2020 					



**2019-20 Operating Expenditure
for actions C.2.01 to C.2.05***

\$6,593,652

*See page 117

Deliver a range of community events and activities

C.2.01 Deliver events schedule

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver NAIDOC week by July 2019 • Deliver 'Gift of Time' Volunteers Dinner by August 2019 • Deliver Liverpool Charity Ball by September 2019 • Deliver Council's New Year's Eve event by December 2019 • Deliver Council's Australia Day event by January 2020 • Deliver Liverpool on a Roll by March 2020 • Deliver two Seniors Concerts by November 2019 and April 2020 • Process 95% of external event approvals within five business days, subject to the provision of correct documentation • Obtain a minimum of \$50,000 in sponsorships for Council's major events program 					Events

C.2.02 Manage civic events calendar

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver one Council park opening as required • Deliver one additional Civic event • Hold four Civic Advisory Committee meetings • Action 80% of items from Civic Advisory meetings within timeframes • Deliver seven Toda information sessions with local schools • Organise Sister City inbound delegation by July 2019 • Deliver Sister City outbound student exchange by September 2019 • Deliver Remembrance Day by November 2019 					Civic Events

C.2 Continued

Deliver a range of community events and activities

C.2.02 Manage civic events calendar (continued)

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver Liverpool's Birthday by November 2019 • Deliver Order of Liverpool Awards by November 2019 • Organise Community Christmas Lunch by December 2019 • Organise Mayor and Councillors VIP Christmas function by December 2019 • Deliver Australia Day awards by January 2020 • Organise Quota Public Speaking Event by May 2020 • Deliver South West Sydney Academy of Sport Civic Reception by June 2020 • Deliver Heroes of Liverpool Awards by June 2020 					Civic Events

C.2.03 Manage Anzac Day Dawn Service ceremony

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Increase attendees by 5% at the ANZAC Dawn Service by April 2020 					Civic Events

C.2.04 Deliver engaging library programs

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Ensure that 80% of available places in programs are filled • Deliver 10 individual youth programs • Deliver 12 individual seniors programs • Deliver five individual children's programs • Deliver six individual culturally and linguistically diverse programs • Establish four new partnerships to deliver programs • Deliver HSC program by November 2019 					Libraries and Museum

C.2 Continued

Deliver a range of community events and activities

C.2.05 Deliver Casula Powerhouse Arts Centre (CPAC) programs

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Host 22 exhibitions at CPAC • Engage local artists for 30% of exhibitions • Increase student attendance to music, film, theatre and events by 10% from previous year • Deliver 25 music events • Deliver 100 school education programs • Deliver 23 theatre productions • Deliver 150 arts and health programs • Deliver 200 educational programs for children, youth, senior, access, culturally and linguistically diverse audiences • Apply for three grants and/or sponsorships • Deliver Way Out West (WOW) Children's Festival by July 2019 					Casula Powerhouse Arts Centre
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Deliver One Giant Leap – Moon landing celebration by September 2019 • Host CPAC's 25th Birthday celebration in October 2019 • Complete feasibility study for artist residency program for Sculpture By The River by November 2019 • Deliver Georges River, Casula Parklands Sculpture Walk in December 2019 • Meet 80% of the objectives for key focus areas from the South Western Sydney Health and Arts Strategic Plan 2018-2023 by June 2020 					



**2019-20 Operating Expenditure
for actions C.3.01 to C.3.06***

\$10,625,774

*See page 117

Implement access and equity for all members of the community

C.3.01 Deliver high-quality childcare services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Achieve an 80% satisfaction rate in the annual children's services survey Meet or exceed National Quality Standard ratings in 100% of Council's Early Education and Care Centres Deliver 100% of the Transition to School Program Deliver 100% of supported playgroup program 					Children's Services
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Establish Out of School Hours Care (OSHC) Program by December 2019 					

C.3.02 Provide well-used and appropriate resources at Liverpool libraries

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 90% of customer collection requests within 14 days Ensure that 90% of technology is available for public use Ensure 80% of collection is less than five years old Increase access to the e-collection by 10% from previous year 					Libraries and Museum

C.3

Continued

Implement access and equity for all members of the community

C.3.03 Strengthen social inclusion in new developments

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Review and complete 70% of Social Impact Assessments within 28 business days 					Community Planning
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement four place activation programs and initiatives in new growth areas by June 2020 					

C.3.04 Implement actions from the Disability Inclusion Action Plan (DIAP)

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement 25% of actions from the Disability Inclusion Action Plan 					Community Development
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Promote two outdoor fitness gyms in a range of accessible formats by June 2020 					

C.3 Continued

Implement access and equity for all members of the community

C.3.05 Deliver Council-led programs that strengthen social inclusion and build community capacity

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Administer the Liverpool ClubGRANTS Program Administer nine Council grant programs Apply for two external community capacity-building grants Hold four interagency meetings to coordinate programs for emerging community needs Implement 25% of White Ribbon Workplace Accreditation Program Conduct two safety audits and ensure that 80% of safety issues reported are actioned Convene four local partnerships to undertake programs for young people Deliver four initiatives in partnership with local stakeholders for Liverpool's culturally diverse community Deliver Youth Week in partnership with the Liverpool Youth Council and local youth services by June 2020 					Community Development
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Work in collaboration with local agencies to develop the Liverpool Drug and Alcohol Strategy by June 2020 Implement four initiatives for Liverpool's accreditation as a Pan Pacific Safe Community by June 2020 Implement six initiatives for the National Community Hubs Program (NCHP) in partnership with local schools and Community Hubs Australia by June 2020 					

C.3

Continued

Implement access and equity for all members of the community

C.3.06 Deliver the 2168 Children's Parliament in partnership with Department of Social Services and Mission Australia

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Support four agency and community groups in the 2168 postcode to deliver community engagement activities Advocate for two community priority needs Deliver six workshops and activities addressing issues identified by 2168 Children's Parliament Action 80% of issues identified Deliver two sittings of the 2168 Children's Parliament 					Community Development and Planning

C.4

**2019-20 Operating Expenditure
for actions C.4.01 to C.4.06***

\$13,392,898

*See page 117

Provide community facilities which are accessible to all

C.4.01 Meet demands for community-connected spaces

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Achieve 95% utilisation of licensed community venues Achieve 432,000 community venue visits Increase Council website visits for community venues by 5% from previous year Increase the number of groups utilising community venues by 5% from previous year Achieve an 85% satisfaction rating by users of community venues Provide updated facility information in accessible formats by August 2019 Update and advertise availability for community buses and venues by September 2019 Evaluate and approve expressions of interest for hire of permanent and licenced venues by November 2019 Apply for two grants for upgrades to community venues by June 2020 					Community Facilities
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Introduce new bookings software, including online bookings by June 2020 Explore new approaches to market community venues and buses by June 2020 Manage the upgrade of three community venues by June 2020 					

C.4 Continued

Provide community facilities which are accessible to all

C.4.02 Deliver Council's adopted upgrade and renewals program for Council's building assets

To be completed in 2019-2020*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver two building access improvement projects by June 2020 • Deliver six building renewal projects by June 2020 • Deliver three lift renewal projects by June 2020 • Deliver two heritage building conservation projects by June 2020 • Deliver four sports amenity building projects by June 2020 • Deliver two library and museum rehabilitation projects by June 2020 • Deliver nine community and childcare buildings projects by June 2020 • Deliver three leisure centre rehabilitation projects by June 2020 • Deliver truck wash at Rose Street Depot by June 2020 <p><i>* refer to Capital Expenditure Program on page 106 for further information on these projects</i></p>					Infrastructure Delivery

C.4.03 Facilitate use of Council sporting venues and leisure centres

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Achieve a 95% utilisation rate at Council sporting venues during the summer season • Achieve a 95% utilisation rate at Council sporting venues during the winter season 					Recreation Services

C.4 Continued

Provide community facilities which are accessible to all

C.4.04 Enhance access to facilities and resources through place-based planning initiatives

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Increase registrations to the Live Life, Get Active program by 5% from previous year • Undertake integrated planning for community hubs in growth areas • Undertake planning for recreation and open space in growth areas • Deliver 25% of actions from the Community Facilities Strategy • Deliver 25% of actions from the Recreation, Open Space and Sports Strategy 					Community Planning
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Develop functional briefs for social infrastructure in Austral by December 2019 • Deliver River Connections Project Masterplan for Chipping Norton Lakes, Lake Moore and Riverside Park by June 2020 • Undertake audits of 50% of Council facilities to prioritise upgrades as required by June 2020 • Undertake community consultation and needs analysis for new facilities in growth areas by June 2020 • Explore partnership opportunities with the Western Sydney Parklands by June 2020 					

C.4 Continued

Provide community facilities which are accessible to all

C.4.05 Manage library spaces to attract and inspire visitors

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Increase number of visitors to libraries by 5% from previous year • Deliver 100% of Home Library Services • Increase library membership by 5% from previous year • Promote 30 programs via the library Facebook page 					Libraries and Museum

C.4.06 Manage the Liverpool Animal Shelter

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Assist owners to reclaim animals • Rehome 65% of homeable dogs within two months • Rehome 40% of homeable cats within two months 					Community Standards



**2019-20 Operating Expenditure
for action C.5.01***

\$5,386,122

*See page 117

Create a dynamic, inclusive environment, including programs to support healthy living

C.5.01 Deliver Council's adopted upgrade, renewal and conservation program for recreation and green assets

To be completed in 2019-2020*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver 10 playground infrastructure renewal and upgrade projects by June 2020 • Deliver three outdoor gym projects by June 2020 • Deliver four sun shade structure projects by June 2020 • Deliver seven solar light projects by June 2020 • Deliver three open space and landscape renewal and improvement projects by June 2020 • Deliver one sports ground renewal and upgrade project • Complete redevelopment of Phillips Park, Lurnea by June 2020 • Complete construction of Cirillo Reserve, Middleton Grange sporting facility by June 2020 • Complete passive recreation space at Stante Reserve by June 2020 					Infrastructure Delivery
<p>* refer to Capital Expenditure Program on page 110 for further information on these projects</p>					





S

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

S.1

2019-20 Operating Expenditure for actions S.1.01 to S.1.04*

\$36,718,855

*See page 117

Manage the community's disposal of rubbish

S.1.01 Provide waste disposal services to the community to maximise recovery of materials

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Divert 30% of off-kerbside bin waste from landfill Divert 20% of kerbside bulk waste from landfill Convene four meetings with neighbouring councils on Project 24 joint tender for future disposal of waste 					Waste and Cleansing
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Commence Project 24 industry consultation process and tender documents for future waste disposal by June 2020 					

S.1.02 Manage the Community Recycling Centre and household problem waste

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase number of vehicles visiting the Community Recycling Centre by 5% from previous year 					Waste and Cleansing

S.1 Continued

Manage the community's disposal of rubbish

S.1.03 Maintain the cleanliness of public spaces

Ongoing measures 2019-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Decrease in number of illegal dumping requests on previous year Maintain 95% of street sweeping program within schedule Maintain 95% of public bin servicing and CBD cleaning program within schedule 					Waste and Cleansing

S.1.04 Manage the design of public spaces

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assess traffic impact on 100% of Development Applications and provide Pre-Development Application advice within 14 business days Assess design impacts on 100% of city design referrals within 14 business days 					City Design and Public Domain
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> To be completed in 2019-20 Complete City Centre Public Domain Masterplan by December 2019 					

S.2

**2019-20 Operating Expenditure
for actions S.2.01 to S.2.06***

\$16,844,903

*See page 117

Protect and enhance bushland, rivers and the visual landscape

S.2.01 Manage Council's park maintenance program

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action customer requests for park mowing within timeframe Action customer requests for tree maintenance within timeframes Complete 100% maintenance works within timeframes Plant 1000 trees annually Deliver Bushland Environmental Restoration Plan Program 					City Works

S.2.02 Develop and implement improvement strategies, policies and programs for the management of stormwater

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Obtain monthly water quality monitoring data from monitoring sites along Georges River, Kemps Creek, Bonds Creek and the tributaries of Kemps Creek Implement improvement actions identified in the Water Quality Improvement Action Plan Develop and implement the Georges River Activation Action Plan 					Technical Support
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Undertake a vegetation condition assessment of riparian zones and develop Riparian Zone Management Plan by June 2020 Undertake design of Gross Pollutant Traps (GPT) in Georges River catchment by June 2020 Develop the Georges River Activation Action Plan by June 2020 					

S.2

Continued

Protect and enhance bushland, rivers and the visual landscape

S.2.03 Make informed environmental decisions through the development of strategy, education and engagement

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Review and update Ecological and Environmental Sustainability strategies and plans as required Provide responses to requests on ecological-related advice from key service areas Apply an evidence-based approach to the prioritisation of ecological restoration works 					City Environment
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Update biodiversity mapping and provide a report to assist the Local Environmental Plan review by September 2019 					

S.2.04 Assess applications to prune or remove trees

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process applications to prune or remove trees on private property 					City Environment

S.2.05 Manage contaminated lands under Council control

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop remediation action plans for contaminated lands Maintain the Asbestos and Waste Management System Action illegal dumping requests at various sites within specified timeframes 					City Environment
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Manage contaminated BMX tracks at Powell Park, Cartwright by December 2019 Manage contaminated site at Kurrajong Road, Prestons by December 2019 					

S.2**Continued****Protect and enhance bushland, rivers and the visual landscape****S.2.06 Engage the community in protection of natural areas**

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver a calendar of eight Community Tree Planting activities • Facilitate 10 groups through the Environment Volunteer Program 					City Environment

S.3

2019-20 Operating Expenditure
for actions S.3.01 to S.3.05*

\$1,190,984

*See page 117

Encourage sustainability, energy efficiency and the use of renewable energy

S.3.01 Develop and implement environmental education for the community

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Conduct nine Community Environmental Education Workshops including energy efficiency, water conservation and biodiversity themes Distribute quarterly editions of the Sustaining Liverpool Newsletter, including promotion of energy efficiency, biodiversity initiatives and water conservation, particularly in the warmer months 					City Environment

S.3.02 Educate the community in waste disposal

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase number of participants at events and educational programs to 1500 annually Participate in two regional waste and recovery projects Participate in five education initiatives for Council events and projects 					Waste and Cleansing

S.3.03 Develop and implement energy efficiency program

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Actively promote State Government initiatives on energy efficiency and use of renewable energy 					City Environment
To be completed in 2019-2020*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver two water and energy conservation projects by June 2020 <p>* Refer to Capital Expenditure Program on page 106 for further information on these projects</p>					Infrastructure Delivery

S.3

Continued

Encourage sustainability, energy efficiency and the use of renewable energy

S.3.04 Promote local and sustainable food sources

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage in four partnerships with local sustainable growers to source food for Bellbird Dining & Bar Promote the use of local healthy and sustainable food sources through six interactive workshops Source 50% of the Bellbird Dining & Bar menu from the onsite organic kitchen garden Increase followers on the Bellbird Dining & Bar Facebook page by 10% from previous year 					Casula Powerhouse Arts Centre
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Develop Garden Tour programs and workshops by end July 2019 					

S.3.05 Upgrade Council properties to increase sustainability

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete at least 90% of scheduled National Australian Built Environment Rating System (NABERS) assessments 					Property

S.4

2019-20 Operating Expenditure
for actions S.4.01 to S.4.06*

\$21,172,930

*See page 117

Exercise planning controls to create high-quality, inclusive, urban environments

S.4.01 Provide development assessment services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Determine 50% of Development Applications within 40 business days Determine 100% of Fast Track Development Applications within 10 business days Provide advice to 85% of applicants within 14 business days of Pre-Development Application meeting 					Development Assessment

S.4.02 Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood-prone land

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide specialist technical advice on floodplain and water quality matters to key service areas Complete assessment of Development Applications on flood-prone land Undertake flood studies and design of flood control and water quality management devices 					Technical Support
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Undertake Overland Flow Path Study of South Creek, Badgerys Creek and Upper Nepean River catchments within Liverpool by June 2020 Undertake flood study risk management for collaboration area by June 2020 Undertake design of flood detention basin and creek modification works in East Leppington by June 2020 Undertake a review of the Cabramatta Creek Flood Study by June 2020 Undertake a review of the Nepean River Flood Study – Wallacia Catchment by June 2020 					

S.4

Continued

Exercise planning controls to create high-quality, inclusive, urban environments

S.4.03 Manage and maintain public health and safety compliance

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action 98% of residential swimming pool barrier requests and complaints within timeframes Action 70% of parking requests and complaints within set timeframes Finalise 70% of customer requests within the set timeframes Determine 60% of Construction Certificates within 40 business days Determine 100% of assigned Fast Track applications within 10 business days Complete 90% of scheduled primary regulatory inspections (food premises, beauty salons, swimming pool, onsite detention systems, hairdressers and skin penetration) Ensure that at least 70% of certificates within the Essential Services Register are current 					Community Standards

S.4 Continued

Exercise planning controls to create high-quality, inclusive, urban environments

S.4.04 Develop planning strategies

Ongoing measures 2019-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake planning strategies for preparation of the Local Strategic Planning Statement Prepare planning proposal to implement the Local Strategic Planning Statement 					Planning and Transport Strategy
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Adopt and exhibit draft Local Strategic Planning Statement (LSPS) by July 2019 Lodge draft Planning Proposal with the Department of Planning and Environment amending the Local Environmental Plan to give effect to the LSPS by September 2019 Lodge final LSPS with Department of Planning and Environment for endorsement by November 2019 Finalise new Local Environmental Plan with Department of Planning and Environment for approval by June 2020 					

S.4

Continued

Exercise planning controls to create high-quality, inclusive, urban environments

S.4.05 Manage land development engineering

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 90% of engineering advice for Development Applications within 14 days Complete 90% of Construction Certificates for engineering relating to development/subdivisions within 14 days Process and release 90% of Subdivision Certificate Applications within 14 days 					Development Assessment

S.4.06 Manage building maintenance including fire safety

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action 85% of building maintenance customer requests within timeframes Inspect 100% of building sites for fire safety certification (85 sites) Complete 100% of building inspection action items within required timeframes Complete 100% of annual refurbishment program in consultation with community facilities 					Operational Facilities

**2019-20 Operating Expenditure
for actions S.5.01 to S.5.04***
\$2,678,612

*See page 117

S.5
Develop and advocate for plans that support safe and friendly communities
S.5.01 Undertake a program of upgrades and renewals for drainage infrastructure

To be completed in 2019-2020*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Restore 1.2km of piped drainage systems Reline 1.2km of piped drainage systems Deliver two stormwater quality improvement projects, including the provision of one gross pollutant trap <p>* refer to Capital Expenditure Program on page 107 for further information on these projects</p>					Infrastructure Delivery

S.5.02 Investigate, survey, design and estimate cost of Council's strategic infrastructure projects

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete Detailed Design of Capital Works Program 					Technical Support
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete Strategic Concept Design of Fifteenth Avenue by November 2019 Complete Detailed Design of Edmondson Avenue by March 2020 Complete Concept Design of Pedestrian Overpass at Liverpool station by June 2020 Complete Detailed Design of Governor Macquarie Drive/Hume Highway and Governor Macquarie Drive/Newbridge Road Intersection by June 2020 Complete Detailed Design of the realignment of pedestrian/cycleway shared path along M7 and extension of Middleton Drive by June 2020 Complete Concept and Detailed Design of Bathurst Street Extension, Liverpool by June 2020 					

S.5

Continued

Develop and advocate for plans that support safe and friendly communities

S.5.03 Provide assistance and support to the Rural Fire Service and State Emergency Service

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Expend budget allocation 					City Works

S.5.04 Develop plans to support community wellbeing

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop a Mosquito Management Plan by September 2019 					City Works







G

GENERATING OPPORTUNITY

GENERATING OPPORTUNITY



**2019-20 Operating Expenditure
for actions G.1.01 to G.1.04***

\$8,969,371

*See page 117

Meet the challenges of Liverpool's growing population

G.1.01 Demonstrate financial sustainability

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Manage Operating Performance Ratio to greater than 0% (as an average over three years) • Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years) • Manage Debt Service Ratio to less than 20% (as an average over three years) • Manage Real Operating Expenditure to decrease per capita over time • Manage accounts payable to debts outstanding less than 5% • Manage accounts receivable to debts outstanding less than 5% • Manage return on investments to higher than the Bank Bill Swap Rates and AusBond Bill Rate Index benchmarks 					Financial Services

G.1.02 Manage Council's childcare centres sustainably

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Maintain a 98% centre utilisation rate • Ensure that the net cost of service to Council is zero or below 					Children's Services

Meet the challenges of Liverpool's growing population

G.1.03 Deliver strategic property projects

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Resubmit Liverpool Civic Place Masterplan by July 2019 Confirm delivery model for major projects by July 2019 Finalise Moorebank Sports Club Project Concept Plan by December 2019 Complete Woodward Place Masterplan by December 2019 Commence works on Liverpool Civic Place by March 2020 					Property

G.1.04 Build effective relationships with State and Federal departments and governments

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Hold meetings with State and Federal MPs Hold meetings with State and Federal departments Ensure a weekly presence of 95% at the Western Sydney Investment Attraction Office (WSIAO) Attend monthly briefings and engagements with agribusinesses to identify funding opportunities Attend or present at ten strategic partners events and forums Partner with the Greater Sydney Commission on resolving 100% of planning and infrastructure issues for the Liverpool Collaboration Area as required 					Office of the CEO
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Investigate, utilise and leverage the potential of the City Deal to provide additional income streams by December 2019 Complete Fifteenth Avenue strategy by June 2020 Review the potential of all Council assets and other resources for opportunities to supplement Council's revenue by June 2020 					



**2019-20 Operating Expenditure
for actions G.2.01 to G.2.06***

\$1,456,137

*See page 117

Attract businesses for economic growth and employment options

G.2.01 Attract new jobs within Liverpool's industry focus areas

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Facilitate four major employment-generating projects Facilitate 20 solutions on major projects Facilitate the creation of 2500 new jobs Advocate for 10% of new jobs created for local residents Facilitate 4000 new businesses to be opened/registered in Liverpool Complete bi-annual business survey of local businesses by February 2020 					City Economy

G.2.02 Market Liverpool as a business destination

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage in 20 new and ongoing partnerships Engage in three partnerships with local cultural tourism enterprises Facilitate 12 briefs to significant stakeholders and businesses to market Liverpool as a business destination Facilitate or partner with eight major events Deliver 10 smaller industry-focused events Distribute six business e-newsletters Increase subscription to e-newsletter by 10% from previous year Increase e-newsletter open rate to more than 30% Generate an additional 30 leads and contacts from attendance at conferences and events Generate 52 leads in relation to the Western Sydney International Airport Generate 100 leads and opportunities generated from all sources 					City Economy

G.2 Continued

Attract businesses for economic growth and employment opportunities

G.2.03 Develop the economic capacity of local businesses and residents

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Gather 50 referrals to State/Federal initiatives (incl. Business Connect) Support six businesses via Council's Pop Up Program 					City Economy
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Develop and plan a framework to deliver the Liverpool Skills Exchange by June 2020 					

G.2.04 Develop Liverpool as an Innovation City

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Generate 20 new leads for the Liverpool Innovation Precinct Investment Framework Support the establishment of the Liverpool Innovation Precinct 					City Economy
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement the Western Sydney Sensor Project by June 2020 Develop an open data policy and platform by June 2020 Trial an internal user-centred design project by December 2019 Develop a project list for grant and research opportunities by December 2019 Facilitate and launch an innovation hub by June 2020 					

G.2

Continued

Attract businesses for economic growth and employment opportunities

G.2.05 Monitor and advise Council on matters relating to the development of Western Sydney International Airport

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Collaborate and liaise in 100% of meetings with stakeholders, Federal and State agencies and Western Sydney Airport Corporation on delivery of the airport Participate proactively in 100% of all scheduled airport steering group meetings Provide an internal briefing on the progress of the Western Sydney International Airport 					Aerotropolis and City Planning

G.2 Continued

Attract businesses for economic growth and employment opportunities

G.2.06 Promote Liverpool as a visitor destination

Ongoing Measures 2019-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Compare Liverpool visitation figures with the previous year Engage in partnership opportunities with cultural tourism enterprises 					City Economy
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Create a Liverpool Visitor Guide by June 2020 Place Liverpool 2019/2020 Visitor Guides in at least two visitor centres in Sydney by June 2020 Create a tourism visitor map by June 2020 Develop a business and events guide by June 2020 Create a group visitor guide by June 2020 Conduct a visitor economy workshop with local businesses by June 2020 Develop a tourism e-kit for local businesses by June 2020 Investigate operator requirements for guided holidays and tours by June 2020 Develop Liverpool experience trails by June 2020 Complete holiday park benefits study by June 2020 					
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Promote Liverpool's diverse specialty shopping precinct by June 2021 					


**2019-20 Operating Expenditure
for actions G.3.01 to G.3.03***
\$14,087,590

*See page 117

Create an attractive environment for investment
G.3.01 Activate and develop vibrant places that attract residents, visitors and workers to Liverpool

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake four activation projects/events across the CBD Deliver eight Banner and Flag Campaigns Commit \$55,000 to Shopfront Facade Upgrade Program Deliver Easter in the Mall in April 2019 Deliver 'Eat Your Heart Out' event in August 2019 Deliver Christmas in the Mall in December 2019 					City Economy
To be completed in 2019-20	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement 60% of short-term actions in the City Activation Strategy by June 2020 					

G.3.02 Manage maintenance and repair program

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 90% of road repair and road infrastructure works within timeframes Complete 90% of kerb and gutter, footpath and cycleway works within timeframes Complete 90% of street furniture, traffic facilities and line marking works within timeframes Complete 90% of stormwater drainage infrastructure and detention basin works within timeframes Complete 90% of restoration of Council's assets affected by external works within timeframes Action 90% customer requests within timeframes 					City Works

G.3

Continued

Create an attractive environment for investment

G.3.03 Deliver property services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Progress with Property Acquisition Strategy (as required) Complete and implement 90% of permanent easement and road closing negotiations (as required) Assess and respond to 90% of outdoor dining applications within 14 business days Respond to 90% of requests concerning city centre carparks within 14 business days Complete Annual Fire Safety Statement (AFSS) by June 2020 					Property
To be completed in 2019-20	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Finalise internal Property Asset Management agreement by December 2019 Prepare a strategy to develop alternative income streams based on the Council's property portfolio by December 2019 					



**2019-20 Operating Expenditure
for actions G.4.01 to G.4.06***

\$22,532,927

*See page 117

Advocate for, and develop, transport networks to create an accessible city

G.4.01 Deliver Council's adopted upgrade and renewals program for roads and transport related assets

To be completed in 2019-2020*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Rehabilitate and resurface 19km of sections of council roads Resurface pavement and administer preventative treatments for 15km of local roads Pave 11.5km of new footpaths to improve accessibility and mobility Pave 0.6km of new cycleways to improve accessibility and mobility Upgrade 20 existing bus stops for compliance with disability standards Provide six new bus shelters Upgrade paving and street lighting along College Street by June 2020 <p>* refer to Capital Expenditure Program on page 111 for further information on these projects</p>					Infrastructure Delivery

G.4.02 Manage traffic and transport for Liverpool

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Hold six Pedestrian, Active Transport and Traffic Committee Meetings Provide comments on 100% of Roads and Maritime Services and Transport for NSW major transport infrastructure projects 					Planning and Transport Strategy
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete review of Parking Strategy by December 2019 					

G.4 Continued

Advocate for, and develop, transport networks to create an accessible city

G.4.03 Manage traffic and road safety on the local road network

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Hold three sessions of the learner driver program Hold six child restraint (Buckle Up) sessions Review and approve 100% of new street light designs within 14 business days 					Planning and Transport Strategy

G.4.04 Assess impact of traffic and transport conditions and services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide advice on 100% of Moorebank Intermodal traffic impacts within 14 days of request Make representations to Roads and Maritime Services and Transport for NSW to improve traffic and transport conditions and services including upgrades to state road network within 14 days of the request 					Planning and Transport Strategy

G.4.05 Advise on regional traffic and transport planning

Ongoing measures 2019-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement part one of the Bike Plan strategy in accordance with the adopted plan by June 2021 					Planning and Transport Strategy

G.4.06 Inspect driveway constructions and manage road opening applications

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process 90% of applications within timeframes Complete 90% of inspections within timeframes 					City Works





LEADING THROUGH COLLABORATION

LEADING THROUGH COLLABORATION



2019-20 Operating Expenditure
for actions L.1.01 to L.1.14*

\$16,321,528

*See page 117

Seek efficient and innovative methods to manage our resources

L.1.01 Provide support to Councillors and Executive Team

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Manage Councillor requests • Complete 60% of Councillor requests within two working days • Provide 12 Councillor request reports • Hold 11 Councillor briefing sessions • Hold six Mayor and Councillor mobile offices • Action requests received at mobile office 					Council and Executive Services

L.1.02 Deliver Council meeting Secretariat

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Prepare 12 Council meeting agendas • Post 100% of Council meeting agendas on Council's website and Councillor system at least three ordinary days prior to meeting • Post 100% of Council meeting minutes on Council's website within 48 hours of meeting • Assign 100% of Council resolutions to relevant staff within 48 hours of meeting • Manage assigned Council resolutions to ensure timely action • Complete 100% of outstanding resolutions reports • Complete 75% of resolutions within timeframes • Provide Auslan interpreters for Council meetings as required 					Council and Executive Services

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.03 Monitor and improve Council's processes for enterprise risk management

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete quarterly enterprise risk management reports Develop an annual risk management work plan by May 2019 					Audit, Risk and Improvement

L.1.04 Deliver professional, timely and authoritative governance services for Council

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Achieve 100% reporting compliance with the Office of Local Government Provide quarterly reports on ongoing policy review activities Complete probity reviews for Council's tender process Provide biannual reports on probity reviews to the Audit, Risk and Improvement Committee Provide biannual reports on Government Information Public Access statistics to the Audit, Risk and Improvement Committee Complete referred investigations 					Governance, Legal and Procurement

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.05 Manage recruitment framework to attract and engage diversity in our new employees

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Increase job application rate by 20% • Decrease first-year turnover rate for ongoing employees to 15% • Compare Council's diversity profile with Liverpool's profile for gender, disability, age and indigenous groups • Compare job application diversity profile with employed diversity profile for gender, disability, age and indigenous groups 					People and Organisational Development
To be completed in 2019-20	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Develop a social media strategy for marketing, promoting and advertising career opportunities and vacant positions by July 2019 • Implement a Workplace Diversity Inclusion Network by December 2019 • Develop an external labour hire policy by December 2019 • Explore and enable Council placements for trainees, graduates and students by December 2019 • Undertake a review of all the risks associated with recruitment and employment of staff by December 2019 • Put in place strategies and processes to manage and minimise identified risks by December 2019 • Introduce pre-employment aptitude assessments plus criminal checks issue by December 2020 					



Continued

Seek efficient and innovative methods to manage our resources

L.1.06 Manage IT Business Strategy

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete biannual testing Achieve 75% of internal customer satisfaction rating with help desk services Complete 80% of help desk requests within timeframes 					Information Technology
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement Citrix Corporate Applications by September 2019 Complete Pathway system upgrade by October 2019 Deliver My Liverpool Application by December 2019 Complete Technology One system upgrade by October 2019 Complete GIS 3D modelling of Central Business District for developers and rate payers by December 2019 					

L.1.07 Manage computer/infrastructure hardware administration program

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure server availability is 99% Ensure network availability is 99% Ensure 95% of computers are less than three years old 					Information Technology

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.08 Conduct, review and improve Council's internal audit activities

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete eight audit reports Review Audit Charters by October 2019 Complete Audit, Risk and Improvement Committee tasks within specified timeframe Complete Audit, Risk and Improvement Committee Annual Report Complete 80% of outstanding audit findings by due date 					Audit, Risk and Improvement
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete Strategic Internal Audit Plan by August 2019 					

L.1.09 Manage Council Properties

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Integrate all properties in Property Asset Management system by December 2019 					Property

L.1.10 Coordinate the development of award submissions and industry recognition

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assist with six award submissions Ensure 60% of award submissions are successful as finalist, highly commended or winner 					Corporate Strategy

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.11 Provide support to various Council committees

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Prepare agenda and minutes for various Council committee meetings • Coordinate Order of Liverpool Awards by November 2019 • Coordinate Australia Day Awards by January 2020 					Council and Executive Services

L.1.12 Manage the delivery of high-quality, cost-effective legal services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver quarterly Legal Services Reports • Deliver up to 6463 hours of internal legal services 					Governance, Legal and Procurement

L.1.13 Engage employees to manage performance achievement and development planning

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Encourage People Achievement and Development Plans to be set for 70% of staff 					People and Organisational Development
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Review new starter and exit survey results by March 2020 • Develop and implement disability and inclusion training by April 2020 					

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.14 Prepare asset-related Statutory Reports in a timely manner to meet regulatory requirements

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Submit Condition of public infrastructure report including Special Schedule 7 (SS7) by September 2019 • Submit Grants Commission Annual Return of Information for Local Roads and Bridges by September 2019 • Submit Grants Commission Annual Return of National Local Roads Data System Survey by October 2019 • Submit ALGA National State of the Assets Report by November 2019 • Submit NSW Road Asset Benchmarking Report by January 2020 					Technical Support

L.2

2019-20 Operating Expenditure
for actions L.2.01 to L.2.06***\$3,639,489**

*See page 117

Increase community engagement**L.2.01 Promote Liverpool through marketing and communications**

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Increase Facebook followers by 10% compared with 2018/19 result • Increase Instagram followers by 40% compared with 2018/19 result • Produce 600 pieces of design collateral for projects and campaigns • Send out 200 media releases as required • Provide 100% of media responses within timeframe • Provide 150 speeches for Mayor and CEO • Increase number of visitors on Liverpool Listens by 5% compared with the previous quarter • Increase the number of community projects undertaken on Liverpool Listens by 5% compared with the same quarter last year • Complete quarterly distribution of Liverpool Life newsletter • Increase email database by 10% • Action 100% of website updates within two working days 					Communications
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Deliver Local Love tourism campaign by end July 2019 					

L.2 Continued

Increase community engagement

L.2.02 Increase attendance at Council events through marketing

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase attendance at Eat Your Heart Out Event by 5% from previous year Increase attendance at Liverpool on a Roll event by 5% from previous year Increase attendance at New Year's Eve event by 5% from previous year Increase attendance at Australia Day event by 5% from previous year 					Communications

L.2.03 Manage community events to increase community engagement

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Host 900 attendees across two Council Seniors Concerts Host 170 attendees at Council's Gift of Time event 					Events
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete Events Strategy by June 2020 					

L.2.04 Assist with the promotion, coordination and growth of sporting codes

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver Liverpool Sporting Donations Program Deliver Liverpool Sporting Club Grants Program Convene four meetings of the Liverpool Sports Committee 					Recreation Services

L.2

Continued

Increase community engagement

L.2.05 Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Encourage 20 external parties to utilise CPAC facilities for their events Deliver six youth programs in conjunction with the Casula Powerhouse Arts Centre Youth Committee Develop three new partnerships with galleries, museums, art centres and producers to cross-promote and co-produce events 					Casula Powerhouse Arts Centre
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Deliver Raspberry Pi Project with UNSW Art & Design by September 2019 					

L.2.06 Promote Casula Powerhouse Arts Centre (CPAC) through marketing and communications

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase CPAC Facebook followers by 8% from previous year Increase annual visitation by 6% from previous year 					Casula Powerhouse Arts Centre

L.3

2019-20 Operating Expenditure
for action L.3.01***\$162,141**

*See page 117

Encourage community participation in decision-making**L.3.01 Encourage community participation in programs and decision-making processes**

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Convene four Aboriginal Consultative Committee meetings • Convene four Liverpool Access Committee meetings • Convene four Community Safety and Crime Prevention Advisory Committee meetings • Convene 11 Youth Council meetings • Convene 25 Liverpool District Forums 					Community Development

L.4

2019-20 Operating Expenditure
for actions L.4.01 to L.4.20***\$22,118,795**

*See page 117

Strive for best practice in all Council processes**L.4.01 Manage Council's customer service operations**

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assign 95% of online customer queries within 24 hours Ensure call centre holding time is less than three minutes for 90% of calls during Council business hours from 8.30am to 5.00pm Resolve 85% of calls within an average of four minutes during Council business hours from 8.30am to 5.00pm Increase mystery shopper call centre and front counter results to more than 85% Increase residents receiving rates and instalment notices via email by more than 10% from previous year 					Customer Experience
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Explore system capabilities for online customer services by December 2019 					

L.4.02 Manage and expand ePlanning Portal

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure 90% of Section 10.7 certificates are lodged online Ensure the availability of applications for lodgement is 95% 					eBusiness and Planning Reform
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Manage the deployment of online site inspections by September 2019 Deploy online system for assessment of applications by June 2020 					

L.4

Continued

Strive for best practice in all Council processes

L.4.03 Manage and complete Integrated Planning and Reporting requirements

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Update integrated planning and reporting website page by July 2019 Produce four internal quarterly updates Produce Council's Annual Report by November 2019 Produce Council's Annual Report video by November 2019 Produce Biannual Report (January to June 2019) by August 2019 Produce Biannual Report (July to December 2019) by February 2020 Complete revision of Delivery Program and Operational Plan by June 2020 					Corporate Strategy

L.4.04 Comply with financial legislative requirements

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Lodge Business Activity Statement Returns monthly Lodge Fringe Benefits Tax Return by May 2019 Complete Unqualified Audit of Financial Statements report by October 2019 Lodge Audit of Financial Statements with Office of Local Government by October 2019 					Financial Services

L.4

Continued

Strive for best practice in all Council processes

L.4.05 Manage the delivery of monitored, transparent and accountable procurement services

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop a risk-based performance measurement framework to deliver optimal value for ratepayers by June 2020 Develop an ethical and sustainable procurement policy to address strategic objectives by June 2020 					Governance, Legal and Procurement

L.4.06 Identify and report hazards to promote a safe workplace

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Respond to and raise corrective actions for 85% of hazards within the required timeframe Increase hazard reporting by 30% Complete 90% of scheduled workplace inspections Complete 90% of scheduled Work Health and Safety (WHS) site inspections pertaining to City Infrastructure and Environment and City Presentation 					Work Health and Safety
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Conduct hazard and near miss identification and reporting workshop program by July 2019 					

L.4

Continued

Strive for best practice in all Council processes

L.4.07 Manage and report on workplace Work Health and Safety (WHS) risks through injury management and proactive engagement with staff and stakeholders

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure 80% of incidents are reported within 24 hours Utilise injury management processes to reduce lost-time injuries by 5% from previous year Convene monthly Work Health and Safety (WHS) Committee meetings Deliver Safe Work Month program by October 2019 					Work Health and Safety
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Coordinate Work Health and Safety management system update by September 2019 Conduct Recover at Work workshop program for key stakeholders by December 2019 					

L.4

Continued

Strive for best practice in all Council processes

L.4.08 Manage staff Health and Wellbeing Program (HWB)

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase staff participation in the immunisation program by 5% Increase staff utilisation of the Health and Wellbeing (HWB) program by 5% 					Work Health and Safety
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Develop an online claims process for the HWB program by July 2019 Update WHS hub on the staff intranet by December 2019 Design a HWB page on the staff intranet by December 2019 					

L.4.09 Manage and deliver strategic initiatives

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assist with delivery of LGNSW Conference by October 2019 Complete Pathway Customer Request Process Project by June 2020 Complete Annual Report audit by June 2020 					Corporate Strategy
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Review Council's services by June 2021 					

L.4

Continued

Strive for best practice in all Council processes

L.4.10 Manage Council's Process Mapping System

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 100% of training as requested Coordinate 100% of scheduled process mapping meetings 					Audit Risk and Improvement

L.4.11 Utilise an effective resolutions model, to promote a bullying and harassment-free workplace

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure at least 90% employee attendance to Dignity and Respect program within 12 months of commencing employment 					People and Organisational Development

L.4.12 Manage fleet and outdoor machinery and equipment

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Meet 90% of workshop indicators within service times Replace 95% of projected plant equipment within budget period Manage fleet and plant equipment to support utilisation rate of 70% 					Operational Facilities
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Explore new technology and capabilities within vehicle management systems with Information Technology by June 2020 					

L.4

Continued

Strive for best practice in all Council processes

L.4.13 Engage employees through internal communication

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Hold 100% of scheduled CEO presentations • Hold 100% of scheduled Leadership Forums • Produce 100% of fortnightly staff newsletter editions (24 editions) • Increase staff newsletter open rate to 30% • Achieve a 60% staff registration rate to Yammer (Council's internal communication platform) 					Communications
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> • Upgrade Intranet by February 2020 					

L.4.14 Coordinate code of conduct and privacy complaints and public interest disclosures

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Assess complaints • Finalise complaints • Submit 100% of statutory reports on time • Review Council privacy policy and privacy requirements for Council forms, processes and statements every two years (as required) • Provide ongoing training and resources on internal reporting (PIDs) for Council staff 					Internal Ombudsman

L.4**Continued****Strive for best practice in all Council processes****L.4.15 Develop, review and update asset management plans for Council's infrastructure and building assets**

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Update Asset Management Plans to meet the requirements of the Integrated Planning and Reporting Framework Undertake condition assessment of Council assets to monitor asset performance 					Technical Support
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Update Asset Management Plan for Council's transport portfolio by June 2020 Update Asset Management Plan for Council's floodplain and water management portfolio by June 2020 Undertake condition assessment of Council's childcare and park amenity building assets by June 2020 Undertake inventory verification and condition assessment of Council's detention basins and wetlands by June 2020 					

L.4

Continued

Strive for best practice in all Council processes

L.4.16 Manage Council's insurance-related matters

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process and communicate 100% of workers compensation claims within timeframes Submit monthly data reports to State Insurance Regulatory Authority Submit 100% of annual reporting information at periodic intervals within seven days of receipt to State Insurance Regulatory Authority 					Risk Management

L.4.17 Manage Council's equipment stores

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Conduct two completion of cycle counts Manage outdated stock to less than 20% 					Operational Facilities

L.4.18 Manage the review of developer contributions systems and policies

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Establish an infrastructure committee for development contribution-funded projects by July 2019 Develop specifications for a new developer contributions system by December 2019 Commence review of existing developer contribution plans by December 2019 Process map Infrastructure Planning-related processes by January 2020 Develop a new approach to managing developer contributions by June 2020 					Infrastructure Planning

L.4 Continued

Strive for best practice in all Council processes

L.4.19 Manage Council projects effectively

To be completed in 2019-2020	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop and implement Council-wide Project Management Framework by June 2020 					Technical Support

L.4.20 Maintain Council's Asset Management System

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement Strategic Maintenance Planning (SMP) module of Assetic Asset Management System Develop and implement predictive modelling for various asset classes for asset renewal and maintenance planning 					Technical Support
To be completed in 2019-2020	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement Strategic Maintenance Planning (SMP) for footpath assets by June 2020 Develop and update predictive modelling for stormwater pits, bridges and building assets by June 2020 					

FINANCIAL INFORMATION

COUNCIL'S BUDGET AT A GLANCE

Council's 2019-20 budget assumes continuation of Council services at current levels consistent with the Community Strategic Plan. In compiling the budget particular consideration was given to:

- Service demands that must be satisfied in the course of the budget cycle;
- New initiatives to improve service delivery and capitalise on growth opportunities;
- Statutory obligations that may be applicable (such as in the pricing policy); and
- Asset and resource management requirements that satisfy service delivery demands, including investments in new infrastructure.

	2018-19 Forecast	2019-20 Budget	2020-21 Projections	2021-22 Projections	2022-23 Projections
Population Forecast	228,887	234,609	240,474	246,486	252,648
Number of Ratepayers	71,169	72,569	73,969	75,369	76,769
Consumer Price Index	1.8%	1.9%	1.9%	1.9%	1.9%
IPART Rate Peg	2.3%	2.7%	2.7%	2.7%	2.7%
Local Government Award	2.5%	2.5%	2.5%	2.5%	2.5%

Table 1 – key parameters used to formulate the budget

In 2019-20, Council's net operating result before grants and contributions for capital purposes is budgeted at \$2.2 million deficit. From cash perspective, the budget has resulted in some \$34.9 million of operational funds being available for use towards financing loan principal repayments (\$6.7 million) and the Capital Works Program (\$28.2 million).

	2018-19 Forecast	2019-20 Budget	2020-21 Projections	2021-22 Projections	2022-23 Projections
Operating Revenue	\$190.4m	\$202.8m	\$220.0m	\$205.8m	\$208.0m
Capital Revenue	\$110.7m	\$102.9m	\$112.4m	\$80.6m	\$69.0m
Operating Expenses	\$188.9m	\$205.0m	\$208.9m	\$212.5m	\$217.4m
Net Operating Result	\$112.2m	\$100.7m	\$123.5	\$73.8m	\$59.5m
Net Operating Result before capital grants & contributions	\$1.5m	(\$2.2m)	\$11.1m	(\$6.8m)	(\$9.4m)

Table 2 – Operating budget aggregates

Council is mindful of its obligation to demonstrate financial sustainability and will continue to measure and report on its financial performance using Fit for the Future benchmarks.

	2018-19 Forecast	2019-20 Budget	2020-21 Projections	2021-22 Projections	2022-23 Projections
Operating Performance Ratio Benchmark: $\geq 0\%$ (Average over 3 years)	3.4%	1.6%	0.3%	-1.6%	-1.3%
Own Source Operating Revenue Ratio Benchmark: $\geq 60\%$ (Average over 3 years)	55.5%	59.5%	61.0%	61.5%	64.9%
Debt Service Ratio Benchmark: $>0\%$ and $\leq 20\%$ (Average over 3 years)	4.4%	4.2%	4.1%	4.3%	4.8%
Real Operating Expenditure Benchmark: Decrease per capita over time	\$643	\$665	\$645	\$624	\$608

Table 3 – Key operating financial performance measures

Council will continue to monitor operations to ensure they are performed efficiently, on time and within budget. All revenue and expenditure items will be analysed monthly and reported to Council at least quarterly with a view to improving services and reducing net cost of services.

MAJOR INCOME AND EXPENDITURE

RATES

Increases in rates and annual charges are subject to rate pegging limits determined annually by the NSW Independent Pricing and Regulatory Tribunal (IPART). Rate pegging limits the amount that Council can increase its rate revenue. For 2019-20, IPART has varied Council rates income by 2.7% and this has been factored in the budget.

In addition, provisions under the NSW *Local Government Act 1993* allow councils to make special rate variations, subject to IPART approval, to meet the cost of any works, facilities or services it provides. No such special rate variation has been factored in Council's 2019-20 and forward year budget estimates.

DOMESTIC WASTE MANAGEMENT CHARGE

The Domestic Waste Management (DWM) charge will increase to \$456 in 2019-20, representing a 2.5% increase from the current rate of \$444. IPART does not specify a percentage by which annual charges for DWM may be varied for the rating year. However, in accordance with the Act all charges must be calculated so as not to exceed the 'reasonable cost' to Council of providing those services.

ENVIRONMENT LEVY

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

CITY DEVELOPMENT FUND (EX TOWN IMPROVEMENT FUND)

The City Development Fund (CDF) is a special levy based on the rateable land value of all commercially zoned properties within an agreed boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The CDF is to be spent only on projects within that boundary which improve all or any of the following aspects of the City Centre including image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity. In 2019-20 Council has allocated \$2.1 million from the City Development Fund Reserve mainly to repay the loan taken out for City Revitalisation Projects.

STORM WATER MANAGEMENT SERVICE CHARGE

Council first introduced the Storm Water Management Service Charge for residential and business properties in 2008–09. This charge is intended to ensure that maintenance, renewal and improvements to Liverpool's storm water system are adequately funded. The 2019-20 budget estimates assume no increases.

The estimated \$135.3 million revenue from rates and annual charges for 2019-20 includes:

	\$
Ordinary Rates	97,565,452
Domestic Waste Management Services	32,604,355
Environment Levy	1,778,000
City Development Fund (ex Town Improvement Fund)	1,527,500
Stormwater Management Services	1,549,400
Miscellaneous - On Site Sewerage Management	260,000
	135,284,707

USER CHARGES AND FEES

Council's user charges are categorized into two groups:

- Regulated fees – These are prescribed and charged by Council under relevant NSW State Acts and Regulations. The 2019-20 budget estimates is based on current rates.
- Non-regulated fees – These "user pays" fees are set by Council and applied on partial or full cost recovery basis. An increase of 2.5% is generally included in the 2019-20 budget estimates.

The estimated \$19.9 million revenue from user charges & fees for 2019-20 includes:

	\$
Planning & Building Regulation Fees	9,232,777
Parking Fees	3,464,931
Child Care Fees	3,725,049
Community and Recreational Facilities hire	1,469,108
Other Statutory Regulatory Fees	872,625
Other fees & charges	1,156,825
	19,921,315

INTEREST AND INVESTMENT REVENUE

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRNs) so as to achieve its policy objective of maximising returns from authorised investments. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by the State Government. Income from interest and investments is projected at \$7.7 million for 2019-20. This estimate is based on the current lower market cash rate and expected investment holdings.

GRANTS & CONTRIBUTIONS

OPERATING GRANTS

This includes Federal Government Financial Assistance (FAG) and various specific purpose grants from NSW State Government agencies. The FAG program consists of two components:

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

Both components of the grant are not tied, allowing Council to spend the grants according to local priorities. The 2019-20 budget estimates assume no indexation.

CAPITAL GRANTS

This includes specific purpose grants from NSW State Government agencies and developer contributions. The budget estimates are based on the projected level of development in Liverpool LGA.

DEVELOPER CONTRIBUTIONS

The Environmental Planning and Assessment Act 1979 gives Council the power to levy contributions from developers for public services and amenities required as a consequence of their development. For Council to levy contributions there must be a clear nexus between the proposed development and the need for the public service or amenity for which the levy is required. These funds are held separately to Council's general income and can only be applied to the provision of services and amenities identified in Council's Developer Contributions Plan. The delivery of works funded by developer contributions is subject to the timing of receipts

At the reporting period ending 30 June 2018, Council held \$145.7 million of developer contributions for the provision of infrastructure. Approximately \$52.9 million of developer contributions have been allocated in the 2019-20 Capital Works Program.

OTHER REVENUE

Income from Council's non-core activities are included in the budget estimates as other revenue and based on the current level of activities:

	\$
Rental: Investment & Other Properties	3,514,941
Parking & Other Fines	2,924,882
Restoration Works - Cost Recovery	1,348,804
Sales General (CPAC/Recycled Material/Cafés/Events)	514,692
Miscellaneous	4,055,947
	12,359,266

EMPLOYEE-RELATED COSTS

Council employed the equivalent of 743 full-time staff at the end of June 2018. That number fluctuates and consists of part-time as well as full-time officers who work directly in providing Council services in Liverpool and indirectly through the provision of corporate support services.

Estimated employee-related costs in 2019-20 will be approximately \$78.5 million. This represents an overall increase of 9.3% compared to revised estimates for 2018-19. Employee-related costs include expenses for salaries, superannuation, workers compensation, staff training and welfare, and uniforms.

The estimates include a provision for a 2.5% general award increase and incremental progression through Council's salary system for eligible employees.

In 2019-20, Council will continue to make additional superannuation contributions on behalf of employees in the defined benefits scheme Division B as a result of investment losses within the fund. The basis for the calculation for future additional contributions was reviewed in November 2017 and the additional contributions will continue for the foreseeable future.

BORROWING COSTS

At 30 June 2018, Council had an outstanding loan liability of \$32.7 million.

The budget assumes Council will borrow an additional \$174 million over the next four years, mainly to build the new Liverpool Civic Place and infrastructure required to achieve Fit for the Future indices. Interest on borrowing for Liverpool Civic Place whilst under construction will be added to the project costs as permitted by the Accounting Standards.

MATERIAL & CONTRACTS

- **TIPPING & WASTE SERVICES** – Includes contractor cost for domestic waste collection, tipping, and hazardous waste remediation. The budget estimates have also been indexed for expected increases in residential properties and general changes to contract price.
- **OTHERS** – Includes general maintenance cost of Council's infrastructure, buildings and community facilities. The budget estimates represent a 1.9% general increase and specific adjustments to reflect program of works.

DEPRECIATION

Depreciation costs relate to apportionment of an asset's capital value as an expense over its estimated useful life to take account of normal usage, obsolescence, or the passage of time. The budget estimates represent Council's significant investment in capital assets.

OTHER EXPENSES

Other expenses include provision for utilities, contribution to State Emergency Services, insurance and other miscellaneous costs. The budget estimates represent a 1.9% general increase and specific adjustments for known price increases.

The estimated \$13.5 million includes:

	\$
Electricity Charges including Street Lighting	4,667,670
Insurance	2,192,062
Emergency Services Contributions (NSW Fire / SES / RFS)	2,155,534
Water, Gas and Other Utilities	1,438,743
Grants, Contributions, Donations, Subsidies and Sponsorships	747,266
Councillors' Expenses, including Allowances	522,988
Advertising (Non-employment)	390,961
Databases and eBooks	315,601
Telephone Rentals, Calls, Data Lines and Website Licence	294,699
Publications and Subscriptions	208,258
Other Statutory Charges	148,037
Miscellaneous	385,428
	13,467,247

LIVERPOOL
CITY
COUNCIL



SUMMARY - 2019-20

OPERATING BUDGET

As in previous years, the 2019-20 budget has been prepared on a full accrual accounting basis. Information is collated from Council's controlled entities, business activities and special purpose funds, and incorporates non-cash transactions to present a complete picture of Council's operations.

	2017-18 Annual Actual	2018-19 Revised Budget	2019-20 Draft Budget	2020-21 Draft Forecast	2021-22 Draft Forecast	2022-23 Draft Forecast
Net Operating Results Before Grants & Contributions for Capital Purposes	778,343	(186,788)	(2,177,741)	11,121,135	(7,174,810)	(10,081,698)
Revenue						
Rates & Annual Charges	124,705,841	130,338,224	135,284,707	143,410,347	149,001,751	154,767,071
User Charges & Fees	22,027,144	19,474,881	19,921,315	20,140,726	20,387,539	20,629,422
Interest & Investment Revenue	6,453,204	7,880,256	7,748,038	7,828,670	8,051,649	5,662,230
Grants & Contributions - Operating	18,012,312	18,467,837	18,153,681	16,964,387	16,840,560	16,263,157
Grants & Contributions - Capital (Others) *	58,309,475	34,326,938	38,227,411	49,889,731	18,056,168	16,410,414
Grants & Contributions - Capital (Developer) *	57,824,772	47,757,385	64,711,075	62,518,683	62,588,517	52,563,408
Other Revenues	11,570,940	11,627,140	12,359,266	20,105,806	9,852,296	10,105,253
Net Gain from the Disposal of Assets	0	433,725	8,753,000	11,000,000	1,000,000	0
Share of Interests in Joint Ventures	646,546	325,000	600,000	600,000	600,000	600,000
Total Revenue	299,550,232	270,631,386	305,758,493	332,458,350	286,378,480	277,000,955
Expenses						
Employee Costs	63,913,661	71,811,295	78,519,724	80,623,228	83,147,444	85,916,690
Borrowing Costs	1,613,291	1,510,528	1,424,494	1,217,016	968,442	714,257
Materials & Contracts - Tipping & Waste Services	24,937,346	25,090,904	31,219,967	30,931,844	32,040,659	33,232,040
Materials & Contracts - Other	29,717,378	31,560,418	31,982,220	32,465,578	32,918,505	33,534,709
Legal Costs	1,449,077	905,480	921,919	939,437	957,285	975,474
Consultants	1,741,207	3,188,997	3,039,938	1,393,800	1,403,272	926,272
Depreciation	37,572,533	38,134,366	40,672,239	43,020,995	43,408,726	44,167,520
Other Expenses	12,071,289	12,881,863	13,467,247	14,586,903	13,971,655	14,236,688
Net Loss from the Disposal of Assets	6,404,746	0	0	0	0	0
Revaluation decrement/impairment of IPP&E*	3,217,115	3,650,000	3,750,000	3,750,000	3,750,000	3,750,000
Internal Charges	0	0	0	0	0	0
Total Expenses	182,637,643	188,733,851	204,997,748	208,928,801	212,565,988	217,453,650

*Infrastructure, Property, Plant and Equipment

	2017-18 Annual Actual	2018-19 Revised Budget	2019-20 Draft Budget	2020-21 Draft Forecast	2021-22 Draft Forecast	2022-23 Draft Forecast
Net Operating Result	116,912,589	81,897,535	100,760,745	123,529,549	73,812,492	59,547,305
Less: Grants & Contributions for Capital Purposes *	116,134,246	82,084,323	102,938,486	112,408,414	80,644,685	68,973,822
Net Operating Results Before Grants & Contributions for Capital Purposes	778,343	(186,788)	(2,177,741)	11,121,135	(6,832,193)	(9,426,517)
Add back: Depreciation	37,572,533	38,134,366	40,672,239	43,020,995	43,408,726	44,167,520
Add back: Non-Cash Borrowing Costs	299,947	214,693	115,081	0	0	0
Add back: Net Accrual of Revenue & Expenses	(2,747,069)	(325,000)	(681,000)	(681,000)	(681,000)	(681,000)
Add back: Asset Write-Off/Revaluation Decrement	4,002,068	3,650,000	3,750,000	3,750,000	3,750,000	3,750,000
Add back: Grants & Contributions for Capital Purpose	116,134,246	82,084,323	102,938,486	112,408,414	80,644,685	68,973,822
Net changes in Reserves	(76,293,117)	2,393,495	(25,052,237)	(18,656,984)	1,302,612	9,002,324
Funds Available for Capital Expenditure	79,746,950	125,965,089	119,564,828	150,962,560	121,592,830	115,786,149
Capital Expenditure						
City Infrastructure & Environment	45,528,510	80,325,936	86,242,670	48,868,404	48,036,937	48,591,258
City Economy & Growth	6,877,561	43,629,989	45,279,189	78,388,811	72,806,447	65,357,663
City Community & Culture	1,850,875	2,128,312	1,719,500	1,075,000	1,083,500	1,106,500
City Corporate	37,968,152	26,879,544	15,420,000	91,600,875	81,756,318	42,572,780
City Presentation	1,791,960	3,872,000	7,051,500	2,760,000	2,485,000	2,356,000
Office of the CEO	236,370	120,000	575,000	10,000	0	0
Capital Works Program	94,253,428	156,955,781	156,287,859	222,703,090	206,168,202	159,984,201
Principal Loan Repayment	5,739,495	6,885,881	6,657,028	6,729,098	9,296,499	10,713,023
Borrowings	(6,000,000)	(19,500,000)	0	(69,500,000)	(68,500,000)	(36,000,000)
Book Value of Assets Disposed	(10,998,442)	(833,875)	(8,478,500)	(6,842,500)	(859,500)	(260,000)
Total Capital Expenditure	82,994,481	143,507,787	154,466,387	153,089,688	146,105,201	134,437,224
Net Change in General Fund	(3,247,531)	(17,542,698)	(34,901,559)	(2,127,128)	(24,512,371)	(18,651,075)

LIVERPOOL CITY COUNCIL

SUMMARY FINANCIAL RESULTS -

CONSOLIDATED

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Office of the CEO	2019-20 Draft Budget
Revenue							
Rates & Annual Charges	3,327,400	260,000	0	99,749,725	31,947,582	0	135,284,707
User Charges & Fees	13,439	10,145,254	5,310,501	3,714,931	737,190	0	19,921,315
Interest & Investment Revenue	139,181	5,333,890	0	1,627,836	647,131	0	7,748,038
Grants & Contributions - Operating	153,332	2,132,500	4,158,598	10,248,001	1,161,250	300,000	18,153,681
Grants & Contributions - Capital (Others) *	22,496,073	15,681,338	50,000	0	0	0	38,227,411
Grants & Contributions - Capital (Developer) *	0	64,711,075	0	0	0	0	64,711,075
Other Revenues	1,818,404	3,096,194	1,336,926	4,666,089	1,441,653	0	12,359,266
Net Gain from the Disposal of Assets	0	0	0	8,753,000	0	0	8,753,000
Share of Interests in Joint Ventures	0	0	0	600,000	0	0	600,000
Total Revenue	27,947,829	101,360,251	10,856,025	129,359,582	35,934,806	300,000	305,758,493
Expenses							
Employee Costs	2,841,013	15,548,998	19,075,398	16,278,038	20,329,833	4,446,444	78,519,724
Borrowing Costs	0	0	0	1,424,494	0	0	1,424,494
Materials & Contracts - Tipping & Waste Services	2,272,535	10,000	0	32,660	28,904,772	0	31,219,967
Materials & Contracts - Other	786,917	2,441,592	7,184,742	8,720,590	11,745,392	1,102,987	31,982,220
Legal Costs	0	4,000	0	917,619	0	300	921,919
Consultants	555,000	1,869,466	18,000	20,000	200,000	377,472	3,039,938
Depreciation	27,359,153	19,571	6,619,950	4,044,280	2,570,811	58,474	40,672,239
Other Expenses	112,619	3,548,081	3,521,188	2,646,851	2,648,183	990,325	13,467,247
Net Loss from the Disposal of Assets	0	0	0	0	0	0	0
Revaluation Decrement/Impairment of IPP&E*	0	0	0	3,750,000	0	0	3,750,000
Internal Charges	35,278	40,141	115,669	(838,900)	685,712	(37,900)	0
Total Expenses	33,962,515	23,481,849	36,534,947	36,995,632	67,084,703	6,938,102	204,997,748

*Infrastructure, Property Plant and Equipment

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Office of the CEO	2019-20 Draft Budget
Net Operating Result	(6,014,686)	77,878,402	(25,678,922)	92,363,950	(31,149,897)	(6,638,102)	100,760,745
Less: Grants & Contributions for Capital Purposes *	22,496,073	80,392,413	50,000	0	0	0	102,938,486
Net Operating Results Before Grants & Contributions for Capital Purposes	(28,510,759)	(2,514,011)	(25,728,922)	92,363,950	(31,149,897)	(6,638,102)	(2,177,741)
Add back: Depreciation	27,359,153	19,571	6,619,950	4,044,280	2,570,811	58,474	40,672,239
Add back: Non-Cash Borrowing Costs	0	0	0	115,081	0	0	115,081
Add back: Net Accrual of Revenue & Expenses	0	0	0	(681,000)	0	0	(681,000)
Add back: Asset Write-Off/Revaluation Decrement	0	0	0	3,750,000	0	0	3,750,000
Add back: Grants & Contributions for Capital Purpose	22,496,073	80,392,413	50,000	0	0	0	102,938,486
Net Changes in Reserves	19,045,337	(39,221,503)	(39,500)	(7,503,415)	2,506,286	160,558	(25,052,237)
Funds available for Capital Expenditure	40,389,804	38,676,470	(19,098,472)	92,088,896	(26,072,800)	(6,419,070)	119,564,828
Capital Expenditure							
Capital Works Program	86,242,670	45,279,189	1,719,500	15,420,000	7,051,500	575,000	156,287,859
Loan Principal Repayment	0	0	0	6,657,028	0	0	6,657,028
Borrowings	0	0	0	0	0	0	0
Book Value of Assets Sold	0	0	0	(8,478,500)	0	0	(8,478,500)
Total Capital Expenditure	86,242,670	45,279,189	1,719,500	13,598,528	7,051,500	575,000	154,466,387
Net Change in General Fund	(45,852,866)	(6,602,719)	(20,817,972)	78,490,368	(33,124,300)	(6,994,070)	(34,901,559)

CAPITAL WORKS

INVESTMENT IN COUNCIL INFRASTRUCTURE

Council has stewardship of infrastructure assets valued in excess of \$1.8 billion (excludes land). Council recognises asset maintenance and renewal as a fundamental aspect of a responsible government. It reflects our commitment to providing quality services and facilities in line with the expectations of our community, and financial sustainability over the medium- to long-term. Council adopted an Asset Management Policy that sets the guidelines for undertaking asset management in a structured and coordinated way throughout Liverpool. The Capital Works Program details proposed capital works for the 2019-20 year. The Capital Works Program represents net expenditure of some \$155 million.

	2018-19 Forecast \$'000	2019-20 Budget \$'000	2020-21	2021-22	2022-23
			Projections \$'000		
Total Capital Expenditure	197,908	156,288	222,703	206,168	159,984
Comprising of:					
Buildings	24,469	18,874	100,329	87,987	48,936
Drainage	25,133	14,011	18,968	16,729	16,384
Floodplain	20,679	20,984	19,387	11,872	9,975
Information Technology	3,227	3,075	1,610	630	590
Land	7,085	3,890	2,573	6,295	21,757
Land Improvements	65	110	50	65	10
Library Materials	784	796	642	649	672
Office Equipment, Furniture and Fittings	1,744	10	0	0	0
Parks and Recreation	39,633	45,849	27,045	47,956	27,982
Plant and Fleet	2,822	6,003	1,918	1,625	1,549
Bridges	3,183	5,283	83	83	83
Footpaths	5,448	2,859	3,833	2,756	2,853
Roads	63,636	34,544	46,265	29,521	29,193
Grouped into:					
New Assets	132,287	113,897	188,509	172,887	125,571
Renewal Assets	65,621	42,391	34,194	33,281	34,413
Funded by:					
Developer Contributions (including In-Kind Works)	60,347	64,941	91,317	84,823	77,115
General Fund	98,199	57,354	54,304	47,087	39,485
External Borrowings	25,389	0	65,500	68,500	36,000
Grants and Contributions	5,103	22,796	8,793	3,356	4,447
General Property Reserve	4,698	5,210	0	0	170
Stormwater Reserve	1,552	1,624	1,547	1,607	1,570
Parking Strategy Reserve	0	1,500	0	0	0
Domestic Waste Reserve	1,100	1,670	450	0	400
Environment Levy	1,020	789	792	795	797
Moorebank Acquisition Reserve	500	404	0	0	0

The effectiveness of Council's infrastructure asset management plan is measured by indicators prescribed by the Office of Local Government (OLG). Based on 2019-20 and the forward year's budget, Council's performance against OLG benchmarks will be as follows:

	2018-19 Forecast	2019-20 Budget	2020-21	2021-22	2022-23
	Projections				
Building & Infrastructure Renewals Ratio Benchmark: >100% (Average over 3 years)	106.9%	101.6%	98.7%	97.5%	95.0%
Infrastructure Backlog Ratio Benchmark: <2%	2.0%	1.5%	1.1%	0.8%	0.6%
Asset Maintenance Ratio Benchmark: >100% (Average over 3 years)	113%	119%	118%	118%	116%

WORKS FUNDED BY STORM WATER MANAGEMENT SERVICE CHARGE

As part of the IPART conditions, Council is required to budget and report actual capital expenditure funded by the additional income from Storm Water Management Levy approved in 2008-09. The works that will be funded in 2019-20 include:

PROGRAM/PROJECT DESCRIPTION	\$'000
Flood Mitigation Works	193,800
Prescribed Basins - Restoration & Renewal	82,000
Wetlands	61,800
Telemetry System Maintenance	50,000
New Drainage Infrastructure	75,000
Design of Gross Pollutant Traps	75,000
Stormwater Drainage Renewal	1,200,970
Programmed Drainage Renewal	118,770
Stormwater Pipe Inspection, Assessment & Ancillary Works	154,200
Stormwater Pipe Relining	490,000
Stormwater Pipe Structural Patches	388,000
Flood Mitigation - Open Channel Design	50,000
Stormwater Quality	154,400
Erosion protection	154,400
Total	1,624,170

SPECIAL RATE VARIATION

As part of the IPART conditions, Council is required to budget and report actual capital expenditure funded by the additional income from Special Rate Variation approved in 2009-10. The works that will be funded in 2019-20 include:

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Buildings	2,501,000	2,627,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	524,000	650,000
Building Renewal Program	355,000	355,000
Warren Serviceway Car Park Lift Replacement	800,000	800,000
Community Centre Rehabilitation Program	472,000	472,000
City Library Lift Replacement	350,000	350,000
Parks and Recreation	1,000,000	2,641,000
Playground Replacement Program	100,000	420,000
Sports Courts/Facilities	75,000	75,000
Outdoor Fitness Gym Program	100,000	385,000
Shade Structure Program	100,000	136,000
Lieutenant Cantello Reserve - Regional Playground	100,000	400,000
Judy Pack Park - Local Park Upgrade	100,000	200,000
Australis Oval - Basketball Court Floodlight Upgrade	125,000	125,000
Schoeffel Park - Key Suburb Park Program	300,000	900,000

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Footpaths	589,200	589,200
Cartwright Laneway Renewal - Various Locations	100,000	100,000
South Liverpool Road, Hinchinbrook & Finlay Avenue, Mount Pritchard	42,200	42,200
Williamson Crescent, Warwick Farm - 31 Williamson Crescent to Lawrence Hargrave Road	29,700	29,700
Exhibition Parade, Mount Pritchard - 1 Exhibition Parade to 43 Reservoir Road	47,400	47,400
South Pacific Avenue, Mount Pritchard - 2 South Pacific Ave to 64 South Pacific Avenue	66,800	66,800
Busby Road, Busby - Cartwright Road to Oakwood Place	68,200	68,200
Dampier Place and Weld Strett, Prestons	33,400	33,400
Whyalla Place, Prestons - 9 Whyalla Place to Cul-de-sac	46,300	46,300
Lucas Avenue, Moorebank - Dredge Avenue and Lusty Place	69,900	69,900
Kennedy Street and Stanton Street, Liverpool	85,300	85,300
Roads	3,706,230	4,439,910
Bus Shelter Installations	100,000	125,200
Fifteenth Avenue, West Hoxton - Second Avenue to Herley Avenue	330,000	330,000
Carpark Construction at Woodward Park	200,000	875,000
Bigge Street, Liverpool - Scott Street to Moore Street	234,020	267,500
Beatrice Street, Cecil Hills - Edinburgh Circuit to Anne Place	117,760	117,760
Horningsea Park Drive, Horningsea Park - Leichhardt Street to Joshua Moore Drive	101,850	101,850
Hill Road, Lurnea - Hillview Parade to Wheeler Avenue	158,600	158,600
Central Avenue, Chipping Norton - Haddenham Street to Central Avenue	276,300	276,300
Acacia Avenue, Prestons - East End to Cedar Road	273,650	273,650
Greendale Road, Greendale - Chainage 5280 to Chainage 6140	827,400	827,400
St Johns Road, Busby - Matthew Avenue to North Liverpool Road	836,650	836,650
Bird Walton Avenue, Middleton Grange	250,000	250,000
Total Capital Expenditure	7,796,430	10,297,110

DETAILED 2019-20 CAPITAL EXPENDITURE PROGRAM BY ASSET TYPE & FUNDING SOURCE

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Buildings	18,874,200	300,000	0	18,574,200
Implementation of Disability Inclusion Action Plan	129,000	0	0	129,000
Liverpool Central Library	52,500	0	0	52,500
Child Care Centre Rehabilitation/ Renovation	210,000	0	0	210,000
Casula Powerhouse Arts Centre Building Upgrades	195,000	0	0	195,000
Warren Serviceway Carpark Renewal	50,000	0	0	50,000
Heritage Conservation Program	180,000	0	0	180,000
Protection & Security to Council's Remote Assets Program	200,000	0	0	200,000
Sports Amenity Building Upgrade Program	180,000	0	0	180,000
Leisure Centre Upgrade Program - Michael Wenden Leisure	150,000	0	0	150,000
Michael Wenden Leisure Centre Restoration	80,000	0	0	80,000
Whitlam Leisure Centre Restoration	241,000	0	0	241,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	650,000	0	0	650,000
Leisure Centre Upgrade Program - Holsworthy Pool	75,000	0	0	75,000
Design and Documentation Stage of Liverpool Civic Place	1,890,000	0	0	1,890,000
Construction of Liverpool Civic Place	5,500,000	0	0	5,500,000
Library & Museum Rehabilitation Program	300,000	0	0	300,000
Building Renewal Program	355,000	0	0	355,000
Depot - New Truck Wash Bay	1,546,700	0	0	1,546,700
Kokoda Oval Amenity Building Services	250,000	0	0	250,000
Warren Serviceway Car Park Lift Replacement	800,000	0	0	800,000
Casula Mall Masterplan	50,000	0	0	50,000
Miller Masterplan	50,000	0	0	50,000
LCC Development Corp	250,000	0	0	250,000
Koori Floor Restoration	295,000	0	0	295,000
33 Moore Street Fire Services Upgrade	650,000	0	0	650,000
Community Centre Rehabilitation Program	472,000	0	0	472,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Australis Park Community Centre Upgrade	65,000	0	0	65,000
Liverpool Respite Community Centre	100,000	0	0	100,000
Brass and Pipe Band Hall	115,000	0	0	115,000
Boating Facilities Program	150,000	0	0	150,000
Heritage Conservation Program Collingwood House Upgrade	640,000	300,000	0	340,000
Casula Powerhouse Arts Centre Lift Replacement	470,000	0	0	470,000
Hoxton Park Road Office New Lifts	565,000	0	0	565,000
Carnes Hill Community Centre Upgrades	110,000	0	0	110,000
City Library Lift Replacement	350,000	0	0	350,000
Carnes Hill New Bin Enclosure	250,000	0	0	250,000
Emergency Warning Intercommunication System - 33 Moore Street	150,000	0	0	150,000
Building Works – Courtside Café Bigge Park	80,000	0	0	80,000
Building Works – Shed Café Bigge Park	50,000	0	0	50,000
Building Works – Former Courthouse	100,000	0	0	100,000
Waterproofing – Northumberland Arcade	30,000	0	0	30,000
Air Conditioning replacement – Oscarinos Café	15,000	0	0	15,000
Casula Powerhouse Arts Centre Studio Upgrade	165,000	0	0	165,000
Casula Powerhouse Arts Centre Chani Hoist Replacement	70,000	0	0	70,000
Casula Powerhouse Arts Centre Building Management System Replacement	108,000	0	0	108,000
Casula Powerhouse Arts Centre Air Conditioning Upgrade	240,000	0	0	240,000
Casula Powerhouse Arts Centre Roof Upgrade	250,000	0	0	250,000
Drainage and Floodplain	34,995,265	1,243,500	30,692,595	3,059,170
Moorebank Voluntary Acquisition Scheme	1,450,000	1,000,000	0	450,000
Programmed Drainage Renewal	118,770	0	0	118,770
Stormwater Pipe Inspection, Assessment & Ancillary Works	154,200	0	0	154,200
Stormwater Pipe Relining	490,000	0	0	490,000
Stormwater Pipe Structural Patches	388,000	0	0	388,000
Flood Mitigations - Overland Flows	243,500	243,500	0	0
Erosion protection	154,400	0	0	154,400
Prescribed Basins - Restoration & Renewal	82,000	0	0	82,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Telemetry System Maintenance	50,000	0	0	50,000
Raingarden (9) - Maxwells Creek - Edmondson Park	1,362,184	0	1,362,184	0
Trunk Drainage Basin B5 – Austral	4,859,424	0	4,859,424	0
Trunk Drainage Basin B29 – Austral	4,925,691	0	4,925,691	0
Drainage Lands RC1-East Leppington	3,191,071	0	3,191,071	0
Trunk Drainage Channel DC16A-Austral	541,646	0	541,646	0
DC41 -Trunk Drainage Channel - Austral	568,805	0	568,805	0
DC46 -Trunk Drainage Channel - Austral	1,244,456	0	1,244,456	0
CLB2 - Bio - Retention Basin - East Leppington	1,201,527	0	1,201,527	0
Construction of Basin 14	6,516,800	0	6,516,800	0
Prestons Industrial Local Drainage - Catchment C-West of M7	117,736	0	117,736	0
Prestons Industrial Local Drainage - Catchment F-West of M7	2,851,709	0	2,851,709	0
Raingarden (1) - Western Area Cabramatta Creek - Edmondson Park	435,006	0	435,006	0
Trunk Drainage Channel DC38 - Austral	1,753,184	0	1,753,184	0
Bio-Retention Basin BR13 - East Leppington	823,356	0	823,356	0
Austral/Leppington North Flood Detention Basin 6,9 and 12	150,000	0	150,000	0
East Leppington Stormwater Infrastructure	150,000	0	150,000	0
Cubit Drive, Denham Court - Culvert Extension and Safety Rail	50,000	0	0	50,000
Retaining wall - Wattle Grove - 16 -26 Torrens Crescent & 8 Corrin Crescent	135,000	0	0	135,000
Gross Pollutant Trap - Pearce Park, Liverpool	275,000	0	0	275,000
Gross Pollutant Trap - Anzac Creek, Moorebank	525,000	0	0	525,000
Design of Gross Pollutant Traps	75,000	0	0	75,000
Flood Mitigation - Open Channel Design	50,000	0	0	50,000
Information Technology	3,075,000	0	0	3,075,000
Council Website Modernisation	500,000	0	0	500,000
CCTV Centralisation	100,000	0	0	100,000
Corporate Systems Upgrade - Pathway	70,000	0	0	70,000
Corporate Systems Upgrade - Aurion	35,000	0	0	35,000
Corporate Systems Upgrade - TRIM	75,000	0	0	75,000
Corporate Systems Upgrade - Technology One	50,000	0	0	50,000
Infrastructure Upgrade - Mobility	40,000	0	0	40,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Automation - User and Software	80,000	0	0	80,000
Infrastructure Upgrade - Surveillance Program	60,000	0	0	60,000
Digital Transformation - Systems Integration Program	250,000	0	0	250,000
Business Continuity Program - Software	60,000	0	0	60,000
Minor Systems Upgrade Program - Software	60,000	0	0	60,000
Infrastructure Upgrade - Wi-Fi Program - Reporting	90,000	0	0	90,000
Business Continuity Program - Hardware	80,000	0	0	80,000
Specialised Computer Replacement Program	20,000	0	0	20,000
Corporate System Upgrade - Geocortex Web Servers	20,000	0	0	20,000
Infrastructure Upgrade - Audio Visual Upgrade	150,000	0	0	150,000
Infrastructure Upgrade - BCP - Second VDC	60,000	0	0	60,000
Infrastructure Switch Upgrade - Switch Replacement	250,000	0	0	250,000
Intranet Upgrade	75,000	0	0	75,000
Corporate Systems Upgrade - Pinforce	35,000	0	0	35,000
Council Meeting Webcasting	40,000	0	0	40,000
City 3D Modelling	70,000	0	0	70,000
Online Booking System - One Council Application	200,000	0	0	200,000
Corporate Application Strategy	250,000	0	0	250,000
Cyber Security	40,000	0	0	40,000
Property Software System	70,000	0	0	70,000
Grant Making System	95,000	0	0	95,000
Online booking System for Bin Pick Ups	150,000	0	0	150,000
Land	3,890,000	300,000	190,000	3,400,000
Remediation Costs – Lot 88 Kurrajong Road, Prestons	1,000,000	0	0	1,000,000
Road Closure - 24 Scott Street, Liverpool	2,400,000	0	0	2,400,000
Prestons Industrial Local Drainage - Land - M7 to Lot 2 DP1051510	190,000	0	190,000	0
Liverpool City Centre Urban Forest	300,000	300,000	0	0
Land Improvements	110,000	0	110,000	0
Tree Planting - Plan 6 (Developer)	10,000	0	10,000	0
Tree Planting - Established Area	100,000	0	100,000	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Library Materials	796,000	0	0	796,000
Adult Fiction	64,000	0	0	64,000
Adult Non-Fiction	55,000	0	0	55,000
Audio-Visual Resources	126,000	0	0	126,000
Children's Resources Fiction	64,500	0	0	64,500
Foreign Language	79,500	0	0	79,500
Large Print Books	37,000	0	0	37,000
Legal Access Information Centre	4,000	0	0	4,000
Liverpool Heritage Library	6,500	0	0	6,500
Reference	24,500	0	0	24,500
Special Resources	22,000	0	0	22,000
Young Adult Resources	21,000	0	0	21,000
Carnes Hill Library - Book Acquisition	168,000	0	0	168,000
Junior Audio Visual Resources	41,000	0	0	41,000
HSC Collection	27,500	0	0	27,500
Children's Resources Non-Fiction	26,500	0	0	26,500
School Collection	29,000	0	0	29,000
Office Equipment, Furniture and Fittings	10,000	0	0	10,000
Casula Powerhouse Arts Centre Technical Equipment	10,000	0	0	10,000
Parks and Recreation	45,848,894	12,500,000	24,253,284	9,095,610
Playground Replacement program	420,000	0	0	420,000
Bush Regeneration Program* (Refer to Note (a))	788,500	0	0	788,500
Sports Courts/Facilities	75,000	0	0	75,000
Cabramatta Creek West Arm (2) - Passive Area - Edmondson Park	3,003,933	0	3,003,933	0
Woodward Park Masterplan	400,000	0	0	400,000
Outdoor Fitness Gym Program	385,000	0	130,000	255,000
Solar Light Program	56,000	0	0	56,000
Shade Structure Program	136,000	0	0	136,000
Cirillo Reserve - Design and Construction of Sports Field	8,000,000	0	8,000,000	0
Open Space (OS2)– Edmondson Park	3,560,781	0	3,560,781	0
Local Open space Local Park – OSa5 East Leppington	534,840	0	534,840	0
LP46-Local Passive Open Space - Austral	507,305	0	507,305	0
LP51-Local Passive Open Space - Austral	869,381	0	869,381	0
LP52-Local Passive Open Space - Austral	408,383	0	408,383	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
OSa1-Passive Open Space - East Leppington	871,877	0	871,877	0
OSa2-Passive Open Space - East Leppington	914,527	0	914,527	0
Phillip Park - Redevelopment of Lurnea Community Hub	16,410,110	12,000,000	0	4,410,110
Lieutenant Cantello Reserve - Regional Playground	400,000	0	300,000	100,000
Hammondville Park Masterplan	50,000	0	0	50,000
RLR45 Main St Town Centre (park frontage)	1,831,257	0	1,831,257	0
Judy Pack Park - Local Park Upgrade	200,000	0	0	200,000
Australis Oval - Basketball Court Floodlight Upgrade	125,000	0	0	125,000
Schoeffel Park - Key Suburb Park Program	900,000	0	0	900,000
Stante Reserve - Local Park Construction	2,000,000	0	2,000,000	0
Langhof Park - Local Park Upgrade	115,000	0	115,000	0
Basin 14 - Local Park Design	110,000	0	110,000	0
Chipping Norton Lakes Masterplan	150,000	0	0	150,000
Woodward Park Activation	500,000	0	0	500,000
McGirr Park - Tennis Court Facility	1,280,000	0	750,000	530,000
Croatia Avenue - Local Park Construction	346,000	0	346,000	0
Lighthorse Park Redevelopment – Design	500,000	500,000	0	0
Plant and Fleet	6,003,000	0	0	6,003,000
Major Plant	4,433,000	0	0	4,433,000
Replacement of Trucks for Household Cleanup Service* (Refer to Note (b))	800,000	0	0	800,000
Purchase of New Trucks for Household Clean Up Services (Refer to Note b)	720,000	0	0	720,000
Surveillance Cameras for Illegal Dumping	50,000	0	0	50,000
Roads, Bridges and Footpaths	42,685,500	8,452,573	9,695,010	24,537,917
Bus Shelter Installations	125,200	0	25,200	100,000
Bridge Rehabilitation & Renewal	83,000	0	0	83,000
Fifteenth Avenue, West Hoxton - Second Avenue to Herley Avenue	330,000	0	0	330,000
Kerb & Gutter Replacement	80,000	0	0	80,000
Bus Stops	42,000	0	0	42,000
Road Resurfacing Program - Rejuvenation	500,000	0	0	500,000
Road Resurfacing Program - Programmed Patching	1,650,000	0	0	1,650,000
RLR18a - Local Road (Park Frontage) - Edmondson Park	419,429	0	419,429	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
RMN6-Main Neighbourhood - Edmondson Park	1,162,859	0	1,162,859	0
RMN7-Main Neighbourhood - Edmondson Park	1,090,371	0	1,090,371	0
Stanwell Oval - 147 to 153 Cartwright Avenue, Sadlier	60,700	0	0	60,700
RLR35a - local road (Park Frontage) - Edmondson Park	366,635	0	366,635	0
Safety Barrier Installation	66,000	0	0	66,000
Georges River Foot Bridge Voyager Point	5,200,000	2,600,000	0	2,600,000
RLR18b - Local Road (School Frontage) - Edmondson Park	723,407	0	723,407	0
RLR23 - Local Road (Park Frontage) - Edmondson Park	237,745	0	237,745	0
RLR26 - Local Road (Park Frontage) - Edmondson Park	447,490	0	447,490	0
Edmondson Ave Detailed Design	900,000	900,000	0	0
Fifteenth Ave Strategic and Concept Design	1,500,000	1,500,000	0	0
Jindabyne Street, Heckenberg - South Liverpool Road to St Johns Road	737,250	0	0	737,250
Nuwarra Road, Moorebank - Malinya Crescent to Junction Road	587,000	526,000	0	61,000
Whitford Road, Hinchinbrook - Partridge Avenue to Robin Street	562,250	0	0	562,250
Middleton Drive Underpass at M7 - Detailed Design	350,000	0	350,000	0
Pleasure Point R5 Local Access Street Adjacent to Georges River	49,748	0	49,748	0
RC11-Neighbourhood Connector (Rail Frontage) - Edmondson Park	361,302	0	361,302	0
RC37-Main Street Town Centre (Park Frontage) - Edmondson Park	3,157,802	0	3,157,802	0
RLR27 - Local Road (Park Frontage) - Edmondson Park	394,322	0	394,322	0
Extension of Bathurst Street Concept and Detailed Design	200,000	0	0	200,000
Intersection Upgrade of Governor Macquarie Drive and Hume Highway	225,000	225,000	0	0
Intersection Upgrade of Governor Macquarie Drive and Newbridge Road	75,000	75,000	0	0
Liverpool CBD Traffic Improvement Design	40,000	0	0	40,000
Braidwood Drive, Prestons - Corfield Road to Minnamurra Crescent	38,300	0	0	38,300
Dalmeny Drive, Prestons - Moy Close to Ash Road & Bomaderry Drive	63,000	0	0	63,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Venezia Street, Manildra Street and Progress Crescent, Prestons	73,000	0	0	73,000
Enterprise Crescent, Prestons - Lynn Parade to 24 & 30 Enterprise Crescent	45,900	0	41,900	4,000
Lyn Parade, Prestons - 25 Lyn Parade to 41 Lyn Parade	53,300	0	48,800	4,500
Dredge Avenue and Regent Crescent, Moorebank	58,350	0	0	58,350
Wildman Avenue, Liverpool - 66 Wildman Avenue to 4 Wildman Avenue	66,250	0	0	66,250
Medley Avenue, Liverpool - 9 O'Brien Parade to 99 O'Brien Parade	93,900	0	0	93,900
Cartwright Laneway Renewal - Various Locations	100,000	0	0	100,000
South Liverpool Road, Hinchinbrook & Finlay Avenue, Mt Pritchard	42,200	0	0	42,200
Williamson Crescent, Warwick Farm - 31 Williamson Crescent to Lawrence Hargraves Road	29,700	0	0	29,700
Exhibition Parade, Mt Pritchard - 1 Exhibition Parade to 43 Reservoir Road	47,400	0	0	47,400
South Pacific Avenue, Mt Pritchard - 2 South Pacific Ave to 64 South Pacific Avenue	66,800	0	0	66,800
Busby Road, Busby - Cartwright Road to Oakwood Place	68,200	0	0	68,200
Dampier Place and Weld Street, Prestons	33,400	0	0	33,400
Whyalla Place, Prestons - 9 Whyalla Place to Cul-de-sac	46,300	0	0	46,300
Lucas Avenue, Moorebank - Dredge Avenue and Lusty Place	69,900	0	0	69,900
Kennedy Street and Stanton Street, Liverpool	85,300	0	0	85,300
Church Road, Moorebank - Greenhills Avenue to Heathcote Road	38,900	0	0	38,900
Lucille Crescent, Casula - Reserve Road to 17 Lucille Crescent	15,900	0	0	15,900
Falcon Crescent, Green Valley - Harrier Avenue to 90 Falcon Crescent	56,450	0	0	56,450
Marie Street, Lurnea - Graham Avenue to Hull Avenue	39,200	0	0	39,200
Bardia Parade, Holsworthy - Satelberg Street to Labuan Road	116,850	0	0	116,850
Lae Road, Holsworthy - Satelberg Street to Mubo Crescent	70,900	0	0	70,900
Gunners Mews and Miri Crescent, Holsworthy	51,700	0	0	51,700

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Newbridge Road, Chipping Norton - Nuwarra Road to Holly Avenue	531,000	531,000	0	0
Hume Highway, Casula - De Meyrick Avenue to M5	225,000	0	0	225,000
Casula Rail Trial - Casula Powerhouse to Leacocks Regional Park	950,000	0	0	950,000
Bill Anderson Park - 1662 Elizabeth Drive, Kemps Creek	88,900	0	0	88,900
Boundary Road Carpark - Boundary Road, Liverpool	19,200	0	0	19,200
Carpark Construction at Woodward Park	875,000	0	675,000	200,000
Lee & Clarke Road, Kemps Creek - Start Seal to Herbert Street	376,400	0	0	376,400
Thirteenth Avenue , Austral - Twenty Eighth Avenue to Fourth Avenue	305,000	0	0	305,000
Willowdene Avenue, Luddenham - Silverwood Avenue to New Work	199,000	0	0	199,000
Church Street, Rossmore - Bringelly Road to Rossmore Avenue West	43,000	0	0	43,000
Rossmore Avenue West, Rossmore - North Avenue to Church Street	441,000	0	0	441,000
Rossmore Avenue West, Rossmore - Church Street to May Avenue	131,000	0	0	131,000
Fifteenth Avenue, Rossmore - Devonshire Road to Ramsay Road	410,000	0	0	410,000
Thirteenth Avenue, Austral - Fourth Avenue to West End	301,000	0	0	301,000
Twenty Eighth Avenue, Austral - Fifteenth Avenue to Eighteenth Avenue	186,000	0	0	186,000
Mersey Road, Bringelly - Northern to East End	262,000	0	0	262,000
Fox Valley Road, Denham Court - Chainage 00 to Start New Seal	138,000	0	0	138,000
Zouch Road, Denham Court - End Kerb to Culverston Avenue	173,000	0	0	173,000
Fifth Avenue, Austral - Edmondson Avenue to Fourth Avenue	130,000	0	0	130,000
Bigge Street, Liverpool - Scott Street to Moore Street	267,500	0	0	267,500
Cedar Road, Casula - Wattle Road to Pine Road	158,500	0	0	158,500
Flowerdale Rd, Liverpool - Mclean to Elizabeth	494,900	100,000	0	394,900
Gangurlin Street, Heckenberg - South Liverpool Road to Batlow Street	183,900	0	0	183,900
Ingham Drive, Casula - Myall Road to Kurrajong Road	1,736,700	0	0	1,736,700

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Bridges Road, Moorebank - Newbridge Road to North End	470,700	0	0	470,700
Western Road, Kemps Creek - Fifteenth Avenue to Victor Avenue	1,067,900	0	0	1,067,900
Lancaster Avenue, Cecil Hills - Richard (North) Crescent to Albermarle Place	329,600	0	0	329,600
Beatrice Street, Cecil Hills - Edinburgh Circuit to Anne Place	117,760	0	0	117,760
Wool Place, Miller - Miller Road to Willandra Street	12,200	0	0	12,200
Joshua Moore Drive, Horningsea Park - Horningsea Park Road to Sunrise Place	38,700	0	0	38,700
Dalmeny Drive, Prestons - Tuross Close to Pambula Avenue	126,300	0	0	126,300
Horningsea Park Drive, Horningsea Park - Leichhardt Street to Joshua Moore Drive	101,850	0	0	101,850
Alfred Road, Chipping Norton - Governor Macquarie Drive to Wendlebury Road	770,630	700,573	0	70,057
Hill Road, Lurnea - Hillview Parade to Wheeler Avenue	158,600	0	0	158,600
Central Avenue, Chipping Norton - Haddenham Street to Central Avenue	276,300	0	0	276,300
Acacia Avenue, Prestons - East End to Cedar Road	273,650	0	0	273,650
Broughton Street, Hinchinbrook - Hinchinbrook Road to Bennison Road	169,650	0	0	169,650
Greendale Road, Greendale - Chainage 5280 to Chainage 6140	827,400	0	0	827,400
St Johns Road, Busby - Matthew Road to North Liverpool Road	836,650	0	0	836,650
Guernsey Street, Busby - Busby Road to South Liverpool Road	500,000	500,000	0	0
Dunrossil Avenue, Casula - Reserve Road to McKell Avenue	210,000	0	0	210,000
Reilly Street, Liverpool - Raised Wombat Pedestrian Crossing	55,000	0	0	55,000
Wilson Road, Hinchinbrook - Median Island	12,000	0	0	12,000
Bird Walton Avenue, Middleton Grange - Speed Cushion	15,000	0	0	15,000
George Street and Lachlan Street, Liverpool - Roundabout Construction	170,000	0	0	170,000
Kingsford Smith Avenue & Southern Cross Road, Middleton Grange	350,000	0	143,000	207,000
Blackspot - Maxwells Avenue & Cartwright Avenue, Sadleir MIST	140,000	140,000	0	0
Blackspot - Cartwright Avenue, Miller - Raised Threshold	300,000	300,000	0	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Blackspot - Wilson Road, Green Valley - Wombat Crossing	135,000	135,000	0	0
Blackspot - North Liverpool Road & Montgomery Road, Green Valley	110,000	110,000	0	0
Scott Street and Terminus Street Road Realignment - Services Relocation	400,500	0	0	400,500
College Street - Granite Paving and Street Lighting (MFP)	1,600,000	0	0	1,600,000
Qantas Boulevard and Sixteenth Avenue Intersection Treatment	540,000	0	0	540,000
Bird Walton Avenue, Middleton Grange	250,000	0	0	250,000
Investigation Railway Overpass - Liverpool Station	200,000	0	0	200,000
Lurnea Shopping Centre Carpark	159,000	0	0	159,000
Stuart Road, West Hoxton - Bedwell Park to 18 Stuart Road	29,500	0	0	29,500
Blackspot - Cartwright Avenue, Miller Central Shopping Centre	110,000	110,000	0	0
Total Capital Expenditure	156,287,859	22,796,073	64,940,889	68,550,897

Notes:

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

FINANCIAL YEAR 2019-20

BUDGET BASED ON

COMMUNITY STRATEGIC PLAN

CSP	Total Revenue	Operating Expenditure	Net Operating Result	Less: Grants & Contributions for Capital Purposes	Net Operating Results Before Grants & Contributions for Capital Purposes
Creating Connection					
C1	0	1,105,041	(1,105,041)	0	(1,105,041)
C2	717,496	6,593,652	(5,876,156)	0	(5,876,156)
C3	3,843,443	10,625,774	(6,782,331)	0	(6,782,331)
C4	2,194,576	13,392,898	(11,198,322)	50,000	(11,248,322)
C5	12,500,000	5,386,122	7,113,878	12,500,000	(5,386,122)
Strengthening and protecting our environment					
S1	33,518,644	36,718,855	(3,200,211)	300,000	(3,500,211)
S2	2,612,089	16,844,903	(14,232,815)	0	(14,232,815)
S3	2,510,311	1,190,984	1,319,327	0	1,319,327
S4	96,675,691	21,172,930	75,502,761	81,092,413	(5,589,652)
S5	3,152,480	2,678,612	473,868	2,943,500	(2,469,632)
Generating Opportunity					
G1	5,850,251	8,969,371	(3,119,120)	0	(3,119,120)
G2	50,000	1,456,137	(1,406,137)	0	(1,406,137)
G3	5,339,772	14,087,590	(8,747,819)	0	(8,747,819)
G4	9,245,885	22,532,927	(13,287,042)	6,052,573	(19,339,615)
Leading through collaboration					
L1	1,716,929	16,321,528	(14,604,600)	0	(14,604,600)
L2	132,227	3,639,489	(3,507,262)	0	(3,507,262)
L3	0	162,141	(162,141)	0	(162,141)
L4	125,698,702	22,118,795	103,579,907	0	103,579,907
Total	305,758,493	204,997,748	100,760,745	102,938,486	(2,177,741)

For further information



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