

DELIVERY PROGRAM 2017 – 2021 & OPERATIONAL PLAN 2017 – 2018.





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MAYOR'S MESSAGE



The message we have heard from residents is consistent across Liverpool. Multiculturalism is our strength; development must be balanced with the environment and space for recreation; local jobs are critical to our future and lifestyle;

and, Council must be transparent and continue to lobby state and federal government to get the best outcomes for our community.

I, and my fellow Councillors, are committed to working towards the priorities identified by residents in the Community Strategic Plan.

One of my priorities for this term is to ensure that residents have every opportunity to engage with Council. In early 2017 we launched six District Forums to enhance opportunities for residents to contribute to information in our Council decision-making process. The forums meet quarterly at community centres across Liverpool. I encourage all residents to take this opportunity to meet with your neighbours, Councillors and Council staff to discuss what matters to you. I hope this initiative, combined with our online community forum Liverpool Listens and other channels of communication including the Mobile Mayoral Office, inspires residents to be more involved and connected with Council.

I am committed to making Liverpool a welcoming and inclusive community for all residents and visitors. More than one third of the Australian population will have accessibility requirements at some time in their life: from parents with prams, to those with chronic pain, or a permanent disability. In this Delivery Program and Operational Plan we are taking significant action on disability inclusion across Council service areas as part of our *Disability Inclusion Action Plan*. Making Liverpool a more accessible place will have wide-ranging positive effects for all our community.

The Western Sydney Airport will be the most significant development in our generation for Liverpool and the wider region. Council is committed to gaining the best outcome for residents by working closely with all levels of government and industry to deliver jobs and opportunities for our region.

Thank you to residents for placing your trust in myself and my fellow elected Councillors. Each of us understands the importance of your trust and we will work together to get the best outcomes for our community. I commend this Delivery Program and Operational Plan to you.

A handwritten signature in blue ink that reads "Wendy Waller".

MAYOR WENDY WALLER

CEO'S MESSAGE



The new Delivery Program and Operational Plan is Liverpool City Council's commitment to the community on the delivery of services over the next four years. It outlines the core activities which Council will undertake to fulfil the priorities contained

in Liverpool's Community Strategic Plan - *Our Home, Liverpool 2027*.

The Community Strategic Plan is about partnership. It expresses the community's priorities so residents and agencies at all levels can work towards the same goals.

There are many services Liverpool City Council does well, including domestic waste collection, festivals and events, and the management of our libraries. We will maintain our focus on these areas, ensuring ongoing community satisfaction.

The community is seeking improvement in the areas of illegal car parking and street cleaning. We have recently teamed up with the Roads and Maritime Services and the Environment Protection Agency to tackle roadside litter collection and enforcement. Residents can play their part by reporting littering from vehicles when they see it, and disposing of their own litter responsibly.

We will continue to deploy staff to manage illegal parking, and encourage residents and visitors to abide by parking rules which are designed to provide access for everyone.

The new Western Sydney airport draws closer each day. We want to ensure that the reward of local jobs and future prosperity flow directly into our community. Council's advocacy efforts will be focused on maximising local jobs and infrastructure, along with appropriate design to mitigate potential environmental impacts.

We continue to manage a challenging budget. Safe asbestos removal across a number of Council sites has been a priority which has had a significant impact on the budget bottom line. We will continue to work with the Environment Protection Agency to remediate the affected areas, putting the community's safety first.

One of the exciting projects over this term of Council is the construction of Civic Place in the heart of Liverpool. This new mixed-use development will become home to a new city library and community hub, Council offices and chambers, a University of Wollongong campus, student accommodation, and commercial and residential use. It will revitalise the southern end of the city centre, providing an anchor for commercial and retail activity in the area.

I, and the staff of Liverpool City Council, look forward to rolling out this Delivery Program and Operational Plan over the next four years and delivering high-quality services for residents. Together we will create a dynamic community which respects our past and delivers an exciting future for the people who live here.

A handwritten signature in blue 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 elected to represent one 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* 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 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 and expenses. In regard to integrated planning Councils are to identify and prioritise key local community needs and aspirations, consider regional priorities and to 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
- 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
- Management of waste

Council has several other functions conferred on it by other legislation including planning functions such as consent authority, environmental

planning, companion animal registration and control, roads, and inspection of 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 Balloot, Cllr Ayyad, Cllr Hagarty, Deputy Mayor Karnib, Cllr Hadchiti, Mayor Wendy Waller, Cllr Harle, Cllr Hadid, Cllr Shelton, Cllr Kaliyanda, Cllr Rhodes.

ABOUT LIVERPOOL

Our Home

LIVERPOOL'S POPULATION

Liverpool is part of South West Sydney's Priority Growth Area and expects to significantly increase its population over the next ten years to more than 300,000 people. As one of Sydney's most diverse areas, Liverpool prides itself on harmonious relationships throughout the community and the identity that it has created.

Liverpool City Council acknowledges the original inhabitants of the Liverpool Local Government Area as the Darug and Tharawal (Dharawal) Aboriginal People. There are 42 suburbs in the Liverpool area which is 305 square kilometres.

LIVERPOOL'S ECONOMIC STRENGTHS

Liverpool is on track to becoming a major strategic city in Sydney's south west. With the development of the Western Sydney Airport at Badgers Creek, two university campuses and the largest stand-alone hospital in Australia, Liverpool's opportunities for education and employment are growing.

Liverpool is part of the Western Sydney Priority Growth Area, where the population is expected to boom in coming years. Ensuring a strong local economy will enable the community to thrive on opportunities for employment, connections and industry.

LIVERPOOL'S FACILITIES

Liverpool prides itself on offering a range of facilities to the community. Council aims to accommodate the needs of the growing population, through building facilities and infrastructure, or working with our partners in State and Federal government.

Council operates seven childcare centres, six libraries and four recreation centres. There are also 35 community centres available to the community. Liverpool has more than 500 open spaces, parks and reserves including three off-leash dog parks and a portion of the Western Sydney Parklands. Liverpool's heritage is a strong part of the community, with historical buildings and places throughout the area, including Collingwood House, Rosebank Cottage and Liverpool Pioneers' Memorial Park.





ADDRESSING OUR CHALLENGES

In our Community Strategic Plan (CSP), *Our Home, Liverpool 2027*, we identified five key areas which will challenge our community now and into the future. The community identified a number of priorities within the CSP, which align with the challenges we have identified. These areas are broad-reaching and require the Council and community to collaborate with external stakeholders to ensure the best outcome. The Council addresses the challenges and priorities through our Delivery Program and Operational Plan, (discussed in further detail below) to identify what we will action and what we will work with our partners to achieve.

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 (1810-present). These sites are costly to maintain and are subject to grant funding schemes from State and Federal government. In this plan we have a number of actions directly relating to heritage, such as 'promote and manage our heritage' (C.1.2), which includes a range of activities relating to the advocacy and preservation of our heritage. Another action relating to both our heritage and our community pride is our events schedule that include an Anzac Day service and a Remembrance Day service (C.1.1 and C.2.3).

SOCIAL CONNECTION

Creating a unified community was identified as a priority in our CSP. Residents want to feel connected to the people and place in which they live, but many people are increasingly time-poor. Adapting and reviewing our engagement methods is critically important to promoting social inclusion. This plan contains a number of actions which respond to this challenge/priority including: 'Deliver events schedule' (C.2.1), 'Encourage social inclusion through activities that build community capacity' (C.3.3) and, 'Encourage community participation' (L.3.1).

ECONOMIC DEVELOPMENT

Liverpool is an area of rapid commercial and industrial growth, with heightened development in the Western Sydney Priority Growth Area and expected growth around the Western Sydney Airport. This growth presents us with both opportunities and challenges and it is important we identify these and focus on the best outcomes for our community. In this plan there are a number of actions that relate to economic development including; 'Advocate and generate business opportunities in conjunction with the development of Western Sydney Airport' (G.2.1) and 'Link Liverpool business to State and Federal initiatives' (G.2.5).



ENVIRONMENTAL SUSTAINABILITY

Liverpool is an expanding urban epicentre, which places pressure on our natural environment, from our bushland to our rivers. The community has identified lack of green space and access to the river as a challenge. We have included a number of actions in our plan, which relate to environmental sustainability including; 'Develop and implement strategies, policies and programs for the management of stormwater to improve the health and quality of our waterways' (S.2.1), 'Develop and implement environmental education for the community' (S.3.1) and 'Promote local and sustainable food sources' (S.3.3).

TRANSPORT ACCESSIBILITY

Transportation is a challenge across Sydney and as such for major works, such as trains and major roads, we must work with external stakeholders, including Roads and Maritime Service, State and Federal government. Council will continue to advocate for improved transport networks in addition to works we undertake, which can be found in the Capital Works section following the Delivery Program and Operational Plan. In addition to capital works, actions that are related to transportation networks include; 'Plan and deliver adopted program of upgrades and renewals to Council's large portfolio of roads and transport related assets' (G.4.1) and 'Manage traffic and transport for Liverpool' (G.4.2).





OUR PLAN

ABOUT THIS PLAN

Integrated Planning and Reporting Framework

Council's reporting structure is governed by the Integrated Planning and Reporting (IP&R) Framework. 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.

10-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 we want to be in 10 years' time, what we need to do to achieve this and how we will know when we have arrived.

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.

4-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 CSP to guide Council's progress.

1-YEAR OPERATIONAL PLAN 2017/18

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 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 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.

IT MANAGEMENT PLAN

Council's four-year IT Management Plan details challenges and actions to support both Council and the community in the integration and improvement of technology to continue advancement in services.

MONITORING AND REPORTING

In the coming year, Council will deliver 92 Delivery Program actions, with 282 measurements to show the Delivery Programs progress and 87 Operational Plan actions, all of which will work towards accomplishing our directions. 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 of Council's spending and operations. This will be published in a full report format as well as a summarised version for readability.
- A cumulative report at the end of Council's four-year term which details Council's financial position and progress against all of 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 only be reported on at the end of each Council term. 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

The Delivery Program and Operational Plan actions have been divided into the 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 our CSP has four to five community goals, which we have used to 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 issues, and community facilities. The five goals that are within this direction are:

- Celebrate diversity, promote inclusion and recognise heritage
- 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
- 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 the visual landscape
- Encourage sustainability, energy efficiency and the use of renewable energy
- Exercise planning controls to create high-quality, inclusive urban environments
- 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 the Council. The four goals that are within this direction are:

- Meet the challenges of Liverpool's growing population
- Attract businesses for economic growth and employment opportunities
- Create an attractive environment for investment
- 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 that are within this direction are:

- Seek efficient and innovative methods to manage our resources
- Increase community engagement
- Encourage community participation in decision-making
- 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.2	Deliver a range of community events and activities	17/18	18/19	19/20	20/21	Responsibility
How the Delivery Program action will be measured	C.2.1	Deliver events schedule					
		Delivery Program Measures	✓	✓	✓	✓	Events
		<ul style="list-style-type: none"> Liverpool City Council Charity Ball - August 'Gift of Time' Volunteers Dinner - August Deliver Spring Expo - October Seniors concert - November Christmas Tree Lighting events - December New Year Eve event - December Australia Day event - January 					
Actions completed in specific timeframe		To be completed 2017/18 (Operational Plan)	✓				Events
		<ul style="list-style-type: none"> Event Accessibility Strategy developed – June 					







CREATING CONNECTION

CREATING CONNECTION



Celebrate diversity, promote inclusion and recognise heritage

	17/18	18/19	19/20	20/21	Responsibility
C.1.1 Manage civic events calendar to unify the community					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> • Adhoc Park openings delivered • Adhoc Park opening attendees • Remembrance Day - November • Liverpool's birthday - November • Community Christmas Kitchen - December • Christmas Function - December • Quota Public Speaking - May • South West Sydney Academy of Sport - June • Heroes of Liverpool Awards - June 	✓	✓	✓	✓	Civic Events
C.1.2 Promote and manage heritage					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> • 70% of Development Application referrals for heritage responded to within 14 business days • 70% of enquiries for heritage responded to within 12 business days 	✓	✓	✓	✓	Strategic Planning
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> • Report on heritage grant scheme submitted to Council -February • Report on existing heritage listing submitted to Council- June • Amendments for heritage considerations to Voluntary Planning Agreement policy proposed – May • Amendments on heritage for Local Environment Plan and development control plans drafted and report submitted to Council- June 	✓				

C.2

Deliver a range of community events and activities

	17/18	18/19	19/20	20/21	Responsibility
C.2.1 Deliver events schedule					
Delivery Program Measures <ul style="list-style-type: none"> Liverpool City Council Charity Ball - August 'Gift of Time' Volunteers Dinner - August Deliver Spring Expo - October Seniors Concert - November Christmas Tree Lighting events - December New Year's Eve event - December Australia Day event - January 	✓	✓	✓	✓	Events
C.2.2 Deliver citizenship ceremonies					
Delivery Program Measures <ul style="list-style-type: none"> Citizenship ceremonies delivered Community members receiving citizenship Community members on citizenship waiting list Australia Day awards delivered - January Order of Liverpool Awards delivered - November 	✓	✓	✓	✓	Civic Events
C.2.3 Manage Anzac Day Dawn Service ceremony					
Delivery Program Measures <ul style="list-style-type: none"> Attendees at Dawn Service Increase of attendees by 5% from previous year Anzac Day Dawn Service held - April 	✓	✓	✓	✓	Civic Events

C.2

Continued

Deliver a range of community events and activities

	17/18	18/19	19/20	20/21	Responsibility
C.2.4 Deliver engaging library programs					
Delivery Program Measures <ul style="list-style-type: none"> • Programs at 80% utilisation capacity • Deliver HSC program – November • Home Library bookings 	✓	✓	✓	✓	Libraries and Museum
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Review Children and Youth programs – June 	✓				
C.2.5 Deliver an annual exhibition, theatre, events and education program					
Delivery Program Measures <ul style="list-style-type: none"> • Increase annual visitation at Casula Powerhouse Arts Centre by 5% • Deliver festival program • Programs delivered for children, youth senior, access and culturally and linguistically diverse audiences 	✓	✓	✓	✓	Casula Powerhouse Arts Centre

C.3

Implement access and equity for all members of the community

17/18	18/19	19/20	20/21	Responsibility
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C.3.1 Manage Council's childcare centres to ensure customer satisfaction

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> 80% of users report a satisfied survey rating National Quality Standards rating met or exceeded Partnerships overseen with child and family community organisations, and non-government organisations 	✓	✓	✓	✓	Children's Services
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Refurbish bathrooms at Warwick Farm, Prestons and Hinchinbrook Early Education and Care Centres - June (\$50,000) Curriculum technology enhanced within services - June (\$18,000) 	✓				

C.3.2 Provide well used and appropriate collections at Liverpool Libraries

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase resource turnover rate by 10% 	✓	✓	✓	✓	Libraries and Museum
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Develop new Collection Strategy - June 	✓				

C.3

Continued

Implement access and equity for all members of the community

	17/18	18/19	19/20	20/21	Responsibility
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C.3.3 Encourage social inclusion through activities that build community capacity

	17/18	18/19	19/20	20/21	Responsibility
Delivery Program Measures <ul style="list-style-type: none"> Community inclusive engagement activities delivered Participants in community engagement activities 90% of actions from the Reconciliation Action Plan delivered 80% of Social Impact Assessments reviewed and completed within 14 days Programs developed for refugee settlement Participants in safety projects 	✓	✓	✓	✓	Community Development and Planning
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Social Justice Policy updated - June 2 Midnight Basketball tournaments delivered 	✓				
To be completed 2018/19 (Operational Plan) <ul style="list-style-type: none"> Localised Action Plan for refugee settlement implemented - December 2018 (\$15,000) 	✓	✓			

C.3

Continued

Implement access and equity for all members of the community

	17/18	18/19	19/20	20/21	Responsibility
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C.3.4 Collaborate with government, non-government and business sectors

	17/18	18/19	19/20	20/21	Responsibility
Delivery Program Measures <ul style="list-style-type: none"> • Safety audits conducted • 25% of actions from the Disability Inclusion Action Plan implemented • Liverpool ClubsGrants Scheme delivered – June • Interagency meetings and forums convened • 4 Partnership projects delivered 	✓	✓	✓	✓	Community Development and Planning
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • White Ribbon Workplace Accreditation achieved – June • Support delivery of Registry Week with Homelessness NSW – June • Submission developed for Pan Pacific Safe Community accreditation – June 	✓				

C.4

Provide community facilities which are accessible to all

	17/18	18/19	19/20	20/21	Responsibility
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C.4.1 Ensure community facilities are well utilised

Delivery Program Measures

- Community venues utilisation at 70% for Permanent Hirers
- Community venues utilisation at 10% for Casual Hirers
- Licenced community venues at 85% utilisation
- Community venues visits
- Community bus at 35% utilisation
- Update advertising for community buses and venues - September
- Evaluate and approve expressions of interests –November
- Provide facility information in accessible formats

✓

✓

✓

✓

Community Facilities

C.4.2 Provide clean community facilities

Delivery Program Measures

- Total number of cleans
- Total number of intensive cleans

✓

✓

✓

✓

Community Facilities

C.4

Continued

Provide community facilities which are accessible to all

	17/18	18/19	19/20	20/21	Responsibility
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C.4.3 Facilitate usage of Council sporting Venues and Leisure Centres

<p>Delivery Program Measures</p> <ul style="list-style-type: none"> 95% of sporting venues utilised summer season 95% of sporting venues utilised winter season Number of Leisure Centre Visitations (Whitlam, Michael Wenden, Michael Clarke & Holsworthy) Meetings held for inclusion and access with leisure centres 	✓	✓	✓	✓	Sport Development and Leisure
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Review of Leisure Centre Management Structure -November Review of Sporting facilities utilities consumption - November 	✓				

C.4.4 Support community recreation through funding

<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Liverpool Sporting Donations Program applications assessed Liverpool Sporting Club Grants Program applications assessed 	✓	✓	✓	✓	Sport Development and Leisure
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C.4

Continued

Provide community facilities which are accessible to all

	17/18	18/19	19/20	20/21	Responsibility
C.4.5 Manage Library and Museum spaces to attract and inspire visitors					
Delivery Program Measures <ul style="list-style-type: none"> Increase visitors to libraries by 5% Increase usage of Wi-Fi by 10% Increase membership by 5% 	✓	✓	✓	✓	Libraries and Museum
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Renovations to Green Valley Library - September Develop online membership system – June Review libraries for accessibility – June (\$20,000) 	✓				
C.4.6 Manage the Liverpool Animal Shelter					
Delivery Program Measures <ul style="list-style-type: none"> Rehome 65% of dogs within two months Rehome 40% of cats within two months Customer requests received Number of animals impounded 	✓	✓	✓	✓	Community Standards
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Finalise improvements work at Liverpool Animal Shelter and organise opening day - August 	✓				
C.4.7 Manage building certification					
Delivery Program Measures <ul style="list-style-type: none"> 85 building sites certified Customer requests received 	✓	✓	✓	✓	Depot Operations

C.5

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

17/18	18/19	19/20	20/21	Responsibility
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C.5.1 Manage the delivery of Council's adopted upgrade, renewal and conservation program of recreation and green assets

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver 11 playground infrastructure renewal and upgrade projects Deliver 3 outdoor gym projects Deliver 7 sun shade structure projects Deliver 14 solar light projects Deliver 20 Bushland Environmental Restoration Plan projects Deliver 4 open space landscape renewal and improvement projects Deliver 8 sports grounds renewal and upgrade projects 	✓	✓	✓	✓	Infrastructure Delivery

C.5.2 Enhance access to facilities and resources through place-based planning initiatives

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Registrations to the Live Life, Get Active program Audits of Council facilities for accessibility 	✓	✓	✓	✓	Community Development and Planning
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Undertake a usage and facilities review of Michael Wenden Aquatic Leisure Centre – March Undertake Phillips Park, Lurnea Feasibility Study (s.94 funds) – June Implement 2168 Strategic Action Plan – June Implement recommendations from the 2016-2017 Carnes Hill Place Management Pilot Project Evaluation - June Revitalisation of Ferrington Reserve Pocket Park – June Lighthorse Park Feasibility Study - June Create Recreation Sports and Open Space Strategy – October Adopt Community Facilities Strategy - October 	✓				



Photo Credit: ED Photography



STRENGTHENING AND PROTECTING OUR ENVIRONMENT

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

S.1

Manage the community's disposal of rubbish

	17/18	18/19	19/20	20/21	Responsibility
S.1.1 Provide waste disposal services to community to maximise recovery of materials					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> 70% of kerbside bin waste diverted from landfill 20% of kerbside bulk waste diverted from landfill 95% Illegal dumping requests actioned within timeframes 95% public bin servicing program completed Meetings held with neighbouring councils on joint tender project for future disposal of waste Project Timeline and Team developed for future disposal of waste Procurement Process commenced (future disposal of waste) 	✓	✓	✓	✓	Depot Operations
S.1.2 Manage the Community Recycling Centre to maximise recovery of materials from household problem waste					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> 5% increase of waste collected from previous year 	✓	✓	✓	✓	Depot Operations

S.2

Protect and enhance bushland, rivers and the visual landscape

	17/18	18/19	19/20	20/21	Responsibility
S.2.1 Develop and implement strategies, policies and programs for the management of stormwater to improve the health and quality of our waterways					
Delivery Program Measures <ul style="list-style-type: none"> Obtain data on water quality from monitoring sites Report on water quality 	✓	✓	✓	✓	Technical Support
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Develop a Water Quality Devices Operation and Maintenance Manual – December (\$50,000) Conduct performance audit of water quality devices (GPTs) – December (\$20,000) 	✓				
S.2.2 Increase the capacity of Council and the community to make informed environmental decisions via the development of strategy, education and engagement					
Delivery Program Measures <ul style="list-style-type: none"> Process 100% of applications to prune or remove trees on private property within agreed timeframes Ecological and Environmental Sustainability strategies reviewed and updated as required 	✓	✓	✓	✓	Technical Support
S.2.3 Manage Council's park maintenance program					
Delivery Program Measures <ul style="list-style-type: none"> Customer requests for park mowing Customer requests for tree maintenance Maintenance works completed Trees planted 	✓	✓	✓	✓	Depot Operations

S.3

Encourage sustainability, energy efficiency and the use of renewable energy

	17/18	18/19	19/20	20/21	Responsibility
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S.3.1 Develop and implement environmental education for the community

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Conduct 9 Sustainability Blitz Workshops 	✓	✓	✓	✓	Technical Support
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Update Prioritisation and Planning Guidelines for conservation and maintenance in bushland reserves – June (\$20,000) Develop an Integrated Pest and Weed Management Strategy – June (\$15,000) 	✓				

S.3.2 Educate community in waste disposal

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Events and education programs delivered Regional waste and recovery projects delivered 	✓	✓	✓	✓	Depot Operations

S.3.3 Promote local and sustainable food sources

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Implement and operate an onsite produce garden to supply Bellbird (Café) at Casula Powerhouse Arts Centre – June (\$7000) Develop local food supply network for Bellbird – June (\$8000) 	✓				Casula Powerhouse Arts Centre

S.4

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

	17/18	18/19	19/20	20/21	Responsibility
S.4.1 Provide development assessment services					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Determine 40% of Development Applications within 40 working days Determine 85% of Fast Track Development Applications within 10 working days Advice provided to 85% of applicants within 3 working days of Pre-Development Application meeting Number of Development Applications determined Value of Development Applications determined 	✓	✓	✓	✓	Development Assessment
S.4.2 Plan and deliver adopted program of upgrades and renewals to Council's building assets					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Deliver 4 sports and recreation facilities renewal projects Deliver 2 building access improvement projects Deliver 5 Childcare, Library and Administration Building renewal projects Deliver 6 community facilities renewal projects Deliver 1 heritage building renewal project Deliver 3 leisure centre renewal projects Deliver 4 water and energy conservation renewal projects 	✓	✓	✓	✓	Infrastructure Delivery
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Install truck wash bay at Depot – June (\$830,000) 	✓				

S.4

Continued

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

	17/18	18/19	19/20	20/21	Responsibility
S.4.3 Develop, review and update asset management plans for Council's Infrastructure and Building assets					
Delivery Program Measures	✓	✓	✓	✓	Technical Support
<ul style="list-style-type: none"> Structural investigation of Bonds Creek Culverts, Eighth Avenue, Austral Structural investigation of Bonds Creek Footbridge, Edmondson Avenue, between Eleventh and Twelfth Ave, Austral Structural investigation of Pedestrian Underpass, Governor Macquarie Drive, Warwick Farm 					
To be completed 2017/18 (Operational Plan)	✓				
<ul style="list-style-type: none"> Valuation of building assets – June (\$50,000) Undertake inspection and condition assessment and prepare rehabilitation works programs for footbridge over Georges River, Voyager Point – June (\$100,000) Update Asset Management Plan for Council's building portfolio – June 					

S.4

Continued

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

	17/18	18/19	19/20	20/21	Responsibility
S.4.4 Manage and maintain Health and Safety Compliance					
Delivery Program Measures <ul style="list-style-type: none"> • Customer requests received • Residential swimming pool barrier request and complaints received • 70% of parking requests and complaints actioned within set KPI days • 70% of customer requests finalised within the set KPI days • 60% Construction Certificates determined within 40 days • 90% of primary regulatory inspections completed (food premises, beauty salons, swimming pool, onsite detention systems, hairdressers and skin penetration) • 70% of certificates within Essential Services Register are current 	✓	✓	✓	✓	Community Standards
S.4.5 Investigate, survey, design and estimate cost of Council's infrastructure delivery projects					
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Develop concept design of Fifteenth Avenue, Austral – June 	✓				Technical Support

S.4

Continued

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

	17/18	18/19	19/20	20/21	Responsibility
S.4.6 Assess planning proposals					
Delivery Program Measures <ul style="list-style-type: none"> 80% of Planning proposals completed within 18 months Number of current Voluntary Planning Agreements 	✓	✓	✓	✓	Strategic Planning
S.4.7 Develop plans and strategies					
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Develop Residential Strategy - April Complete Warwick Farm Precinct Plan - February 	✓				Strategic Planning
S.4.8 Manage land development engineering					
Delivery Program Measures <ul style="list-style-type: none"> Engineering advice for DAs completed within 14 days Construction Certificates for engineering relating to development/subdivisions completed within 14 days Process and release Subdivision Certificate Applications within 14 days 	✓	✓	✓	✓	Development Engineering
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Review Council's six policies for Land Development Engineering - June 	✓				

S.4

Continued

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

	17/18	18/19	19/20	20/21	Responsibility
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S.4.9 Implement asset management systems and predictive modelling of infrastructure assets

To be completed 2017/18 (Operational Plan)	✓				Technical Support
<ul style="list-style-type: none"> • Develop predictive modelling for bridges and culverts – June • Develop predictive modelling kerb and gutters – June • Develop predictive modelling for pipe assets – June 					

- Develop predictive modelling for bridges and culverts – June
- Develop predictive modelling kerb and gutters – June
- Develop predictive modelling for pipe assets – June

S.5

Develop and advocate for, plans that support safe and friendly communities

	17/18	18/19	19/20	20/21	Responsibility
S.5.1 Undertake a program of upgrades and renewals to ensure ongoing performance of drainage infrastructure					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Restore and reline 1.2 km of piped drainage systems Deliver 1 stormwater quality improvement project, including provision of gross pollutant traps (GPT) Deliver 1 flood mitigation project 	✓	✓	✓	✓	Infrastructure Delivery
S.5.2 Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood prone land					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Undertake assessment of 80% development applications on flood prone land within 10 days of receipt 	✓	✓	✓	✓	Technical Support
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Prepare Overland Flow Path Study for rural catchment areas – June (\$45,000) Design water cycle management devices for Austral to Leppington – June (\$720,000) 	✓				
S.5.3 Provide assistance and support to the Rural Fire Service and State Emergency Service					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> 90% of budget expended 	✓	✓	✓	✓	Depot Operations







GENERATING OPPORTUNITY

GENERATING OPPORTUNITY

G.1

Meet the challenges of Liverpool's growing population

	17/18	18/19	19/20	20/21	Responsibility
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G.1.1 Manage Council's childcare centres to ensure a sustainable service to the community

	17/18	18/19	19/20	20/21	Responsibility
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> 95% centre utilisation rate Cost of service to Council is neutral 	✓	✓	✓	✓	Children's Services
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Feasibility report on expansion of services completed - February 	✓				

G.1.2 Develop and manage Long Term Financial Plan

	17/18	18/19	19/20	20/21	Responsibility
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Operating Performance Ratio at larger than 0% (as an average over 3 years) Own Source Operating Revenue Ratio greater than 60% (as an average over 3 years) Buildings & Infrastructure Renewals Ratio less than 20% (as an average over 3 years) Asset Maintenance Ratio larger than 100% (as an average over 3 years) Debt Service Ratio less than 20% (as an average over 3 years) Real Operating Expenditure decreased per capita over time 	✓	✓	✓	✓	Financial Services

G.1 Continued

Meet the challenges of Liverpool's growing population

	17/18	18/19	19/20	20/21	Responsibility
G.1.3 Manage accounts and investments					
Delivery Program Measures <ul style="list-style-type: none"> Return on investments higher than the Bank Bill Swap Rates and AusBond Bill Rate Index benchmarks Business Activity Statement Returns lodged monthly Debts outstanding less than 5% Fringe Benefits Tax Return lodged - May 	✓	✓	✓	✓	Financial Services
G.1.4 Establish a development corporation for catalyst projects					
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Feasibility Report on establishment of development corporation – June 	✓				Property
G.1.5 Build effective relationships with State and Federal departments and governments					
Delivery Program Measures <ul style="list-style-type: none"> Meetings held with State and Federal MPs Meetings held with State and Federal departments 	✓	✓	✓	✓	Office of the CEO
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Sign City Deal – October 	✓				

G.2

Attract businesses for economic growth and employment opportunities

	17/18	18/19	19/20	20/21	Responsibility
G.2.1 Advocate and generate business opportunities in conjunction with the development Western Sydney Airport					
Delivery Program Measures <ul style="list-style-type: none"> • Generation and follow up of leads • Meetings with key stakeholders on proposed skill exchange model 	✓	✓	✓	✓	Economic Development
To be completed 2018/19 (Operational Plan) <ul style="list-style-type: none"> • Skill exchange model explored - December 2018 	✓	✓			
G.2.2 Attract new jobs within Liverpool's industry focus areas					
Delivery Program Measures <ul style="list-style-type: none"> • Growth and funding opportunities identified • Deliver 'Invest Liverpool' event - August • Attendees at 'Invest Liverpool' event • Opportunities facilitated for commercial and industrial lands • New relationships developed with businesses • Deliver 'Making the Connection Program' - May 	✓	✓	✓	✓	Economic Development
G.2.3 Market Liverpool as a Business Destination					
Delivery Program Measures <ul style="list-style-type: none"> • Partnerships engaged • Seminars, events and conferences attended 	✓	✓	✓	✓	Economic Development
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Update Liverpool's Economic Profile - November • Update marketing material - September 	✓				

G.2 Continued

Attract businesses for economic growth and employment opportunities

	17/18	18/19	19/20	20/21	Responsibility
G.2.4 Support and develop local business					
Delivery Program Measures <ul style="list-style-type: none"> • Business e-newsletter distributed • Good news story leads for local newspapers provided • Deliver 'Welcome to Liverpool' events 	✓	✓	✓	✓	Economic Development
G.2.5 Link Liverpool business to State and Federal initiatives					
Delivery Program Measures <ul style="list-style-type: none"> • Business leads generated • Small to medium enterprise (SME) events held • Attendees to SME events • 80% of enquiries responded to within two working days • Referrals provided to start-up businesses • Participants in SME business development program 	✓	✓	✓	✓	Economic Development
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Create business development program for small to medium enterprises – July • Convene Employment Forum – June 	✓				

G.3

Create an attractive environment for investment

	17/18	18/19	19/20	20/21	Responsibility
G.3.1 Activate and develop vibrant places that attract residents, visitors and workers to Liverpool					
Delivery Program Measures <ul style="list-style-type: none"> Activation projects undertaken 	✓	✓	✓	✓	Economic Development
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Appoint a Precinct Coordinator to activate the city centre – July Collaborate with Westfield to identify solutions to disability access - June 	✓				
G.3.2 Manage maintenance and repair program					
Delivery Program Measures <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 markings works within timeframes Complete 90% of storm water drainage infrastructure and detention basins, works within timeframes Complete 90% of restoration of Council's assets affected by external works within timeframes Total customer requests received 	✓	✓	✓	✓	Depot Operations

G.3 Continued

Create an attractive environment for investment

	17/18	18/19	19/20	20/21	Responsibility
G.3.3 Manage the delivery of Liverpool Civic Place					
To be completed 2017/18 (Operational Plan)	✓				Property
<ul style="list-style-type: none"> Lodge DA(Council Works) - August Start Construction - December 					
To be completed 2019/20 (Operational Plan)	✓	✓	✓		Property
<ul style="list-style-type: none"> Complete Council Works (Liverpool City Council and University of Wollongong) (19/20) 					
G.3.4 Deliver Property Services					
Delivery Program Measures	✓	✓	✓	✓	Property
<ul style="list-style-type: none"> Acquire properties for community assets in Leppington Acquire properties for community assets in Austral Acquire properties for community assets in Edmondson Park 					

G.4

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

17/18	18/19	19/20	20/21	Responsibility
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G.4.1 Plan and deliver adopted program of upgrades and renewals to Council's large portfolio of roads and transport related assets

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Rehabilitate and resurface 8km of sections of council roads Resurface pavement and administer preventative treatments on 12.5km of local roads Pave 13km of new footpaths to improve accessibility and mobility Pave 2.5km of new cycleways to improve accessibility and mobility Upgrade 60 existing bus stops for compliance with disability standards Provide 8 bus shelters 	✓	✓	✓	✓	Infrastructure Delivery
<p>To be completed 2018/19 (Operational Plan)</p> <ul style="list-style-type: none"> Construct Bernera Road (over two financial years) – December 2018 (\$24.5 million) 	✓	✓			

G.4 Continued

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

	17/18	18/19	19/20	20/21	Responsibility
G.4.2 Manage traffic and transport for Liverpool					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Local Traffic Committee meetings held Respond to traffic-related matters from Members of Parliament and Councillors within 14 days Respond to 100% of requests, concerning city centre carparks within 14 business days 	✓	✓	✓	✓	Development Engineering
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Assess road layouts in Edmondson Park, Middleton Grange Town Centre and Austral - June (\$20,000) Masterplan and apply for funding for Fifteenth Avenue Road upgrade Stage 1 - December (\$100,000 subject to grant funding) Review availability of accessible parking across Liverpool - June 	✓				
G.4.3 Manage traffic and road safety on the local road network					
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Sessions for learner driver program held Child Restraint (Buckle Up) sessions held Review and approve new street light designs within 14 business days 	✓	✓	✓	✓	Development Engineering

G.4

Continued

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

	17/18	18/19	19/20	20/21	Responsibility
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G.4.4 Assess impact of land development

	17/18	18/19	19/20	20/21	Responsibility
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Assess traffic impact on Development Applications and provide of pre-DA advice within 14 days Provide advice on Moorebank Intermodal traffic impacts within 14 days of request Make representations to Roads & Maritime Services and Transport for NSW for regional traffic and transport improvements - December 	✓	✓	✓	✓	Development Engineering
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Provide traffic modelling for Warwick Farm Precinct Plan - September Review City Centre Traffic Study findings and prepare Implementation Plan for local road improvements - December (\$30,000) 	✓				

G.4.5 Advise on regional traffic and transport planning

	17/18	18/19	19/20	20/21	Responsibility
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> Provide comments on the major transport infrastructure e.g. Metro, Liverpool City Centre Traffic Study within 14 days of request Provide advice within 14 days of request to Roads & Maritime Services for the planning, design and delivery of road upgrades around Western Sydney Airport 	✓	✓	✓	✓	Development Engineering
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Complete Governor Macquarie Drive route development study and provide design input -December 	✓				

G.4 Continued

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

17/18	18/19	19/20	20/21	Responsibility
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G.4.6 Inspection of driveway constructions and management of road opening applications

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> 90% of applications processed within timeframes 90% of inspections completed within timeframes 	✓	✓	✓	✓	Depot Operations





LEADING THROUGH COLLABORATION

LEADING THROUGH COLLABORATION

L.1

Seek efficient and innovative methods to manage our resources

	17/18	18/19	19/20	20/21	Responsibility
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L.1.1 Provide support to Councillors

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Number of Councillor requests received 60% of requests completed within two working days Councillor request report provided Councillors Briefing Sessions held Mayor and Councillor mobile offices held Requests received at mobile office and actioned 	✓	✓	✓	✓	Council and Executive Services

L.1.2 Deliver Council meeting Secretariat

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Agendas prepared Council Agendas posted on website and Councillor system at least 3 ordinary days prior to meeting Minutes of Council meeting posted on website within 48 hours Council resolutions assigned to relevant staff within 48 hours of meeting Number of resolutions assigned Outstanding resolutions report completed 75% of resolutions completed within timeframes Auslan interpreters requested 	✓	✓	✓	✓	Council and Executive Services

L.1.3 Monitor and improve Council's processes for risk and probity

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Referred investigations completed Risk management reports Probity reviews completed for Council tender processes Annual Enterprise Risk Management Review - May 	✓	✓	✓	✓	Internal Audit



Continued

Seek efficient and innovative methods to manage our resources

	17/18	18/19	19/20	20/21	Responsibility
L.1.4 Deliver professional, timely and authoritative governance services for Council					
Delivery Program Measures <ul style="list-style-type: none"> Compliance with Office of Local Government governance reporting requirements Reports provided on ongoing policy review activities 	✓	✓	✓	✓	Governance and Legal Services
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Review options for development of an improved compliance management system - September 	✓				
L.1.5 Manage recruitment framework to attract and engage diversity in our new employees					
Delivery Program Measures <ul style="list-style-type: none"> 20% increase in job applications First year turnover rate matches total turnover rate 50% response rate to employee workplace data survey 	✓	✓	✓	✓	People and Organisational Development
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Implement e-recruitment – January Implement Welcome to Our Great Workplace – December Develop a system to collect employee workplace diversity insights – December Develop a strategy to encourage a diverse range of applicants to apply for positions – December 	✓				

L.1

Continued

Seek efficient and innovative methods to manage our resources

	17/18	18/19	19/20	20/21	Responsibility
L.1.6 Manage IT Business Strategy					
Delivery Program Measures <ul style="list-style-type: none"> Biannual testing completed Biannual reporting completed 	✓	✓	✓	✓	Information Technology
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Update Business Continuity Plan – June Review Council's website for Web Content Accessibility Guidelines compliance – June 	✓				
L.1.7 Manage Computer/Infrastructure hardware administration program					
Delivery Program Measures <ul style="list-style-type: none"> Server availability at 99% Network availability at 99% 50% computers are less than 3 years old 	✓	✓	✓	✓	Information Technology
L.1.8 Implement, review and improve Council's Internal Audit plans and policies					
Delivery Program Measures <ul style="list-style-type: none"> Audit reports completed Policies reviewed within two years of adoption Governance Plan tasks completed Annual Audit Plan - May 	✓	✓	✓	✓	Internal Audit
L.1.9 Manage Council Properties					
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Deliver Property Strategic Plan - December Develop Asset Plans - June 	✓				Property
L.1.10 Coordinate the development of award submissions and industry recognition for Council					
Delivery Program Measures <ul style="list-style-type: none"> Number of submissions 60% of submissions successful 	✓	✓	✓	✓	Corporate Strategy

L.1

Continued

Seek efficient and innovative methods to manage our resources

	17/18	18/19	19/20	20/21	Responsibility
L.1.11 Provide support to Civic Advisory Committee					
Delivery Program Measures <ul style="list-style-type: none"> Agenda and minutes prepared for 4 Civic Advisory Committee meetings Coordinate Order of Liverpool Awards Coordinate Australia Day Awards - January 	✓	✓	✓	✓	Council and Executive Services
L.1.12 Manage the delivery of high quality, cost-effective legal services					
Delivery Program Measures <ul style="list-style-type: none"> Deliver 4 Legal Services Reports Deliver internal legal services up to the value of \$550,000 	✓	✓	✓	✓	Governance and Legal Services
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Undertake a review of internal legal services capacity 	✓				
L.1.13 Engage employees to manage performance achievement and development planning					
Delivery Program Measures <ul style="list-style-type: none"> 70% People Achievement Plans in place 70% Development Plans in place 	✓	✓	✓	✓	People and Organisational Development
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Implement People Achieving - March 	✓				
L.1.14 Prepare asset related Statutory Reports in timely manner to meet regulatory requirements					
Delivery Program Measures <ul style="list-style-type: none"> Financial and statutory reports completed 	✓	✓	✓	✓	Technical Support

L.2

Increase community engagement

	17/18	18/19	19/20	20/21	Responsibility
L.2.1 Promotion of Liverpool through marketing and communications					
Delivery Program Measures <ul style="list-style-type: none"> • 2000 additional Facebook followers • Flyers produced for Council projects and services • Speeches written for Mayor and CEO • Media releases sent out 	✓	✓	✓	✓	Communications
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Develop guidelines for producing accessible documents 	✓				
L.2.2 Manage community events to increase community engagement					
Delivery Program Measures <ul style="list-style-type: none"> • 5% increase in attendees at events • Total number of attendees at events • Tickets sold at seniors concert and Gift of Time Volunteers Dinner 	✓	✓	✓	✓	Events
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Implement events strategy - December 	✓				
L.2.3 Promotion and marketing of Community Facilities					
Delivery Program Measures <ul style="list-style-type: none"> • Total number of community facility page website visits • Increase utilisation of community buses by 10% • Increase utilisation of Carnes Hill Community Centre by 15% 	✓	✓	✓	✓	Community Facilities
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> • Design and application of Council's new branding on community buses - June (\$23,000) 	✓				

L.2

Continued

Increase community engagement

	17/18	18/19	19/20	20/21	Responsibility
L.2.4 Increase attendance at Council events through marketing					
Delivery Program Measures <ul style="list-style-type: none"> 25% increase attendance at Australia Day Total attendees at Australia Day 	✓	✓	✓	✓	Communications
L.2.5 Engage the community to encourage participation at Casula Powerhouse Arts Centre					
Delivery Program Measures <ul style="list-style-type: none"> Satellite events hosted Programs developed with Casula Powerhouse Arts Centre Youth Committee New partnerships developed Deliver Children's Festival - July 	✓	✓	✓	✓	Casula Powerhouse Arts Centre
L.2.6 Promotion of Casula Powerhouse Arts Centre through marketing and communications					
Delivery Program Measures <ul style="list-style-type: none"> Increase Casula Powerhouse Arts Centre Facebook followers by 10% Increase Bellbird Facebook followers by 10% 	✓	✓	✓	✓	Casula Powerhouse Arts Centre
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Develop Instagram profile for Bellbird (Café) – July 	✓				

L.3

Encourage community participation in decision-making

17/18	18/19	19/20	20/21	Responsibility
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L.3.1 Encourage community participation

	17/18	18/19	19/20	20/21	Responsibility
<p>Delivery Program Measures</p> <ul style="list-style-type: none"> • District Forums delivered • Community member attendance at District Forums • Committee meetings delivered • Community information and training sessions delivered • 5% increased engagement on Liverpool Listens consultations • Partnership projects from 2168 Children's Parliament • Projects funded from Council's Grants and Donations Program 	✓	✓	✓	✓	Community Development and Planning
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> • Develop a pilot strategy to support and grow a local sporting code – June • Develop Community Engagement Policy – December • Update Social Impact Policy - June 	✓				

L.4

Strive for best practice in all Council processes

	17/18	18/19	19/20	20/21	Responsibility
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L.4.1 Manage Council's customer service operations

Delivery Program Measures <ul style="list-style-type: none"> 85% external customers enquiries are resolved at the first point of contact within the contact centre Customers abandon call before being answered, less than 5% of the time 87% of customers satisfied with service at front counter 82% of customers satisfied with service at Contact Centre 	✓	✓	✓	✓	Customer Service
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Cloud Contact Centre solution delivered – July 	✓				

L.4.2 Manage and expand ePlanning Portal

Delivery Program Measures <ul style="list-style-type: none"> DAs lodged through ePlanning Portal 	✓	✓	✓	✓	ePlanning
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Prepare strategic plan for ePlanning – September Revise content in iPlan to be more customer focused – December 	✓				
To be completed 2018/19 (Operational Plan) <ul style="list-style-type: none"> Implement online assessment utilising ePlanning Portal (18/19) 	✓	✓			

L.4

Continued

Strive for best practice in all Council processes

17/18	18/19	19/20	20/21	Responsibility
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L.4.3 Manage and complete integrated reporting requirements

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Annual Report – November Biannual Report – August Biannual Report – February Delivery Program and Operational Plan revision – June Update Integrated Planning and Reporting webpages – December 	✓	✓	✓	✓	Corporate Strategy
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Implement TechOne reporting system (\$54,000) – September Review corporate reporting system to consolidate and streamline reporting – June 	✓				

L.4.4 Prepare Annual Financial Statements

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Unqualified Audit of Financial Statements report – October Audit of Financial Statements lodged with Office of Local Government – October 	✓	✓	✓	✓	Financial Services

L.4.5 Manage the delivery of monitored, transparent and accountable procurement services

Delivery Program Measures	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 90% of tenders within 120 days of completion of the specification 	✓	✓	✓	✓	Governance and Legal Services
<p>To be completed 2017/18 (Operational Plan)</p> <ul style="list-style-type: none"> Complete audit action requirements – December 	✓				

L.4

Continued

Strive for best practice in all Council processes

	17/18	18/19	19/20	20/21	Responsibility
L.4.6 Identify, eliminate and control hazards to make a safer workplace					
Delivery Program Measures <ul style="list-style-type: none"> Increase in hazard reporting by 5% Corrective actions finalised within timeframes 	✓	✓	✓	✓	Work Health and Safety
L.4.7 Manage and report on workplace incidents					
Delivery Program Measures <ul style="list-style-type: none"> 80% of incidents reported within 24 hours 5% reduction in lost-time injuries 	✓	✓	✓	✓	Work Health and Safety
L.4.8 Comply with the self-insurer licencing framework					
Delivery Program Measures <ul style="list-style-type: none"> Complete 4 audits Complete 39 inspections 	✓	✓	✓	✓	Work Health and Safety
L.4.9 Manage internal I.T. customer satisfaction					
Delivery Program Measures <ul style="list-style-type: none"> Complete 4 internal client surveys Internal IT satisfaction rate of 80% 	✓	✓	✓	✓	Information Technology
L.4.10 Manage and deliver strategic initiatives					
Delivery Program Measures <ul style="list-style-type: none"> Hold 4 internal CEO presentations Hold 5 Strategic Panels 	✓	✓	✓	✓	Corporate Strategy

L.4**Continued****Strive for best practice in all Council processes**

17/18 18/19 19/20 20/21 Responsibility

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

Delivery Program Measures <ul style="list-style-type: none"> Employee attendance to 'Dignity and Respect' Program 	✓	✓	✓	✓	People and Organisational Development
To be completed 2018/19 (Operational Plan) <ul style="list-style-type: none"> Implement Dignity and Respect in the Workplace Program – December 2018 	✓	✓			

L.4.12 Management of fleet and outdoor plant and equipment

Delivery Program Measures <ul style="list-style-type: none"> Workshop indicators met Total life cycle costs 	✓	✓	✓	✓	Depot Operations
To be completed 2017/18 (Operational Plan) <ul style="list-style-type: none"> Develop a business case for update of AusFleet – December 	✓				

FINANCIAL INFORMATION

COUNCIL'S BUDGET

The 2017-18 budget assumes continuation of Council services at current levels.

Liverpool local government area is experiencing strong growth resulting in increasing demand for Council Services. Council's revenue and expenditure estimates have been adjusted commensurate with the expected growth in 2017-18 and following years.

Council has been making significant investments in community facilities and city revitalisation projects which include the new Carnes Hill Library, Macquarie Mall and Bigge Park upgrade works. The budget includes additional expenditure required for on-going operations and maintenance of these projects.

In formulating its budget, Council has been mindful of its obligation to demonstrate continuing financial sustainability for Fit for the Future purposes. The new initiatives incorporated in the budget estimates include progressive adjustments to unregulated fees and charges to allow full cost absorption, introduction of new fees, and operational efficiencies to effectively manage discretionary expenditure.

The budget also has provision for strategic initiatives, including the development of the new Liverpool Civic Place, active participation in the development of Western Sydney Airport, comprehensive review of Liverpool Local Environment Plan and condition assessment of infrastructure assets.

Investigation and remediation of waste across Liverpool is an on-going issue. The 2017-18 budget includes provision for remediation works agreed with the Environment Protection Authority. There is also provision for any specialist consultancy required for further investigations.

In 2017-18, Council's net operating result before grants and contributions for capital purposes is budgeted at \$0.6 million deficit. The adjusted net operating result for Fit for the Future purposes is budgeted at a deficit of \$7.1 million.

From a cash perspective, the budget has resulted in some \$30 million of operational funds being available for use towards financing loan principal repayments (\$8.2 million) and the capital works program (\$21.8 million).

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

MAINTAINING FINANCIAL TRENDS WITHIN ACCEPTED BENCHMARKS

Council is committed to maintaining critical financial performance indicators within acceptable benchmarks. Current and targeted benchmarks are:

	ACTUAL	PROJECTIONS				
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Operating Performance Ratio Benchmark: $\geq 0\%$ (Average over 3 years)	-3.4%	-1.5%	-2.6%	-1.6%	-1.1%	1.0%
Own Source Operating Revenue Ratio Benchmark: $\geq 60\%$ (Average over 3 years)	58.5%	56.3%	57.6%	63.7%	64.7%	66.0%
Buildings & Infrastructure Renewals Ratio Benchmark: $>100\%$ (Average over 3 years)	90.8%	97.4%	100.7%	103.1%	101.6%	98.7%
Infrastructure Backlog Ratio Benchmark: $<2\%$	3.7%	3.5%	2.7%	2.0%	1.5%	1.1%
Asset Maintenance Ratio Benchmark: $>100\%$ (Average over 3 years)	100.3%	115.3%	118.6%	121.7%	118.7%	118.0%
Debt Service Ratio Benchmark: $>0\%$ and $\leq 20\%$ (Average over 3 years)	5.5%	5.1%	5.4%	5.7%	6.4%	6.7%
Real Operating Expenditure Benchmark: Decrease per capita over time	\$683	\$665	\$660	\$620	\$611	\$606

FINANCIAL AND ECONOMIC TRENDS

INTEREST RATES

Since mid-2012, the cash rate is trending downwards with no indication of a likely rise in the near future. Council has assumed an average interest rate of 2.6 per cent when compiling the 2017-18 budget.

INFLATION RATES

Council has used an average CPI of 1.7% in the budget to index revenue and expenditure.



INVESTMENT IN COUNCIL INFRASTRUCTURE

Council has stewardship of infrastructure assets valued in excess of \$1.7 billion (excludes land). Council recognises asset maintenance and renewal as a fundamental aspect of 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's adopted Asset Management Policy sets guidelines for undertaking asset management in a structured and coordinated way throughout Liverpool.



BUDGET PROCESS

In establishing the budget compilation process, instructions are provided to managers to ensure integration of the budget with the Community Strategic Plan and the Delivery Program. Specific guidelines are also provided to allow for consistency in the development of the operating and capital budgets.

In preparing the 2017-18 budget consideration was given to:

- Service demands that must be satisfied in the course of the budget cycle;
- Assets and resource management requirements that satisfy service delivery demands (including the capital works program);
- Various assumed indices from which to budget revenues and expenses;
- Statutory requirements that may be applicable (such as in the pricing policy);
- New initiatives to improve service delivery;
- Business process improvements to improve financial sustainability and Fit for the Future; and
- Sources of funds available to finance service delivery and asset management.

MAJOR INCOME AND EXPENDITURE

RATES AND ANNUAL CHARGES

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 rates revenue. For 2017-18, IPART has varied Council rates income by 1.5% which has been factored in the budget.

In addition, provisions under the *NSW Local Government Act 1993* allows Councils to make a special rate variation, subject to IPART approval, to meet the costs of any works, facilities or services it provides. No such special rate variation has been factored in Councils 2017-18 and following yearly budget estimates.

The Domestic Waste Management (DWM) charge will increase to \$433 in 2017-18, representing a 5% increase from the current rate of \$411. 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. For 2017-18, the variations include a 2% CPI adjustment and progressive DWM cost alignment that will enable full cost absorption.

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 2017-18 budget estimates assumes no increase in service charges.

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 to restore sites around Liverpool.

The estimated \$122.1 million revenue from rates and annual charges for 2017-18 includes:

	\$
Ordinary Rates	89,318,518
Domestic Waste Management Services	27,402,627
Environment Levy	1,652,884
City Development Fund (ex Town Improvement Fund)	1,514,235
Stormwater Management Services	1,461,809
Fire Levy	460,239
Miscellaneous - On Site Sewerage Management	274,050
	122,084,362

USER CHARGES AND FEES

Council's user charges are categorised into two groups:

- **Regulated fees** – These are prescribed and charged by Council under relevant NSW State Acts and Regulations. The 2017-18 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 1.5% is generally included in the 2017-18 budget estimates.

The estimated \$19.0 million revenue from user charges & fees for 2017-18 includes:

	\$
Planning & Building Regulation Fees	9,446,717
Community, Sporting Facilities and Bus Hire	1,171,642
Parking Fees	3,211,248
Other Statutory Regulatory Fees	789,433
Child Care Fees	3,377,019
Other fees & charges	998,733
	18,994,792

INTEREST AND INVESTMENT REVENUE

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRNs) to achieve its policy objective of maximising returns from authorised investments and minimising risk. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by State Government. Income from Interest and investments is projected at \$5.23 million for 2017-18. This estimate is based on current lower market cash rate and expected investment holdings.

GRANTS & CONTRIBUTIONS

OPERATING GRANTS – Includes Federal Government Financial Assistance Grants (FAG) and various specific purpose grants from NSW 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 untied allowing Council to spend the grants according to local priorities. The 2017-18 budget estimates assumes no indexation.

CAPITAL GRANTS – Includes specific purpose grants from NSW State Government agencies and Section 94 developer contributions. The budget estimates are based on projected level of development in Liverpool local government area.

OTHER REVENUE

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

	\$
Rental: Investment & Other Properties	2,502,082
Parking & Other Fines	2,398,012
Restoration Works - Cost Recovery	1,290,104
Sales General (CPAC/Recycled Material/ Cafés/ Events)	1,222,477
Miscellaneous	1,237,643
	8,650,318

EMPLOYEE-RELATED COSTS

Council employed the equivalent of 721 full-time staff at the end of June 2017. That number fluctuates and consists of part-time as well as full-time officers that work directly on providing Council services in Liverpool and indirectly through the provision of corporate support services.

Estimated employee-related costs in 2017-18 will be approximately \$66.2 million. This represents an overall increase of 9.79% compared to original estimates for 2016-17. Employee-related costs include expenses for salaries, superannuation, workers compensation, staff training and welfare, and uniforms.

The estimates includes a provision for a 1.8% general award increase and incremental progression through Council's salary system for eligible employees.

In 2017-18, 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 contribution was reviewed in November 2016 and the additional contributions will continue for the foreseeable future.

BORROWING COSTS

At 30 June 2017, Council had an outstanding loan liability of \$33.1 million.

The budget assumes Council will make additional \$82.9 million borrowing over 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 the Liverpool Civic Place while 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 remedial. The budget estimates have been also indexed for an expected increase 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 1.4% general increase and specific adjustments to reflect program of works.

DEPRECIATION

Depreciation costs relates 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 1.8% general increase and specific adjustments for known price increases.

The estimated \$12.5 million includes:

	\$
Street Lighting Charges	4,710,590
Insurance	1,951,700
Emergency Services Contributions (NSW Fire/ SES/ RFS)	1,826,084
Grants, Contributions, Donations, Subsidies and Sponsorships	750,705
Water, Gas and other utilities	698,545
Advertising (Non Employment)	457,312
Telephone Rentals, Calls, Data Lines and Website licence fees	591,497
Councillors' Expenses, incl. allowances	472,486
Databases & eBooks	304,241
Publications & Subscriptions	160,346
Other Statutory Charges	135,037
Miscellaneous	462,977
	12,521,520

SUMMARY OF COUNCIL'S 2017-18 OPERATING BUDGET

As in previous years, the 2017-18 budget has been prepared on a fully consolidated basis. Information is collated from Council's controlled entities, Council's business activities and

	2015-16 Actual	2016-17 Original Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
Revenue						
Rates & Annual Charges	112,950,334	118,841,985	122,084,362	126,626,265	131,599,770	135,974,557
User Charges & Fees	16,193,447	17,018,837	18,994,792	19,094,028	20,015,151	20,198,053
Interest & Investment Revenue	5,948,786	4,518,179	5,234,526	5,172,401	5,378,233	6,507,816
Grants & Contributions - Operating	17,798,713	15,799,714	16,184,607	16,188,060	16,077,735	16,164,297
Grants & Contributions - Capital (Others)	117,954,585	34,451,847	40,701,931	44,435,566	23,576,117	20,498,092
Grants & Contributions - Capital (s94)	38,291,679	46,189,743	33,019,795	29,833,064	42,132,368	50,161,546
Other Revenues	20,142,310	8,715,409	8,650,318	8,729,810	8,943,918	15,404,165
Net Gain from the Disposal of Assets	(4,942,949)	1,014,000	6,155,400	3,110,000	0	0
Share of interests in Joint Ventures	369,744	0	325,000	325,000	325,000	325,000
Total Revenue	324,706,649	246,549,714	251,350,731	253,514,194	248,048,292	265,233,526
Expenses						
Employee Costs	59,281,649	60,312,174	66,218,134	67,481,546	68,625,517	69,976,657
Borrowing Costs	2,066,224	1,902,856	1,572,522	1,254,308	1,046,467	2,311,182
Materials & Contracts - Tipping & Waste Services	30,045,875	23,938,959	24,730,663	24,078,619	27,456,201	28,120,462
Materials & Contracts - Other	27,711,008	28,414,063	30,559,501	29,937,454	30,701,885	32,959,909
Legal Costs	1,075,146	749,742	977,396	909,960	922,700	935,617
Consultants	3,595,665	1,849,032	3,007,819	1,629,953	1,243,655	1,263,227
Depreciation	33,859,294	34,706,468	38,618,116	37,318,984	38,134,168	40,720,509
Other Expenses	10,483,938	12,960,163	12,521,520	12,574,689	12,768,448	13,760,664
Total Expenses	168,118,800	164,833,457	178,205,671	175,185,513	180,899,041	190,048,227
Net Operating Result	156,587,849	81,716,257	73,145,060	78,328,681	67,149,251	75,185,299
Less: Grants & Contributions for Capital Purposes	156,246,264	80,641,590	73,721,726	74,268,630	65,708,485	70,659,638
Net Operating Results Before Grants & Contributions for Capital Purposes	341,585	1,074,667	(576,666)	4,060,051	1,440,766	4,525,661
Less: Net Gain from the Disposal of Assets	4,942,949	(1,014,000)	(6,155,400)	(3,110,000)	0	0
Less: Share of interests in Joint Ventures	(369,744)	0	(325,000)	(325,000)	(325,000)	(325,000)
Less: Fair Value adjustments - investment	(9,221,657)	0	0	0	0	0

special purpose funds, and incorporates non-cash transactions to present a complete picture of Council's operations.

	2015-16 Actual	2016-17 Original Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget
Net Operating Results used for Fit For Future Ratios	(4,306,867)	60,667	(7,057,066)	625,051	1,115,766	4,200,661
Add back: Grants & Contributions for Capital Purpose	156,246,264	80,641,590	73,721,726	74,268,630	65,708,485	70,659,638
Net changes in Reserves	4,780,817	(11,624,064)	28,747,856	(2,319,957)	6,282,260	(23,685,205)
Add back: Net Gain from the Disposal of Assets	(4,942,949)	1,014,000	6,155,400	3,110,000	0	0
Add back: Share of interests in Joint Ventures	369,744	0	325,000	325,000	325,000	325,000
Add back: Fair Value adjustments - investment	9,221,657	0	0	0	0	0
Net Results including non-cash items	161,368,666	70,092,193	101,892,916	76,008,724	73,431,511	51,500,094
Non-Cash Items						
Add back: Depreciation	33,859,294	34,706,468	38,618,116	37,318,984	38,134,168	40,720,509
Add back: Non-cash Borrowing Costs	417,572	364,684	299,947	214,693	115,081	0
Add back : Net Accrual of revenue & expenses	(8,222,885)	0	(325,000)	(325,000)	(325,000)	(325,000)
Net Result available for Capital Expenditure	187,422,646	105,163,345	140,485,979	113,217,401	111,355,760	91,895,603
Capital Expenditure						
City Infrastructure & Environment	70,577,131	61,882,269	54,048,000	43,335,900	43,789,600	49,102,700
City Economy & Growth	3,428,575	41,934,375	71,325,208	55,175,796	62,300,577	33,303,450
City Community & Culture	1,156,501	1,123,307	1,142,670	1,156,210	1,168,950	1,073,980
City Presentation	1,714,710	3,074,000	2,719,500	2,542,000	2,663,000	1,868,000
City Corporate	121,140,147	6,330,932	48,512,147	49,108,644	28,639,615	10,450,000
Office of the CEO			20,000			
Loan Principal Repayment	(6,440,663)	6,722,453	8,181,188	10,086,438	11,802,087	10,642,094
Borrowings	0	0	(27,375,000)	(24,000,000)	(21,500,000)	(10,000,000)
Book Value of Assets Sold	(8,591,238)	(5,235,500)	(2,275,600)	(21,317,600)	(1,871,500)	(7,842,600)
Total Capital Expenditure	182,985,163	115,831,836	156,298,113	116,087,388	126,992,329	88,597,624
Change in Cash at Bank	4,437,483	(10,668,491)	(15,812,134)	(2,869,987)	(15,636,569)	3,297,979

	City Environment & Infrastructure	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Office of the CEO	2017-18 Budget
Revenue							
Rates & Annual Charges	3,114,693	274,050	0	91,918,120	26,777,499	0	122,084,362
User Charges & Fees	13,849	13,171,917	4,627,253	445,045	736,728	0	18,994,792
Interest & Investment Revenue	122,922	2,818,314	0	1,968,954	324,336	0	5,234,526
Grants & Contributions - Operating	101,880	755,718	3,814,451	10,137,192	1,375,366	0	16,184,607
Grants & Contributions - Capital (Others) *	14,642,150	26,059,781	0	0	0	0	40,701,931
Grants & Contributions - Capital (s94) *	0	33,019,795	0	0	0	0	33,019,795
Other Revenues	17,865	2,541,992	1,274,295	2,655,940	2,160,226	0	8,650,318
Net Gain from the Disposal of Assets	0	0	0	6,155,400	0	0	6,155,400
Share of interests in Joint Ventures	0	0	0	325,000	0	0	325,000
Total Revenue	18,013,359	78,641,567	9,715,999	113,605,651	31,374,155	0	251,350,731
Total Revenue - FFTF	3,371,209	19,561,991	9,715,999	107,125,251	31,374,155	0	171,148,605
Expenses							
Employee Costs	2,154,966	12,442,234	17,082,378	14,288,610	17,160,157	3,089,789	66,218,134
Borrowing Costs	0	0	0	1,572,522	0	0	1,572,522
Materials & Contracts - Tipping & Waste Services	1,800,000	0	33,462	41,125	22,856,076	0	24,730,663
Materials & Contracts - Other	586,801	2,178,055	7,639,134	6,696,224	12,265,390	1,193,897	30,559,501
Legal Costs	1,055	406	0	975,935	0	0	977,396
Consultants	1,468,220	1,072,195	30,420	176,692	110,292	150,000	3,007,819
Depreciation	25,500,680	14,185	4,013,703	2,820,002	6,251,409	18,137	38,618,116
Other Expenses	144,115	3,856,255	2,578,271	2,721,253	2,319,469	902,157	12,521,520
Internal Charges	54,870	19,290	161,390	(357,500)	121,950	0	0
Total Expenses	31,710,707	19,582,620	31,538,758	28,934,863	61,084,743	5,353,980	178,205,671
Net Operating Result	(13,697,348)	59,058,947	(21,822,759)	84,670,788	(29,710,588)	(5,353,980)	73,145,060
Less: Grants & Contributions for Capital Purposes *	14,642,150	59,079,576	0	0	0	0	73,721,726

Net Operating Results Before Grants & Contributions for Capital Purposes	(28,339,498)	(20,629)	(21,822,759)	84,670,788	(29,710,588)	(5,353,980)	(576,666)
Less: Net Gain from the Disposal of Assets	0	0	0	(6,155,400)	0	0	(6,155,400)
Less: Share of interests in Joint Ventures	0	0	0	(325,000)	0	0	(325,000)
Less: Fair Value adjustments - investment	0	0	0	0	0	0	0
Net Operating Results used for Fit For Future Ratios	(28,339,498)	(20,629)	(21,822,759)	78,190,388	(29,710,588)	(5,353,980)	(7,057,066)
Add back: Grants & Contributions for Capital Purpose	14,642,150	59,079,576	0	0	0	0	73,721,726
Net changes in Reserves	15,857,725	9,713,194	245,475	4,978,132	(2,046,670)	0	28,747,856
Add back: Net Gain from the Disposal of Assets	0	0	0	6,155,400	0	0	6,155,400
Add back: Share of interests in Joint Ventures	0	0	0	325,000	0	0	325,000
Add back: Fair Value adjustments - investment	0	0	0	0	0	0	0
Net Results including non-cash items	2,160,377	68,772,141	(21,577,284)	89,648,920	(31,757,258)	(5,353,980)	101,892,916
Non-Cash Items							
Add back: Depreciation	25,500,680	14,185	4,013,703	2,820,002	6,251,409	18,137	38,618,116
Add back: Non-cash Borrowing Costs	0	0	0	299,947	0	0	299,947
Add back : Net Accrual of revenue & expenses	0	0	0	(325,000)	0	0	(325,000)
Net Result available for Capital Expenditure	27,661,057	68,786,326	(17,563,581)	92,443,869	(25,505,849)	(5,335,843)	140,485,979
Capital Expenditure							
Capital Works Program	54,048,000	71,325,208	1,142,670	48,512,147	2,719,500	20,000	177,767,525
Loan Principal	0	0	0	8,181,188	0	0	8,181,188
Borrowings				(27,375,000)			(27,375,000)
Book Value of Assets Sold	0	0	0	(2,275,600)	0	0	(2,275,600)
Total Capital Expenditure	54,048,000	71,325,208	1,142,670	27,042,735	2,719,500	20,000	156,298,113
Change in Cash at Bank	(26,386,943)	(2,538,882)	(18,706,251)	65,401,134	(28,225,349)	(5,355,843)	(15,812,134)

CAPITAL WORKS

The Capital Works Program details proposed capital works for the 2017-18 year. The Capital Works Program represents net expenditure of some \$177 million. The following tables show the allocation of expenditure by asset class and sources of funding.

ASSET CLASS	\$'000	
Roads	51,902	29%
Buildings	47,636	27%
Parks and Recreation	21,592	12%
Land	20,502	12%
Floodplain	18,951	11%
Footpaths	5,704	3%
Drainage	4,937	3%
Plant and Fleet	2,905	2%
Information Technology	1,420	1%
Bridges	1,357	1%
Library Materials	771	0%
Land Improvements	90	0%
	177,768	100%

FUNDING SOURCES	\$'000	
S94 Developer Contributions	85,994	48%
General Fund	64,696	36%
Grants	14,642	8%
Town Improvement	550	0%
Stormwater Reserve	1,537	1%
Domestic Waste Reserve	840	0%
Environment Levy	900	1%
Contribution Reserve	679	0%
General Property Reserve	6,130	3%
Parking Strategy Reserve	1,800	1%
	177,768	100%

DEVELOPER CONTRIBUTIONS (SECTION 94)

Section 94 of the *Environmental Planning and Assessment Act, 1979* gives Council the power to levy contributions from developers for public services and public 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 public 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 section 94 contributions is subject to the timing of receipts.

At the reporting period ended 30 June 2016 Council held \$72.6 million of developer contributions for the provision of infrastructure. Approximately \$86 million of developer contributions have been allocated in the 2017-18 capital works program.

CITY DEVELOPMENT FUND (CDF)

The CDF (formerly Town Improvement Fund) 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: image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity.

In 2017-18 Council has allocated \$1.8 million from CDF towards capital works and repayment of loan taken out for City Revitalisation Projects.

WORKS FUNDED BY STORM WATER MANAGEMENT SERVICE CHARGE

10-YEAR STORMWATER WORKS PROGRAM

Program	Program/Project Description	2017/18	
Flood Mitigation Works		576,200	
	101002 - Flood Mitigations - Overland Flows	143,500	
	101516 - Wetlands	51,400	
	700585 - Brickmakers Creek Channel Improvement - Elizabeth Street to	261,000	
	700593 - Non Prescribed Basins - Restoration & Renewal	70,300	
	700594 - Prescribed Basins - Restoration & Renewal	0	
	700947 - Telemetry System Maintenance	50,000	
Stormwater Drainage Renewal		888,700	
	100703 - Programmed Drainage Renewal	130,000	
	100705 - Stormwater Pipe Inspection, Assessment & Ancillary Works	143,000	
	100861 - Stormwater Pipe Relining	378,500	
	100862 - Stormwater Pipe Structural Patches	237,200	
Stormwater Quality		72,000	
	101001 - Coucal Avenue, Hinchinbrook - GPT Modification	0	
	101512 - Erosion protection	0	
	101513 - New GPT in Existing Development	72,000	
	700586 - Colo Circuit, Wattle Grove - GPT Modification	0	
	700587 - Corryton Circuit, Wattle Grove - GPT Modification	0	
	700591 - Lycett Avenue, West Hoxton - GPT Modification	0	
Total		1,536,900	

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	415,300	437,300	373,200	373,200	372,900	382,600	380,100	382,600	382,600
	243,500	243,500	179,400	179,400	179,400	184,800	184,800	184,800	184,800
	51,400	61,800	61,800	61,800	59,800	61,600	61,600	61,600	61,600
	0	0	0	0	0	0	0	0	0
	0	0	82,000	0	83,700	0	83,700	0	0
	70,400	82,000	0	82,000	0	86,200	0	86,200	86,200
	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	956,300	876,000	834,500	854,500	826,000	946,500	1,001,500	1,007,300	1,007,300
	100,000	100,000	100,000	100,000	117,400	161,700	211,700	202,500	202,500
	120,000	154,200	154,300	154,300	155,500	172,500	172,500	172,500	172,500
	489,000	413,800	354,400	350,400	304,300	357,200	362,200	377,200	377,200
	247,300	208,000	225,800	249,800	248,800	255,100	255,100	255,100	255,100
	163,400	200,400	339,300	339,300	382,700	271,000	271,000	271,000	271,000
	0	0	46,000	0	0	0	0	0	0
	163,400	154,400	216,100	216,100	215,300	160,100	160,100	160,100	160,100
	0	0	77,200	77,200	107,600	110,900	110,900	110,900	110,900
	0	0	0	46,000	0	0	0	0	0
	0	0	0	0	59,800	0	0	0	0
	0	46,000	0	0	0	0	0	0	0
	1,535,000	1,513,700	1,547,000	1,567,000	1,581,600	1,600,100	1,652,600	1,660,900	1,660,900

SPECIAL RATE VARIATION

The Council uses the additional income from Special Rate Variations for the purposes of asset maintenance and infrastructure related expenditure.

The works that will be funded in 2017-18 will include:

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Buildings	1,010,000	1,352,000
Community Centre Rehabilitation Program	160,000	502,000
Child Care Centre Rehabilitation / Renovation	150,000	150,000
Sports Amenity Building Upgrade Program	120,000	120,000
Park Amenities Renewal Program	170,000	170,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	180,000	180,000
Leisure Centre Upgrade Program - Holsworthy Pool	130,000	130,000
Kokoda Oval Electrical & Sewer Services	100,000	100,000
Parks and Recreation	1,010,000	1,010,000
Playground Replacement program	715,000	715,000
Sports Field Fence Replacement Program	185,000	185,000
Floodlighting Staged Upgrade Program - Whitlam Oval No. 4	110,000	110,000
Footpaths	88,000	88,000
Bolinda Street, Busby - Orchard to Coogra	88,000	88,000
Roads	5,240,880	6,168,700
Pavement Stabilisation & Strengthening	544,180	845,000
Road Resurfacing Program Rejuvenation	400,000	403,000
Whitford Road, Hinchinbrook - Prion to Albatross	170,500	170,500
Bungulla Street, Sadleir - Bobin to Gabo	352,100	352,100
Burra Street, Busby - Trevanna to Kingarth	81,500	81,500
Eaglehawk Street, Heckenberg - Sth Liverpool to Jindabyne	227,700	227,700
First Avenue, Hoxton Park - Hoxton Park to 20th Ave	146,200	146,200

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Roads continued		
Geehi Place, Heckenberg - Sth Liverpool to North End	52,800	52,800
Graham Avenue, Casula - Reserve to Carnation	309,000	309,000
Holland Crescent, Casula - Reserve to Reserve	30,500	333,500
Ives Avenue, Liverpool - Boundary to Reilly	186,000	186,000
Dorrigo Avenue, Hoxton Park - South End To Hoxton Park	109,800	109,800
Bent Street, Chipping Norton - Nottingham To Ascot	131,000	131,000
Bomaderry Drive, Prestons - Bernera To Dalmeny	141,000	141,000
Campbell Street, Liverpool - Castlereagh To Copeland	116,600	116,600
Carnation Avenue, Casula - De Merrick To Graham	258,500	258,500
Childs Road, Chipping Norton - Govern To Epsom	893,000	893,000
Coolaroo Crescent, Lurnea - Wonga To North End	179,000	179,000
Holterman Place, Cartwright - Mawson To South End	64,800	64,800
McAndrew Close, Lurnea - Hanna To West End	71,500	71,500
Montclair Avenue, Ashcroft - Congress To South End	60,400	60,400
Simpson Avenue, Casula - Fitzpatrick To Kenny	188,000	188,000
Flowerdale Road, Liverpool - Hoxton Park to Mamorial	526,800	847,800
	7,348,880	8,618,700

DETAILED 2017-18 CAPITAL EXPENDITURE PROGRAM

BY ASSET TYPE & FUNDING SOURCE

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Buildings		47,636,266	3,272,669	0	44,363,597
Implementation of Disability Action Plan		134,000	0	0	134,000
Liverpool Central Library		50,750	0	0	50,750
Community Centre Rehabilitation Program		502,000	0	0	502,000
Property Sales		100,000	0	0	100,000
Water & Energy Conservation Delivery Program		100,000	0	0	100,000
Refurbishment 33 Moore Street Liverpool		400,000	0	0	400,000
Child Care Centre Rehabilitation / Renovation		150,000	0	0	150,000
Casula Powerhouse Arts Centre Upgrades		110,000	0	0	110,000
Relocation of Customer Service to Ground Floor stage1		80,000	0	0	80,000
Heritage Conservation Program		565,000	0	0	565,000
Protection & Security to Councils Remote Assets Program		50,000	0	0	50,000
Sports Amenity Building Upgrade Program		120,000	0	0	120,000
Community Facilities Program Capital Items		25,000	0	0	25,000
Sale of 31 Shepherd Street Liverpool		110,000	0	0	110,000
Asset / Facilities Management Review		140,000	0	0	140,000
Michael Wenden Leisure Centre Restoration		80,000	0	0	80,000
Whitlam Leisure Centre Restoration		241,000	0	0	241,000
Rose Street Mechanical Workshop Design		80,000	0	0	80,000
Park Amenities Renewal Program		170,000	0	0	170,000
Lurnea Community Hub - Design		630,000	0	0	630,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre		180,000	0	0	180,000
Leisure Centre Upgrade Program - Holsworthy Pool		130,000	0	0	130,000
Vacant Possession DoCS		1,000,000	0	0	1,000,000
Design and Documentation Stage of Civic Place		2,930,164	0	0	2,930,164
Construction of Civic Place		35,210,683	1,000,000	0	34,210,683
Library & Museum Rehabilitation Program		440,000	0	0	440,000
Kokoda Oval Electrical & Sewer Services		100,000	0	0	100,000
Leisure Centre Upgrade Program		480,000	0	0	480,000
Building Renewal Program		105,000	0	0	105,000
Multi-Purpose Community Centre-Middleton Grange		2,272,669	2,272,669	0	0
33 Moore Street Car Park Equipment		70,000	0	0	70,000
170 George Street Library Community Hub		50,000	0	0	50,000
Depot - New TruckWash Bay		830,000	0	0	830,000
Drainage		4,937,161	3,567,561	0	1,369,600
Programmed Drainage Renewal		130,000	0	0	130,000
Stormwater Pipe Inspection, Assessment & Ancillary Works		143,000	0	0	143,000
Stormwater Pipe Relining		457,200	0	0	457,200
Stormwater Pipe Structural Patches		377,000	0	0	377,000
Local Drainage-L0 to L6-West of Cabramatta Ck.		235,047	235,047	0	0
New GPT in Existing Development		161,000	0	0	161,000
Wetlands		51,400	0	0	51,400

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Raingarden (9) - Maxwells Creek - Edmondson Park		867,732	867,732	0	0
Prestons Industr.Local Drainage-Catchment H-West of M7		420,434	420,434	0	0
Land at Junction of Hinchinbrook/Cabramatta Creeks		1,148,745	1,148,745	0	0
Raingarden (6) Cabramatta Creek		895,603	895,603	0	0
Telemetry System Maintenance		50,000	0	0	50,000
Floodplain		18,951,464	16,397,664	1,500,000	1,053,800
Moorebank Voluntary Acquisition Scheme		1,350,000	0	900,000	450,000
Basin 3 b - Elizabeth Hills		1,160,367	1,160,367	0	0
Flood Mitigations - Overland Flows		143,500	0	0	143,500
Design of Stormwater Management Structures, South West		1,050,000	1,050,000	0	0
Brickmakers Creek Channel Improvement - Elizabeth Street		990,000	0	600,000	390,000
Non Prescribed Basins - Restoration & Renewal		70,300	0	0	70,300
Trunk Drainage Basin B5 – Austral		3,422,130	3,422,130	0	0
Trunk Drainage Basin B19 – Austral		2,430,735	2,430,735	0	0
Trunk Drainage Basin B27 – Austral		3,215,003	3,215,003	0	0
Trunk Drainage Basin B29 – Austral		3,468,797	3,468,797	0	0
Drainage Lands RC1-East Leppington		1,650,632	1,650,632	0	0
Information Technology		1,420,200	0	0	1,420,200
CCTV Centralisation		25,200	0	0	25,200
Council Website Modernisation		200,000	0	0	200,000
Corporate Systems Upgrade - Pathway		70,000	0	0	70,000
Corporate Systems Upgrade - Aurion		65,000	0	0	65,000
Council Chambers Equipment Replacement		20,000	0	0	20,000
Corporate Systems Upgrade - TRIM		150,000	0	0	150,000
Corporate Systems Upgrade - Technology One		20,000	0	0	20,000
Infrastructure Upgrade - Mobility		50,000	0	0	50,000
Automation - User and Software		60,000	0	0	60,000
Infrastructure Upgrade - Wi-Fi Program		200,000	0	0	200,000
Infrastructure Upgrade - Switch Replacement		120,000	0	0	120,000
Infrastructure Upgrade - Unified Communications		30,000	0	0	30,000
Infrastructure Upgrade - Surveillance Program		200,000	0	0	200,000
Digital Transformation - Systems Integration Program		80,000	0	0	80,000
Business Continuity Program - Software		100,000	0	0	100,000
Minor Systems Upgrade Program - Software		30,000	0	0	30,000
Land		20,502,236	14,315,236	0	6,187,000
R29 - Middleton Grange - Local Street Type1 - Land		213,837	213,837	0	0
Road Closure - 24 Scott Street, Liverpool		50,000	0	0	50,000
Open Space (OS7) - Active Area - Edmondson Park		12,730,480	12,730,480	0	0
Acquisition - 1 Hoxton Park Road, Liverpool		6,000,000	0	0	6,000,000
Cabramatta Creek-Bushland Regeneration & Land Acquisition		790,922	790,922	0	0
Local Street 6.2 North Side of Creek & Cabramatta Creek - Land		579,997	579,997	0	0
Sale - LOT 101 DP 30136, 9 Grimson Crescent, Liverpool		30,000	0	0	30,000
Sale - LOT 7 DP 238364, 9 McLean Street, Liverpool		30,000	0	0	30,000

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Sale - Lots 411-412 DP 564763, 8 - 10 First Ave, Hoxton Park		34,000	0	0	34,000
Sale - LOT 20 DP 708107, 59 Ninth Avenue, Austral		28,000	0	0	28,000
Sale - LOT 4 DP 1007383, 4 Owl Place, Green Valley		15,000	0	0	15,000
Land Improvements		90,000	90,000	0	0
Tree Planting - Plan 6 (s94)		10,000	10,000	0	0
Tree Planting - Established Area		80,000	80,000	0	0
Library Materials		770,920	0	0	770,920
Adult fiction		60,000	0	0	60,000
Adult Non - Fiction		53,012	0	0	53,012
Audio - Visual Resources		120,769	0	0	120,769
Children's Resources Fiction		61,920	0	0	61,920
Foreign language		76,296	0	0	76,296
Large print books		35,700	0	0	35,700
LIAC		3,846	0	0	3,846
Liverpool Heritage Library		6,387	0	0	6,387
Reference		23,460	0	0	23,460
Special resources		21,100	0	0	21,100
Young adult resources		20,400	0	0	20,400
Carnes Hill Library - Book Acquisition		169,000	0	0	169,000
Junior Audio Visual Resources		39,425	0	0	39,425
HSC Collection		26,265	0	0	26,265
Children's Resources Non-Fiction		25,290	0	0	25,290
School Collection		28,050	0	0	28,050
Parks and Recreation		21,592,046	17,372,046	0	4,220,000
Playground Replacement program		715,000	0	0	715,000
Bush Regeneration Program	(a)	900,000	0	0	900,000
Sports Courts / Facilities		145,000	0	0	145,000
Paving & Landscape Restoration		250,000	0	0	250,000
Cabramatta Creek West Arm (2) - Passive Area - Edmondson Park		1,516,010	1,516,010	0	0
North Carnes Hill Project		100,000	0	0	100,000
Outdoor Fitness Gym Program		310,000	0	0	310,000
Solar Light Program		210,000	0	0	210,000
2 - Maxwells Tributary North (11) - Edmondson Park		2,343,898	2,343,898	0	0
Open Space (OS4) - Edmondson Pk-Passive Area		2,077,842	2,077,842	0	0
Shade Structure Program		200,000	0	0	200,000
Stante Reserve - Design and Construction of Sports Field		190,000	190,000	0	0
Cirillo Reserve - Design and Construction of Sports Field		175,000	175,000	0	0
Sports Field Fence Replacement Program		185,000	0	0	185,000
Culvert RCC4 - Edmondson Park		121,720	121,720	0	0
(6) Maxwells Creek Passive Area		1,328,270	1,328,270	0	0
RCC6 Culvert - Edmondson Park		237,175	237,175	0	0
Bigge Park Cafe "The Shed" Works		400,000	0	0	400,000
Landscaping in Prestons Industrials		150,794	150,794	0	0

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Floodlighting Staged Upgrade Program - Whitlam Oval No. 4		110,000	0	0	110,000
Key Suburb Park Program - Apex Park Upgrade (S94)		70,000	70,000	0	0
Floodlighting Staged Upgrade Program - Woodward Park		340,000	0	0	340,000
1 - Maxwells Tributary North (10) - Edmondson Park		1,321,137	1,321,137	0	0
Cabramatta Creek (3) - Edmondson Park		1,061,960	1,061,960	0	0
(OS1) Open Space		2,600,000	2,600,000	0	0
RCC2 Culvert - Edmondson Park		257,760	257,760	0	0
Key Suburb Park Program - Strzlecki Park		105,000	0	0	105,000
Ernie Smith Reserve Master Plan		150,000	0	0	150,000
District Passive Open space-DP10-Austral		2,138,165	2,138,165	0	0
Local Open Space Local Park - OSc2 - East Leppington		624,569	624,569	0	0
Local Open Space Local Park - OSa4 - East Leppington		1,106,371	1,106,371	0	0
Local Open Space - Bears Creek Corridor (10)		51,375	51,375	0	0
Whitlam Centre Master Plan		50,000	0	0	50,000
Michael Wenden Centre Master Plan		50,000	0	0	50,000
Plant and Fleet		2,904,500	0	0	2,904,500
Major Plant		1,764,500	0	0	1,764,500
Replacement of Trucks for Household Cleanup Service	(b)	840,000	0	0	840,000
Ticket Parking Machine Update		300,000	0	0	300,000
Bridges		1,357,400	1,200,000	0	157,400
Bridge Rehabilitation & Renewal		157,400	0	0	157,400
Pacific Palms Circuit Southern Crossing (Bridge Culvert and Road Crossing)		1,200,000	1,200,000	0	0
Footpaths		5,703,800	1,018,800	1,163,350	3,521,650
Bus Stops		162,400	0	0	162,400
Georges River Boardwalk & River Crossing		300,000	300,000	0	0
Cycleway - Jemma Road, Prestons		215,000	0	129,250	85,750
Cycleway - Newbridge Road, Chipping Norton		420,200	0	385,600	34,600
Cycleway - Elizabeth Street, Liverpool		436,300	0	396,300	40,000
Bolinda Street, Busby - Orchard to Coongra		88,000	0	0	88,000
Bon Street, Chipping Norton - Longstaff to Epsom		16,400	0	0	16,400
Coolarn Street, Chipping Norton - Governor Macquarie to Bungarra		16,400	0	0	16,400
Cycleway - Hoxton Park, Carnes Hills, Prestons		343,800	343,800	0	0
Joseph Street, Chipping Norton - Franklin To Ross		28,000	0	0	28,000
Reilly Street, Lurnea - Hill to West		110,300	0	0	110,300
Tabletop Circuit - Horningsea Park		60,300	0	0	60,300
Georges River Foot Bridge		450,000	0	225,000	225,000
Pitchard Avenue, Hammondville - Keato to Bradley		65,000	0	0	65,000
Mcllwain Street, Ashcroft - Mernagh to Winnall		24,800	0	0	24,800
Gundibri Street, Busby - South Liverpool to Kaluga		35,200	0	0	35,200
Epsom Road and Governor Macquarie Drive, Chipping Norton - 8		30,100	0	27,200	2,900

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Bathurst Street, Liverpool - 4 Ramps & Paving Restoration		15,400	0	0	15,400
Lachlan Street and Drummond Street, Liverpool		33,000	0	0	33,000
Lachlan Street and Forbes Street, Liverpool,		33,000	0	0	33,000
Carboni Street, Liverpool - Moore to Elizabeth		34,800	0	0	34,800
Kinkuna Street, Busby - Orchard to Bolinda		32,100	0	0	32,100
Kilmorey Street, Busby - Dalkeith to Lyndley		20,700	0	0	20,700
Curlewis Street, Ashcroft - Maxwells to Byrne		18,600	0	0	18,600
Fassifern Place, Cartwright - Willan Drive to Fassifern		12,500	0	0	12,500
Hermitage Cres, Cartwright - Hermitage to Willan		24,000	0	0	24,000
Paperbark Circuit, Casula - Bottlebrush to Bill		61,400	0	0	61,400
Adaminaby Street, Heckenberg - South Liverpool Road		38,700	0	0	38,700
Cabramurra Street, Heckenberg - South Liverpool to Eaglehawk		35,500	0	0	35,500
Murrumbidgee Street, Heckenberg - Tooma to South Liverpool		32,700	0	0	32,700
South Liverpool Road, Heckenberg - Heckenberg		70,200	0	0	70,200
Grimson Crescent, Liverpool - Apex to Orange Grove		29,800	0	0	29,800
McMahon Avenue, Liverpool - Marsden to O'Brien		35,200	0	0	35,200
Amalfi Street, Lurnea - Graham to Boundary		78,400	0	0	78,400
Morgan Street, Miller - Cabarramatta to Shropshire		41,300	0	0	41,300
Barcelona Drive, Prestons - Beech to Cedar		64,000	0	0	64,000
Chapman Street, West Hoxton - Wyattville to Cul-de-sac		32,900	0	0	32,900
Hosking Avenue, West Hoxton - 15 Hosking to Carmichel		20,400	0	0	20,400
Ormiston Avenue, West Hoxton - Wyattville to Glove		25,900	0	0	25,900
Poole Street, West Hoxton - Chapman to Ashlar		14,100	0	0	14,100
Vlatko Drive, West Hoxton - Wyattville to Ormiston		62,100	0	0	62,100
Wyattville Drive, West Hoxton - Ormiston to Arche		22,900	0	0	22,900
Mullenderree Street - Braidwood to Bumbera		51,700	0	0	51,700
Culburra Street - Burragate to Mollymook		26,400	0	0	26,400
Myrtle Street, Prestons - Rosewood to Beech		45,400	0	0	45,400
Rosewood Avenue, Prestons - Cedar to Barcelona		62,300	0	0	62,300
William Mahoney Street, Prestons - Rosewood to Barcelona		40,500	0	0	40,500
Capricorn Blvd - Rodeo and Althorpe		35,000	35,000	0	0
Wingham Road, Prestons - Kurrajong to Port Macquarie		51,900	0	0	51,900
Pacific Palm Circuit, Carnes Hill - Wingham to Kew		69,700	0	0	69,700
Wauchope Road, Prestons - Wingham to cul-de-sac		30,900	0	0	30,900
Laurieton Road, Carnes Hill - Wauchope to Pacific Palm		24,000	0	0	24,000
Daquino Place - Laurieton Road to cul-de-sac		24,800	0	0	24,800
Kew Road, Carnes Hill - Pacific Palm to Kew		29,500	0	0	29,500

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Beech Road, Casula - Barcelona to M5 Overpass		222,500	0	0	222,500
Elizabeth Street, Liverpool - Northumberland and Macquarie		163,500	0	0	163,500
Flynn Ave, Middleton Grange - Kingsford Smith to Monkton		32,300	0	0	32,300
Kingsford Smith Ave, Middleton Grange - Flynn to Southern Cross		76,800	0	0	76,800
Southern Cross Ave, Middleton Grange - Kingsford Smith to Monkton		32,500	0	0	32,500
Kelsey St, Middleton Grange - Kingsford Smith to Monkton		46,400	0	0	46,400
De Garis St. From Monkton Avenue to cul-de-sac		49,100	0	0	49,100
Petre Close, Middleton Grange - Monkton Avenue to cul-de-sac		52,200	0	0	52,200
Monkton Avenue, Middleton Grange - Southern Cross to Flynn		56,200	0	0	56,200
Cycleway - Casula Stage 2 - Kurrajong to Old Kurrajong		340,000	340,000	0	0
Graham Street, Casula - Kerb and Gutter, Footpath, Cycleway		53,400	0	0	53,400
Footpath Upgrade - Moore & George		395,000	0	0	395,000
Roads		51,901,532	28,760,032	11,978,800	11,162,700
Bus Shelter Installations		197,000	25,000	0	172,000
Sale - McLean Street Liverpool, Road closure		36,600	0	0	36,600
Pavement Stabilisation & Strengthening		845,000	0	0	845,000
Fifteenth Avenue, West Hoxton - Second to Herley		335,000	0	0	335,000
Kerb & Gutter Replacement		110,000	0	0	110,000
Carpark - Renewal & Replacement		60,000	0	0	60,000
RC2 - Neighbourhood Connector-Edmondson Park		587,923	587,923	0	0
RLR32 - Local Road (Park Frontage) - Edmondson Park		774,580	774,580	0	0
Manning St By-Pass Road, Warwick Farm		1,160,000	0	0	1,160,000
RLR33 - Local Road (Park Frontage) - Edmondson Park		76,506	76,506	0	0
RLR5a - Local Road (park Frontage) - Edmondson Park		735,304	735,304	0	0
RMN8 - Main Neighbourhood (Park Frontage) - Edmondson Park		303,278	303,278	0	0
RPS20 - Local road (Park Frontage) - Edmondson Park		382,528	382,528	0	0
Traffic Facilities - New Works		258,300	0	0	258,300
Local Road "D" East from Kookaburra Rd - Prestons Industrials		926,018	926,018	0	0
Road Resurfacing Programs - Resealing		1,314,000	0	0	1,314,000
Road Resurfacing Program - Rejuvenation		403,000	0	0	403,000
Road Resurfacing Program - Programmed Patching		934,000	0	0	934,000
RAP14a - Neighbourhood Connector (Bushland Frontage Asset Protection Zone - Edmondson Park)		853,106	853,106	0	0
RAP14b - Neighbourhood Connector (Park Frontage - Edmondson Park)		392,727	392,727	0	0

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
RLR34 - Local Road (Park Frontage) - Edmondson park		238,443	238,443	0	0
RMN6 - Main Neighbourhood - Edmondson Park		678,436	678,436	0	0
RMN7 - Main Neighbourhood - Edmondson Park		1,163,597	1,163,597	0	0
Whitford Road, Hinchinbrook - Prion to Albatross		170,500	0	0	170,500
Davy Robinson - Car Park		675,000	0	420,000	255,000
RLR35b - Park Street (Park frontage / bus route) Edmondson Park		335,976	335,976	0	0
Bernera Rd Extension - Road Construction (Croatia Avenue)		19,500,000	9,500,000	10,000,000	0
First Avenue, Hoxton Park - Culvert and Road Widening		650,000	650,000	0	0
Bathurst Street Extension and Pirie Street Closure		100,000	0	0	100,000
Safety Barrier Installation		66,000	0	0	66,000
Dewsbury Serviceway Extension		550,000	0	0	550,000
Dalmeny Drive, Prestons - Raised Crossing,		50,000	0	50,000	0
Edmondson Avenue, Austral – Raised Crossing,		40,000	0	40,000	0
Local Street 6.2 North Side of Creek & Cabramatta Ck - Works		125,343	125,343	0	0
M. Grange - R30 - Northern Collector Street		265,356	265,356	0	0
M. Grange - R32 - Local St Type 1 (Monoplane Ave)		143,504	143,504	0	0
Prest.Indust.Road B East of Bernera Rd Catchment		2,789,226	2,789,226	0	0
R22 - Middleton Grange - Local Street Type 1 - Works		37,144	37,144	0	0
RBC51 - Main Street Town Centre-Edmondson Park		1,563,989	1,563,989	0	0
RC12 - Neighbourhood Connector (Park Frontage) - Edmondson Park		941,200	941,200	0	0
RC22a - Neighbourhood Connector (Park Frontage) - Edmondson Park		94,309	94,309	0	0
RC22b - Neighbourhood Connector (Park Frontage Both Sides)		301,789	301,789	0	0
RC22c - Neighbourhood Connector (Park Frontage) - Edmondson Park		94,309	94,309	0	0
RLR18b - Local Road (School Frontage) - Edmondson Park		526,160	526,160	0	0
RLR19 - Local Road (School/Park Frontage) - Edmondson Park		476,294	476,294	0	0
RLR23 - Local Road (Park Frontage) - Edmondson Park		128,785	128,785	0	0
RLR26 - Local Road (Park Frontage) - Edmondson Park		128,785	128,785	0	0

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Bungulla Street, Sadleir - Bobin to Gabo		352,100	0	0	352,100
Burra Street, Busby - Trevanna to Kingarth		81,500	0	0	81,500
Eaglehawk Street, Heckenberg - South Liverpool to Jindabyne		227,700	0	0	227,700
First Avenue, Hoxton Park - Hoxton Park to Twentieth Ave		146,200	0	0	146,200
Geehi Place, Heckenberg - South Liverpool to North End		52,800	0	0	52,800
Graham Avenue, Casula - Reserve to Carnation		309,000	0	0	309,000
Holland Crescent, Casula - Reserve to Reserve		333,500	0	303,000	30,500
Ives Avenue, Liverpool - Boundary to Reilly		186,000	0	0	186,000
South Liverpool Road & St John Rd, Busby - MIST - Blackspot		107,800	0	98,000	9,800
RC36 - Main St Town Centre (Park Frontage)		588,459	588,459	0	0
RLR35a - Local road (Park Frontage) - Edmondson Park		391,029	391,029	0	0
RC55 - Neighbourhood Connector (School Frontage)-Edmondson Park		278,444	278,444	0	0
Dorrigo Avenue, Hoxton Park - South End To Hoxton Park		109,800	0	0	109,800
Bent Street, Chipping Norton - Nottingham To Ascot		131,000	0	0	131,000
Bomaderry Drive, Prestons - Bernera To Dalmeny		141,000	0	0	141,000
Bumbera Road, Prestons - Yarra To Braidwood		131,300	0	119,400	11,900
Campbell Street, Liverpool - Castlereagh To Copeland		116,600	0	0	116,600
Carnation Avenue, Casula - De Meyrick to Graham		258,500	0	0	258,500
Childs Road, Chipping Norton - Governor Macquarie to Epsom		893,000	0	0	893,000
Coolaroo Crescent, Lurnea - Wonga To North End		179,000	0	0	179,000
Holterman Place, Cartwright - Mawson To South End		64,800	0	0	64,800
Mcandrew Close, Lurnea - Hanna To West End		71,500	0	0	71,500
Montclair Avenue, Ashcroft - Congress To South End		60,400	0	0	60,400
Simpson Avenue, Casula - Fitzpatrick To Kenny		188,000	0	0	188,000
Gill Avenue, Liverpool - Boundary To Rose		585,600	0	532,400	53,200
Maxwells Avenue, Ashcroft - Raised Threshold		50,000	0	45,000	5,000
Congressional Drive, Liverpool - Raised Threshold		56,000	0	50,000	6,000

Program	Notes	Total Expenditure	Funding Source		
			S94 Developer Contributions	Grants	Consolidated Funds
Sale Part Copeland Road North		20,000	0	0	20,000
Sale Part Copeland Road South		20,000	0	0	20,000
Sale Part Angelina Court Green Valley		5,000	0	0	5,000
Part Norfolk Serviceway Liverpool		2,500	0	0	2,500
Middleton Grange Road Resurfacing		133,700	0	0	133,700
Flowerdale Road, Liverpool - Hoxton Park to Memorial		847,800	0	321,000	526,800
Total Capital Expenditure		177,767,525	85,994,008	14,642,150	77,131,367

Notes:

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

For further information



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