

DELIVERY PROGRAM 2017 – 2022 & OPERATIONAL PLAN 2020 – 2021.



DRAFT



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MAYOR'S MESSAGE



In these uncertain times, it is crucial that we plan and maximise our resources to provide the best possible outcomes for our community. As we deal with the effects of COVID-19 and its impact on our daily lives, Council must ensure that it delivers an Operational Plan and Budget that allows us to respond as effectively and efficiently as we can.

To support the economy and our local community during this crisis, Council has endorsed a comprehensive package of measures to support local business and residents as we recover from such a significant public health and economic shock.

This includes:

- A Rebuilding Liverpool's Economy package - a blueprint for economic recovery;
- A free parking permit system to support essential workers and local businesses that continue to trade;
- A support package for vulnerable residents and rough sleepers;
- A discretionary approach to infringements, with a focus on protecting public health and safety;
- An option for developers to defer up to 50 per cent of Section 7.11 payments;
- An amended Rating Revenue Policy to allow online applications for hardship provisions, with at least six months interest free; and
- Rent abatements for many Council tenants as well as refunds for those who had hired our community facilities.

This Delivery Program, including the 2020-21 Operational Plan and Budget, builds on the achievements from last year and outlines the key services and initiatives that Council will provide to contribute to the growth of a modern, sustainable and connected city.

It provides information on the initiatives Council will deliver to improve the city that we live in. I encourage you to review the Plan, our draft Budget and Capital Works Program and provide your feedback.

Your input is valuable to shaping the future of our vibrant city and I look forward to working with you in the new financial year to deliver important community programs and activities.

MAYOR WENDY WALLER

CEO'S MESSAGE



During these unprecedented times, it is important that we continue to look forward and deliver programs and activities that support our long-term vision while also ensuring that our budget allows us to respond to the day-to-day challenges that COVID-19 presents.

The full implications of the coronavirus pandemic are unknown. In the meantime, Council must review the ways in which it operates to protect the health and wellbeing of our employees and the community. Although Council has had to cancel several planned events and community initiatives, I am pleased to advise that we will still be delivering a comprehensive Capital Works Program and have commenced work on improving our online presence and service delivery.

This year, Council will be investing \$34.6M in road upgrades, \$47.7M in parks and recreation facilities. Detailed information, including suburbs and locations is listed in the Capital Works program on page 95.

Council will continue to build on projects from previous years including working with local businesses and government agencies towards the development of an 18-hour economy. We will begin to implement actions from the Local Strategic Planning Statement which includes a 30-year land use vision for the Liverpool LGA and its priorities.

We will continue to ensure we play a lead role in planning for the future, liaising with key stakeholders to advocate that Liverpool remains connected to the future Western Sydney International Airport and its Aerotropolis.

This Delivery Program and Operational Plan details the services and activities Council has committed to delivering in the next 12 months. I encourage you to provide feedback on our plans for the future and I look forward to hearing your ideas and thoughts.

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

CEO, KIERSTEN FISHBURN

YOUR COUNCIL

Your Mayor and Councillors

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

Council roles and responsibilities

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

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

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

The Act identifies certain core functions and regulatory functions.

Core functions include:

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

Specific regulatory functions include:

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

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

Mayor

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

Councillors

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



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

ABOUT LIVERPOOL

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

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

Our Home

Liverpool is in the heart of South West Sydney, comprising 42 city, suburban and rural suburbs in a large area of 305 square kilometres. The Darug and Dharawal nations are the Aboriginal traditional custodians of the land which forms the City of Liverpool and is now home to more than 220,000 people from more than 140 different backgrounds, making it one of the most diverse areas in Sydney. Council provides a variety of services to ensure that all cultures are welcomed.

Liverpool is part of the Western Sydney City Deal, which is made up of eight local Councils in the Western Parkland City and the NSW and Federal Governments to deliver transformative change to the region over the next 20 years.

The population of the Western Parkland City is projected to grow from 740,000 in 2016 to 1.1 million by 2036, and to well over 1.5 million by 2056, putting considerable pressure on the city's infrastructure to support its rapid growth. To manage this population increase and provide high-quality services to the community, Council is continually investigating innovative methods to improve operations.

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

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

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

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





ADDRESSING OUR CHALLENGES AND PRIORITIES

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

Community Pride and Heritage

Heritage is an important part of the story of Liverpool with some historical sites dating back more than 200 years, including St Luke's Church (1810-present). These sites are costly to maintain and are subject to grant funding schemes from State and Federal governments. In this plan Council has included several actions which directly relate to heritage, such as 'Promote and manage heritage' (C.1.01). This action includes a range of activities relating to the advocacy and preservation of heritage in Liverpool.

Social Connection

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

Economic Development

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



Environmental Sustainability

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

Transport Accessibility

Traffic congestion, access to public transport, parking and maintenance of the road system have been identified as key priorities for the community. In order to address this, Council will work with external stakeholders such as Transport for NSW, State and Federal governments. Council will also continue to advocate for improved transport networks including public transport for Liverpool's residents. A full list of the infrastructure works scheduled for 2020-21 can be found in the Capital Works section in the back section of this document. In addition to Capital Works, actions that relate to transportation networks include: 'Deliver Council's adopted program of upgrades and renewals program for roads and transport related assets' (G.4.01) and 'Manage traffic and transport for Liverpool' (G.4.02).





OUR PLAN

ABOUT THIS PLAN

Integrated Planning and Reporting Framework

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

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

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

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

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

FOUR-YEAR DELIVERY PROGRAM 2017-2021

The Delivery Program translates the directions of the CSP into strategies that will guide Council for the next four years. It is the statement of commitment to the community for each newly elected term of office. The Delivery Program cascades down from the Community Strategic Plan to guide Council's progress.

ONE-YEAR OPERATIONAL PLAN 2020/21

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

Resourcing Strategy

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

LONG-TERM FINANCIAL PLAN

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

WORKFORCE MANAGEMENT PLAN

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

ASSET MANAGEMENT PLAN

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

MONITORING AND REPORTING

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

- Six-monthly reports to Council and the community which detail program and budget progress;
- An Annual Report at the end of each financial year which includes a thorough financial report and overview of all of Council's spending and operations. This will be published in a full report format as well as a short community snapshot; and
- A cumulative report at the end of Council's 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 be reported in the Annual Report and the End of Term Report. Community indicators and targets are not intended to measure Council's performance as Council does not control all of the elements which may contribute towards it.

Key Performance Indicators

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

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

OUR DIRECTIONS

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

CREATING CONNECTION

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

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

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

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

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



GENERATING OPPORTUNITY

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

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

LEADING THROUGH COLLABORATION

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

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

DELIVERY PROGRAM AND OPERATIONAL PLAN

How to read the plan

	Community Strategic Plan code	Community Strategic Plan goal	Year of completion				Council department responsible for action
Delivery Program code and action	C.1	Celebrate diversity, promote inclusion and recognise heritage					
	C.1.01 Promote and manage heritage						
How the Delivery Program action will be measured	Ongoing Measures 2017-2021		17/18	18/19	19/20	20/21	Responsibility
	<ul style="list-style-type: none"> Respond to heritage enquiries within 14 business days Assess and provide minor works heritage exemptions for eligible proposals within 14 business days 						City Design and Public Domain
Actions completed in specific timeframe	To be completed in 2020-2021		17/18	18/19	19/20	20/21	
	<ul style="list-style-type: none"> Upgrade Liverpool Pioneers Memorial Park Military War Memorial and complete archaeological investigation Prepare detailed condition assessment and scope of works for monuments identified in the Liverpool Monuments and Memorials Conservation Study at Liverpool Pioneers Memorial Park 						

CASULA POWERHOUSE







CREATING CONNECTION

CREATING CONNECTION



**2020-21 Operating Expenditure
for actions C.1.01 to C.1.04***

\$1,006,514

*See page 105

Celebrate diversity, promote inclusion and recognise heritage

C.1.01 Promote and manage heritage

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Respond to heritage enquiries within 14 business days Assess and provide minor works heritage exemptions for eligible proposals within 14 business days 					City Design and Public Domain
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Upgrade Liverpool Pioneers Memorial Park Military War Memorial and complete archaeological investigation Prepare detailed condition assessment and scope of works for monuments identified in the Liverpool Monuments and Memorials Conservation Study at Liverpool Pioneers Memorial Park 					

C.1 Continued

Celebrate diversity, promote inclusion and recognise heritage

C.1.02 Manage Liverpool Regional Museum to attract visitors

Ongoing Measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase visitors to the museum by 10% from previous year 					Libraries and Museum
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Develop a strategic plan for the museum Deliver four exhibitions or programs in partnership with local community groups 					

C.1.03 Deliver citizenship ceremonies

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Manage the citizenship waiting list and coordinate ceremony programs as required 					Civic Events

C.1.04 Implement actions from the Reconciliation Action Plan

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Review and develop the new Reconciliation Action Plan 					Community Development


**2020-21 Operating Expenditure
for actions C.2.01 to C.2.05***
\$5,561,762

*See page 105

Deliver a range of community events and activities
C.2.01 Deliver events schedule

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process external community event applications within 10 business days Obtain a minimum of \$80,000 in sponsorships for Council's major annual events program 					Events
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Coordinate and deliver six key annual events including, NAIDOC, Gift of Time Volunteers Dinner, Liverpool Charity Ball, New Year Eve, Australia Day and Liverpool on a Roll Coordinate and deliver two Senior events 					

C.2.02 Manage civic events calendar

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver annual civic events as required Attend Civic Advisory meetings and action items within timeframes Deliver Toda information sessions with local schools as required Coordinate and facilitate annual Japanese Sister City yearly inbound delegation Coordinate and facilitate biannual Sister City Outbound student exchange partnership with Department of Education NSW 					Civic Events

C.2 Continued

Deliver a range of community events and activities

C.2.03 Manage Anzac Day Dawn Service ceremony

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assist the RSL to host the ANZAC Day Dawn Service in Liverpool 					Civic Events

C.2.04 Deliver engaging library programs

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure 80% of available places in programs are filled Deliver 100 programs for youth, seniors, children, culturally and linguistic groups Deliver eight community programs annually Increase engagement across digital marketing channels by 5% 					Libraries and Museum

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop and deliver the annual exhibitions program including Residency and Professional Development programs Deliver a diverse Theatre, Music, Matinee and Entertainment Program for various audiences, including Seniors, Culturally and Linguistically Diverse (CALD) and Young Audiences Deliver various major festivals including community/cultural festivals and film festivals Deliver Public and Education Programs Apply for grants and/or sponsorships as required Deliver the Casula Parklands Annual Sculpture Walk partnership with Sculpture by the Sea Meet 80% of CPAC's objectives for key focus areas from the South Western Sydney Health and Arts Strategic Plan 2018-2023 					Casula Powerhouse Arts Centre



**2020-21 Operating Expenditure
for actions C.3.01 to C.3.06***

\$10,870,299

*See page 105

Implement access and equity for all members of the community

C.3.01 Deliver high-quality childcare services

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver the Community Transition to School program at Liverpool City Library Deliver playgroup programs at Carnes Hill and Liverpool libraries Maintain partnerships with local universities and NSW health 					Children's Services

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Respond to 90% of requests received by library customer service within one business day Ensure 90% of items in lending collections have circulated in the last two years Increase usage of eCollections annually by 8% 					Libraries and Museum

C.3 Continued

Implement access and equity for all members of the community

C.3.03 Strengthen social inclusion in new developments

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action 70% of Social Impact Assessments within required timeframe 					Community Planning
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Coordinate place-based activation programs at precincts Facilitate community consultation for social infrastructure planning in priority areas 					

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement 25% of actions from the Disability Inclusion Action Plan 					Community Development
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Review and develop the Disability Inclusion Action Plan 2021-2025 					

C.3

Continued

Implement access and equity for all members of the community

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Establish a COVID-19 Emergency Response Program for vulnerable community groups Review and develop the Ageing Action Plan (2021-2023) Deliver youth engagement programs, including Youth Week event in partnership with the Liverpool Youth Council and local youth services Implement initiatives within the Liverpool Pan Pacific Safe Community Program Deliver the National Community Hubs Program (NCHP) in partnership with local schools and Community Hubs Australia Facilitate Council's Grants, Donations and Corporate Sponsorship Program 					Community Development

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action items as required from the 2168 Children's Parliament Program 					Community Development and Planning

C.4

**2020-21 Operating Expenditure
for actions C.4.01 to C.4.06***

\$14,331,501

*See page 105

Provide community facilities which are accessible to all

C.4.01 Meet demands for community-connected spaces

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Achieve a 50% Council community venue utilisation rate Apply for two infrastructure grants to upgrade community venues 					Community Facilities
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Waive fees for tenants of Council's community facilities where use has been affected by COVID-19 Implement new community facility software program for online bookings Complete design scope, for the 2020/2021 Community Facility upgrade program Manage the process for Expression of Interests (EOI) relating to community facilities Implement a customer satisfaction survey 					

C.4 Continued

Provide community facilities which are accessible to all

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

To be completed in 2020-2021*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to leisure centres and community buildings to ensure buildings are serviceable <p><i>* refer to Capital Expenditure Program on page 95 for further information on these projects</i></p>					Infrastructure Delivery

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Achieve 95% utilisation rate of Council's sporting venues during the key seasonal periods 					Recreation Services
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Deliver online booking system for Recreation Facilities Implement a customer satisfaction survey 					

C.4 Continued

Provide community facilities which are accessible to all

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver the Community Facilities Strategy Action Plan Deliver the Recreation, Open Space and Sports Strategy Action Plan 					Community Planning

C.4.05 Manage library spaces to attract and inspire visitors

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure physical visits to libraries increase to 590,000 annually Engage 2000 new members to the library service annually 					Libraries and Museum
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Complete library facilities development and maintenance plan Renovate Moorebank Branch library building to reinvigorate service 					

C.4 Continued

Provide community facilities which are accessible to all

C.4.06 Manage the Liverpool Animal Shelter

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Rehome 65% of homeable dogs within two months Rehome 40% of homeable cats within two months 					Community Standards
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Provide quarterly reports on the number of cats and dogs seized, returned to owners, rehomed, released to rescue organisations and euthanised Assist owners to reclaim animals 					



**2020-21 Operating Expenditure
for action C.5.01***

\$5,608,865

*See page 105

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

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

To be completed in 2020-2021*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to parks and playgrounds to ensure they meet the needs of the community <p><i>* refer to Capital Expenditure Program on page 98 for further information on these projects</i></p>					Infrastructure Delivery





STRENGTHENING AND PROTECTING OUR ENVIRONMENT

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

S.1

2020-21 Operating Expenditure for actions S.1.01 to S.1.03*

\$37,898,499

*See page 105

Manage the community's disposal of rubbish

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Divert 30% of off-kerbside bin waste from landfill Divert 20% of kerbside bulk waste from landfill 					Waste and Cleansing
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Participate with neighbouring councils on Project 24 joint tender meetings for future disposal of waste Implement Project 24 industry tender documents for future waste disposal to the open market Develop a new 10-year waste management strategy to reflect current changes in government policy 					

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Operate the Community Recycling Centre 					Waste and Cleansing

S.1 Continued

Manage the community's disposal of rubbish

S.1.03 Maintain the cleanliness of public spaces

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Monitor trends in illegal dumping throughout Liverpool • Maintain 95% of the street sweeping program within schedule • Maintain 95% of the public bin servicing and CBD cleaning program within schedule 					Waste and Cleansing

S.2

**2020-21 Operating Expenditure
for actions S.2.01 to S.2.05***

\$14,134,944

*See page 105

Protect and enhance bushland, rivers and the visual landscape

S.2.01 Manage Council's park maintenance program

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Deliver parks maintenance program • Undertake tree management program • Undertake tree planting and replacement program • Deliver bushland environmental restoration program 					City Works

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Undertake water quality monitoring along the Georges River, Kemps Creek, Bonds Creek and the tributaries of Kemps Creek to ensure the required level of water quality within the waterways are maintained • Implement improvement actions identified in the Water Quality Improvement Action Plan to ensure healthy catchments and waterways • Develop and implement the Georges River Activation Action Plan to facilitate the activation of the Georges River 					Technical Support

S.2 Continued

Protect and enhance bushland, rivers and the visual landscape

S.2.03 Assess applications to prune or remove trees

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process 80% of applications to prune or remove trees on private property within 10 business days 					City Environment

S.2.04 Manage contaminated lands under Council control

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Action 90% of illegal dumping requests at various sites within specified timeframes 					City Environment
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Undertake investigations and remediation of high priority contaminated lands to ensure contamination risks are effectively managed in accordance with relevant legislation Develop and implement procedures to ensure compliance with the Asbestos and Waste Management System 					

S.2 Continued

Protect and enhance bushland, rivers and the visual landscape

S.2.05 Engage the community in protection of natural areas

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver a calendar of eight Community Tree Planting activities Facilitate working groups through the Environment Volunteer Program 					City Environment

S.3

2020-21 Operating Expenditure
for actions S.3.01 to S.3.05***\$1,135,882**

*See page 105

Encourage sustainability, energy efficiency and the use of renewable energy**S.3.01 Develop and implement environmental education for the community**

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Conduct community environmental education workshops that include energy efficiency, water conservation and biodiversity themes Distribute quarterly editions of the Sustaining Liverpool Newsletter Update prioritisation and planning guidelines for conservation and maintenance activities in bushland reserves Develop an Integrated Pest and Weed Management Strategy Review and update Ecological and Environmental Sustainability strategies and plans as required 					City Environment

S.3.02 Educate the community in waste disposal

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Participate in two regional waste and recovery projects Participate in education initiatives for Council events and projects 					Waste and Cleansing

S.3.03 Develop and implement energy efficiency program

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop and deliver water and energy conservation projects Design solar panels for Casula Powerhouse Arts Centre 					City Environment

S.3

Continued

Encourage sustainability, energy efficiency and the use of renewable energy

S.3.04 Promote local and sustainable food sources

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage in up to 50% of partnerships with local sustainable growers and producers to source food and other produce for Bellbird Dining and Bar Recycle up to 50% of biodegradable food waste via composting and worm farms Promote the use of local healthy and sustainable food sources through six interactive workshops and garden tours throughout the year Increase social media presence of the Bellbird Dining and Bar by 10% from previous year 					Casula Powerhouse Arts Centre
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Develop Garden Tour programs and workshops Establish the Casula Fowlhouse Establish the Casula Beehouse 					

S.3.05 Upgrade Council properties to increase sustainability

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete scheduled National Australian Built Environment Rating System (NABERS) assessments 					Property

**2020-21 Operating Expenditure
for actions S.4.01 to S.4.07***

\$21,044,858

*See page 105

S.4

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

S.4.01 Provide development assessment services

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Support development in Liverpool during the COVID-19 pandemic by fast tracking the determination of new and existing applications as appropriate Provide advice to 85% of applicants within 14 business days of Pre-Development Application meeting Determine 80% of low risk Development Applications (change of use, signage, secondary dwellings, semi-detached dwellings, two lot subdivisions with or without dwellings, dual occupancies and the like) within 40 business days Determine 80% of the Multi Dwelling Housing, Industrial and Commercial Development Applications within five months Determine 80% of Subdivision (>10 lots) Development Applications within five months Determine 80% of Local Planning Panel (LPP) and Sydney Western City Planning Panel (SWCPP) Development Applications within eight months 					Development Assessment

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide specialist technical advice on floodplain and water quality matters to key service areas to provide a consistent approach on floodplain and water quality management across the LGA Undertake flood studies to ensure current best practice floodplain management, and undertake design of flood control and water quality management devices to facilitate development activities within the LGA 					Technical Support

S.4

Continued

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

S.4.03 Manage and maintain public health and safety compliance

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

S.4.04 Develop planning strategies

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Finalise the new Local Environmental Plan for the approval of the Department of Planning and Environment Undertake planning strategies to implement the Local Strategic Planning Statement Undertake review of the Liverpool Development Control Plan 2008 					Planning and Transport Strategy

S.4 Continued

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

S.4.05 Manage land development engineering

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 90% of Subdivision Work Certificates within 28 business days Process and release Subdivision Certificate Applications within 14 business days 					Development Assessment

S.4.06 Manage building maintenance including fire safety

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Co-ordinate building maintenance customer requests within timeframes Ensure remedial works are delivered in relation to fire safety certification Complete building inspection action items within required timeframes Complete annual refurbishment program 					Operational Facilities

S.4.07 Manage the design of public spaces

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete the design and planning of the Five Million Trees grant tree planting program within the Liverpool City Centre Complete a draft of the Liverpool City Centre Public Domain Technical Manual Complete a draft Public Domain and Urban Design Development Application Manual Complete a draft Signage Manual for public exhibition Complete a draft Detail Design of the Railway Street Traffic Calming and Urban Design Study Initiate a Liverpool Suburbs Character and Public Domain Study 					City Design and Public Domain

S.5

2020-21 Operating Expenditure for actions S.5.01 to S.5.04*

\$2,690,607

*See page 105

Develop and advocate for plans that support safe and friendly communities

S.5.01 Undertake a program of upgrades and renewals for drainage infrastructure

To be completed in 2020-2021*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to the stormwater drainage system to ensure it remains serviceable <p>* refer to Capital Expenditure Program on page 96 for further information on these projects</p>					Infrastructure Delivery

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake necessary investigations and complete detailed designs of Council's annual Capital Works Program to facilitate timely delivery of the program Progress with Concept and Detailed Design of Fifteenth Avenue Complete Concept Design of pedestrian overpass at Liverpool Station Complete Detailed Design of Governor Macquarie Drive/Hume Highway Intersection Complete Detailed Design of the realignment of pedestrian/cycleway shared path along M7 Motorway and extension of Middleton Drive 					Technical Support

S.5 Continued

Develop and advocate for plans that support safe and friendly communities

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Expend budget allocation Facilitate Local Emergency Management Committee meetings 					Operational Facilities

S.5.04 Develop plans to support community wellbeing

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver actions from Mosquito Management Plan 					City Works





G

GENERATING OPPORTUNITY



GENERATING OPPORTUNITY



**2020-21 Operating Expenditure
for actions G.1.01 to G.1.04***

\$9,951,810

*See page 105

Meet the challenges of Liverpool's growing population

G.1.01 Demonstrate financial sustainability

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Manage Operating Performance Ratio to greater than 0% (as an average over three years) • Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years) • Manage Debt Service Ratio to less than 20% (as an average over three years) • Manage Real Operating Expenditure to decrease per capita over time • Pay 85% of suppliers within trading terms • Manage accounts receivable to debts outstanding less than 5% • Manage return on investments at least 1% higher than the Bank Bill Swap Rates and AusBond Bill Rate Index benchmarks 					Financial Services

G.1.02 Manage Council's childcare centres sustainably

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

G.1 Continued

Meet the challenges of Liverpool's growing population

G.1.03 Deliver strategic property projects

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Resubmit Liverpool Civic Place Masterplan Commence works on Liverpool Civic Place Confirm delivery model for major projects Finalise Moorebank Sports Club Project Concept Plan 					Office of the CEO

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Hold meetings with State and Federal MPs Attend monthly briefings and engagements with agribusinesses to identify funding opportunities Attend or present at 10 strategic partners events and forums Partner with the Greater Sydney Commission on resolving planning and infrastructure issues for the Liverpool Collaboration area as required Review the potential of all Council assets and other resources for opportunities to supplement Council's revenue 					Office of the CEO



**2020-21 Operating Expenditure
for actions G.2.01 to G.2.06***

\$1,219,278

*See page 105

Attract businesses for economic growth and employment options

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop business recovery support assistance for COVID-19 affected small businesses for Council's consideration and distribute crisis related newsletters as required Implement a Business to Consumer Program for non-retail businesses affected by COVID-19 Create a talent portal to facilitate placement of displaced and redeployed local residents Advocate that residents are recruited to 10% of new jobs created Work with local exporters to identify new domestic and global markets Facilitate new businesses opened/ registered in Liverpool 					City Economy

G.2.02 Market Liverpool as a business destination

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Support local businesses in the Liverpool area affected by COVID-19 Promote Liverpool's diverse specialty shopping precinct via #LoveLivo campaign 					City Economy

G.2 Continued

Attract businesses for economic growth and employment opportunities

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Provide funding through the Rebuilding Liverpool's Economy Package to support businesses in Liverpool affected by COVID-19 • Develop a Business Resilience package • Provide assistance to local businesses to identify new trade markets and integrate into new industry sector supply chains • Implement initiatives from the Buy Local and Support Program, including development of an online database of businesses still open, a funding package and a virtual events program • Advocate for state funding targeted at local business support and facilitation of "shovel ready" projects 					City Economy

G.2.04 Develop Liverpool as an Innovation City

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Develop an open data platform • Deliver actions from the Western Sydney City Deal partnership, jobs investment and Digital Action Plan • Partner with the Liverpool Innovation Precinct (LIP) to deliver the LIP Masterplan 					City Economy

G.2 Continued

Attract businesses for economic growth and employment opportunities

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Collaborate and liaise with stakeholders, Federal and State agencies and Western Sydney Airport Corporation on delivery of the airport Participate in Airport Steering Group meetings Provide internal briefings on the progress of the Western Sydney International Airport 					Office of the CEO

G.2.06 Promote Liverpool as a visitor destination

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage in partnership opportunities with cultural tourism enterprises Develop a tourism e-kit for local businesses Promote the #lovelivo brand by hosting two major conferences and encouraging support of small business 					City Economy

G.3

**2020-21 Operating Expenditure
for actions G.3.01-G.3.03***

\$14,505,083

*See page 105

Create an attractive environment for investment

G.3.01 Activate and develop vibrant places that attract residents, visitors and workers to Liverpool

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop and include online events in the City Activation Strategy and implement 60% of short-term actions 					City Economy

G.3.02 Manage maintenance and repair program

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver maintenance of road repair and road infrastructure works Deliver maintenance of kerb and gutter, footpath and cycleway works Deliver maintenance of street furniture, traffic facilities and line marking works Deliver maintenance of stormwater drainage infrastructure and detention basin works 					City Works

G.3

Continued

Create an attractive environment for investment

G.3.03 Deliver property services

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assess and respond to 90% of outdoor dining applications within 14 business days Respond to 90% of requests concerning city centre carparks within 14 business days 					Property
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Provide free parking for essential workers and Centrelink staff during the COVID-19 pandemic Provide up to six months' free rent for existing Council retail and small tenants who have been impacted by COVID-19 Progress with Property Acquisition Strategy Finalise internal Property Asset Management agreement Complete Annual Fire Safety Statement (AFSS) 					

G.4

2020-21 Operating Expenditure
for actions G.4.01 to G.4.06*

\$23,309,166

*See page 105

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

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

To be completed in 2020-2021*	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Seek funding from the NSW Government to stimulate Liverpool's economy by investing in shovel-ready capital works projects • Undertake renewal and upgrades to traffic facilities as per adopted Capital Works Program • Undertake upgrade and renewal of roads as per adopted Capital Works Program • Undertake upgrade and renewal of footpaths and cycleways as per adopted Capital Works Program • Undertake upgrades to bus stops for improved disability access as per adopted Capital Works Program • Complete the following major projects; <ul style="list-style-type: none"> • Construction of an inclusive playground at Ernie Smith Reserve, Moorebank • Development of a community sports complex at Cirillo Reserve, Middleton Grange • Delivery of a community hub and sports complex at Phillips Park, Lurnea • Redevelopment of Apex Park, Liverpool • Intersection upgrade Bardia Parade and Walder Road, Heathcote Road, Liverpool • Complete detailed design of Lighthorse Park, Liverpool • Repair Georges River footbridge, Voyagers Point • Complete concept and detailed design of Fifteenth Avenue, Austral • Complete land acquisition for Edmondson Avenue, Edmondson Park • Detailed design of Basin 14, Edmondson Park 					Infrastructure Delivery

* refer to Capital Expenditure Program on page 98-100 for further information on these projects

G.4

Continued

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

G.4.02 Manage traffic and transport for Liverpool

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process 90% of Road Occupancy Permit applications within 10 business days Facilitate Pedestrian, Active Transport and Traffic Committee Meetings 					Planning and Transport Strategy
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Commence changes to simplify Liverpool city centre parking restriction signs Make funding submissions under the Federal Black Spot Program Provide design input for three funded Western Sydney Infrastructure projects Coordinate and provide Council's input on Transport for NSW (TfNSW) major transport infrastructure projects in the LGA 					

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Hold "Helping learner drivers become safer drivers" workshops Hold child restraint checking events Implement the Local Government Road Safety Program (2019-2021) in collaboration with Transport for NSW (TfNSW) 					Planning and Transport Strategy

G.4 Continued

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

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Assess 90% of traffic and transport impacts of State Significant Development applications within 21 business days Provide advice on 90% of traffic impacts for the Moorebank Intermodal Terminal developments proposals/modification applications within 21 business days Assess 90% of traffic and transport impacts of planning proposals within 21 business days Review and approve new streetlight designs within 14 business days 					Planning and Transport Strategy

G.4.05 Advise on regional traffic and transport planning

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide Council's input on the Transport for NSW and Sydney Metro transport planning strategies Provide Council's input on the Western Sydney Airport Corporation ground transport plans 					Planning and Transport Strategy
<ul style="list-style-type: none"> Advocate for funding for the Fifteenth Avenue Smart Transit Corridor in Liverpool 					Office of the CEO

G.4.06 Inspect driveway constructions and manage road opening applications

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process driveway applications and complete inspections Process and complete road opening applications 					City Works





LEADING THROUGH COLLABORATION

LEADING THROUGH COLLABORATION



2020-21 Operating Expenditure for actions L.1.01 to L.1.13*

\$16,872,954

*See page 105

Seek efficient and innovative methods to manage our resources

L.1.01 Provide support to Councillors and Executive Team

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete 60% of Councillor requests within two business days 					Council and Executive Services
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Provide support to Councillors including; Councillor requests, co-ordinate Councillor briefing sessions and facilitate Council Mobile Offices 					

L.1.02 Deliver Council meeting Secretariat

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver Council meeting secretariat including meeting agendas three days prior to meeting, minutes and resolutions within 48 hours of meeting and Auslan interpreters as required 					Council and Executive Services

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop the annual risk management work plan and related actions Coordinate and Resource the Audit, Risk and Improvement Committee 					Audit, Risk and Improvement

L.1

Continued

Seek efficient and innovative methods to manage our resources

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure reporting compliance with the Office of Local Government Undertake probity reviews for Council's tender process 					Governance, Legal and Procurement

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement a Workplace Diversity Inclusion Network Develop Diversity Inclusion Strategy Explore and enable Council placements for trainees, graduates and students Implement pre-employment aptitude assessments and criminal checks issue 					People and Organisational Development

L.1.06 Manage IT Business Strategy

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Commence investigation of Enterprise Application Software (EAS) Complete biannual security testing of network environment Deliver 90% of IT infrastructure and services availability including, public computers wireless, e-services and CCTV Upgrade and implement systems in line with the IT Business Strategy 					Information Technology

L.1

Continued

Seek efficient and innovative methods to manage our resources

L.1.07 Manage computer/infrastructure hardware administration program

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Manage computer/infrastructure hardware administration program 					Information Technology

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete internal audit reports Support and resource the Audit, Risk and Improvement Committee 					Audit, Risk and Improvement

L.1.09 Manage Council Properties

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Manage Council leases and renewals 					Property

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide support and information regarding award submissions and industry initiatives 					Corporate Strategy

L.1.11 Provide support to various Council committees

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide administration support to various Council Committees 					Council and Executive Services



Continued

Seek efficient and innovative methods to manage our resources

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Provide quarterly legal services reports 					Governance, Legal and Procurement

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage employees to manage performance achievement and development planning 					People and Organisational Development

L.2

2020-21 Operating Expenditure
for actions L.2.01 to L.2.06***\$3,623,487**

*See page 105

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Produce video, written and other collateral that promotes the city of Liverpool, including speeches, Liverpool Life, booklets and pamphlets Deliver Council's social media campaigns and update Council's website as the premier source of information 					Communications

L.2.02 Increase attendance at Council events through marketing

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver two Ideas for 2170 events in collaboration with Western Sydney University 					Communications

L.2.03 Manage community events to increase community engagement

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Draft Events Strategy Review the format for the Gift of Time event 					Events

L.2

Continued

Increase community engagement

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

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

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

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

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase CPAC exposure in social media from previous year by 8% Increase annual visitation by 6% from previous year by using electronic direct mail and cross-marketing through various media 					Casula Powerhouse Arts Centre

L.3

**2020-21 Operating Expenditure
for action L.3.01*****\$152,019**

*See page 105

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> • Develop and implement an annual community participation program for priority areas and projects • Convene 25 sessions of the Liverpool District Forum and four Council Committees • Conduct four community consultations to seek feedback on Council's plans and projects 					Community Development

L.4

2020-21 Operating Expenditure for actions L.4.01 to L.4.18*

\$21,145,494

*See page 105

Strive for best practice in all Council processes

L.4.01 Manage Council's customer service operations

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Increase residents receiving rates and instalment notices via email by more than 10% from previous year 					Customer Experience
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Support ratepayers experiencing financial difficulties during COVID-19 by extending hardship provisions to businesses and farmland Implement system capabilities for online customer services 					

L.4.02 Manage and expand ePlanning Portal

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure 90% of Section 10.7 planning certificates are lodged online Ensure 95% of system availability of applications for lodgement Process Section 10.7 planning certificates within five business days 					eBusiness and Planning Reform
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Deliver progressive rollout of online system for assessment of applications Develop overarching ePlanning business plan that includes; responsibility, budget, quality and due dates for completion Ensure legislative amendments are updated on Council's ePlanning Portal 					

L.4

Continued

Strive for best practice in all Council processes

L.4.03 Manage and complete Integrated Planning and Reporting requirements

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver Integrated Planning and Reporting requirements including Council's Annual Report and video, Biannual reports, Delivery and Operational Plan 2021-2022 					Corporate Strategy

L.4.04 Comply with financial legislative requirements

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Lodge monthly Business Activity Statement Returns Lodge Fringe Benefits Tax Return Lodge Audit of Financial Statements with Office of Local Government Complete Unqualified Audit of Financial Statements report 					Financial Services

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Implement and manage a contract data base with traceability with a pre expiry alert system 					Governance, Legal and Procurement

L.4

Continued

Strive for best practice in all Council processes

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

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure all hazards are reported and responded to within required timeframe Coordinate workplace inspections 					Safety and Wellness
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Implement drug and alcohol testing 					

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

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Identify and report hazards to promote a safe workplace Manage and report workplace Work Health and Safety (WHS) risks Convene monthly Work Health and Safety (WHS) Committee meetings 					Safety and Wellness

L.4

Continued

Strive for best practice in all Council processes

L.4.08 Manage and deliver strategic initiatives

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Develop a business planning framework for the organisation Develop an internal reporting framework for the organisation, including key performance indicators and performance measures 					Corporate Strategy
<ul style="list-style-type: none"> Deliver actions from the Resilient Sydney strategy in collaboration with other metropolitan council's 					Strategic Projects

L.4.09 Manage Council's Process Mapping System

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Deliver process mapping meetings and training 					Audit Risk and Improvement

L.4.10 Utilise an effective resolutions model, to promote a bullying and harassment-free workplace

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Ensure new employees participate in the Dignity and Respect program within their probationary period Ensure employees participate in Essential E-Learning courses 					People and Organisational Development

L.4

Continued

Strive for best practice in all Council processes

L.4.11 Manage fleet and outdoor machinery and equipment

Ongoing measures 2017-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Reduce downtime by preventative servicing 					Operational Facilities
To be completed in 2020-2021	17/18	18/19	19/20	20/21	
<ul style="list-style-type: none"> Explore new technology and capabilities for plant and fleet in collaboration with stakeholders as required Collaborate with stakeholders when procuring fleet to ensure fit for purpose 					

L.4.12 Engage employees through internal communication

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Engage employees through activities including CEO presentations, Leadership Forums, In The Loop, Yammer and email 					Communications

L.4.13 Coordinate code of conduct and privacy complaints and public interest disclosures

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Manage Council's complaints process and public interest disclosures 					Internal Ombudsman

L.4

Continued

Strive for best practice in all Council processes

L.4.14 Develop, review and update asset management plans for Council's infrastructure and building assets

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Continue to undertake predictive modelling of asset performance to facilitate the long-term financial forecast for infrastructure assets 					Technical Support

L.4.15 Manage Council's insurance-related matters

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Process workers compensation claims within timeframes Submit monthly data reports to State Insurance Regulatory Authority Submit reporting information at periodic intervals within seven days of receipt to the State Insurance Regulatory Authority 					Insurance and Claims

L.4.16 Manage Council's equipment stores

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Undertake scheduled biannual stocktake Deliver monthly cycle counts to ensure accurate documentation processing 					Operational Facilities

L.4

Continued

Strive for best practice in all Council processes

L.4.17 Manage the review of developer contributions systems and policies

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Complete review of existing developer contribution plans for Edmondson Park and East Leppington Facilitate Minister's approval of contribution plans for Austral, Leppington North, Edmondson Park and East Leppington 					Infrastructure Planning

L.4.18 Maintain Council's Asset Management System

To be completed in 2020-2021	17/18	18/19	19/20	20/21	Responsibility
<ul style="list-style-type: none"> Maintain Council's Asset Management System (Assetic) as a single point of truth for asset information and continuously update the system to reflect any asset movements Implement improvement actions identified in the Asset Management Improvement Plan to ensure council assets provide expected level of services to community 					Technical Support

FINANCIAL INFORMATION

COUNCIL'S BUDGET AT A GLANCE

Council's 2020-21 budget assumes continuation of Council services at current levels consistent with the Community Strategic Plan. In compiling the budget particular consideration was given to:

- Impact of COVID-19 on Council's income streams;
- Demands on core services that must be satisfied in the course of the budget cycle;
- New initiatives to improve service delivery and capitalise on growth opportunities;
- Statutory obligations that may be applicable (such as in the pricing policy); and
- Asset and resource management requirements that satisfy service delivery demands, including investments in new infrastructure.

	2019-20 Forecast	2020-21 Budget	2021-22 Projections	2022-23 Projections	2023-24 Projections
Population Forecast	234,609	240,474	246,486	252,648	258,964
Number of Ratepayers	72,621	74,437	76,297	78,205	80,160
Consumer Price Index	1.7%	1.9%	1.9%	1.9%	1.9%
IPART Rate Peg	2.7%	2.6%	2.5%	2.5%	2.5%
Local Government Award	2.5%	2.5%	2.5%	2.5%	2.5%

Table 1 – key parameters used to formulate the budget

In 2020-21, Council's net operating result before grants and contributions for capital purposes is budgeted at \$5.7 million deficit. From cash perspective, the budget has resulted in some \$24.3 million of operational funds being available for use towards financing loan principal repayments (\$6.5 million) and the Capital Works Program (\$17.8 million).

	2019-20 Forecast	2020-21 Budget	2021-22 Projections	2022-23 Projections	2023-24 Projections
Operating Revenue	\$194.8m	\$199.4m	\$210.7m	\$217.7m	\$225.1m
Capital Revenue	\$63.5m	\$96.4m	\$132.7m	\$102.9m	\$92.9m
Operating Expenses	\$200.3m	\$205.1m	\$210.6m	\$215.5m	\$218.9m
Net Operating Result	\$58.0m	\$90.7m	\$132.8m	\$105.1m	\$99.1m
Net Operating Result before capital grants & contributions	(\$5.5m)	(\$5.7m)	\$0.1m	\$2.2m	\$6.2m

Table 2 – Operating budget aggregates

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

	2019-20 Forecast	2020-21 Budget	2021-22 Projections	2022-23 Projections	2023-24 Projections
Operating Performance Ratio Benchmark: $\geq 0\%$ (Average over 3 years)	2.3%	-0.4%	-2.6%	-0.7%	1.0%
Own Source Operating Revenue Ratio Benchmark: $\geq 60\%$ (Average over 3 years)	60.9%	62.8%	61.3%	60.0%	61.3%
Debt Service Ratio Benchmark: $>0\%$ and $\leq 20\%$ (Average over 3 years)	4.3%	4.3%	4.6%	4.9%	5.3%
Real Operating Expenditure Benchmark: Decrease per capita over time	\$652	\$635	\$624	\$607	\$587

Table 3 – Key operating financial performance measures

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

MAJOR INCOME AND EXPENDITURE

RATES

Increases in rates and annual charges are subject to rate pegging limits determined annually by the NSW Independent Pricing and Regulatory Tribunal (IPART). Rate pegging limits the amount that Council can increase its rate revenue. For 2020-21, IPART has varied Council rates income by 2.6% and has been factored in the budget.

In addition, provisions under the NSW *Local Government Act 1993* allows councils to make special rate variations, subject to IPART approval, to meet the cost of any works, facilities or services it provides. No such special rate variation has been factored in Council's 2020-21 and forward year budget estimates.

DOMESTIC WASTE MANAGEMENT CHARGE

The Domestic Waste Management (DWM) charge will increase to \$468 in 2020-21, representing a 2.63% increase from the current rate of \$456. IPART does not specify a percentage by which annual charges for DWM may be varied for the rating year. However, in accordance with the Act all charges must be calculated so as not to exceed the 'reasonable cost' to Council of providing those services.

ENVIRONMENT LEVY

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

CITY DEVELOPMENT FUND (EX TOWN IMPROVEMENT FUND)

The City Development Fund (CDF) is a special levy based on the rateable land value of all commercially zoned properties within an agreed boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The CDF is to be spent only on projects within that boundary which improve all or any of the following aspects of the City Centre including image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity. In 2020-21 Council has allocated \$2.1 million from the City Development Fund Reserve mainly to repay the loan taken out for City Revitalisation Projects.

STORM WATER MANAGEMENT SERVICE CHARGE

Council first introduced the Storm Water Management Service Charge for residential and business properties in 2008–09. This charge is intended to ensure that maintenance, renewal and improvements to Liverpool's storm water system are adequately funded. The 2020-21 budget estimates assume no increases.

The estimated \$143.0 million revenue from rates and annual charges for 2020-21 includes:

	\$
Ordinary Rates	103,634,621
Domestic Waste Management Services	34,163,781
Environment Levy	1,842,202
City Development Fund (ex Town Improvement Fund)	1,542,261
Stormwater Management Services	1,601,121
Miscellaneous - On Site Sewerage Management	260,000
	143,043,986

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 2020-21 budget estimates are based on current rates.
- Non-regulated fees – These "user pays" fees are set by Council and applied on partial or full cost recovery basis. An increase of 2.5% is generally included in the 2020-21 budget estimates.

The estimated \$16.6 million revenue from user charges & fees for 2020-21 includes:

	\$
Planning & Building Regulation Fees	6,628,751
Parking Fees	2,822,746
Child Care Fees	4,095,185
Community and Recreational Facilities Hire	1,210,068
Other Statutory Regulatory Fees	675,750
Other Fees & Charges	1,165,317
	16,597,817

INTEREST AND INVESTMENT REVENUE

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRN's) so as to achieve its policy objective of maximising returns from authorised investments. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by the State Government. Income from interest and investments is projected at \$5.9 million for 2020-21. This estimate is based on the current lower market cash rate and expected investment holdings.

GRANTS & CONTRIBUTIONS

OPERATING GRANTS

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

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

Both components of the grant are untied allowing Council to spend the grants according to local priorities. The 2020-21 budget estimates assume no indexation.

CAPITAL GRANTS

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

DEVELOPER CONTRIBUTIONS

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

At the reporting period ending 30 June 2019, Council held \$159.6 million of developer contributions for the provision of infrastructure. Approximately \$57.8 million of developer contributions have been allocated in the 2020-21 capital works program.

OTHER REVENUE

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

	\$
Rental: Investment & Other Properties	3,510,117
Parking & Other Fines	3,333,954
Restoration Works - Cost Recovery	1,460,424
Sales General (CPAC/Recycled Material/Cafés/Events)	880,560
Miscellaneous	5,608,041
	14,793,096

EMPLOYEE-RELATED COSTS

Council employed the equivalent of 773 full-time staff at the end of June 2019. That number fluctuates and consists of part-time as well as full-time officers that work directly in providing Council services in Liverpool and indirectly through the provision of corporate support services.

Estimated employee-related costs in 2020-21 will be approximately \$80.7 million. This represents an overall increase of 4.4% compared to revised estimates for 2019-20. Employee-related costs include expenses for salaries, superannuation, workers compensation, staff training and welfare, and uniforms.

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

In 2020-21, Council will continue to make additional superannuation contributions on behalf of employees in the defined benefits scheme Division B as a result of investment losses within the fund. The basis for the calculation for future additional contributions was reviewed in November 2019 and the additional contributions will continue for the foreseeable future.

BORROWING COSTS

At 30 June 2019, Council had an outstanding loan liability of \$45.7 million.

The budget assumes Council will make additional \$181.3 million borrowing over the next four years, mainly to build the new Liverpool Civic Place and infrastructure required to achieve Fit for the Future indices. Interest on borrowing for Liverpool Civic Place whilst under construction will be added to the project costs as permitted by the Accounting Standards.

MATERIAL & CONTRACTS

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

DEPRECIATION

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

OTHER EXPENSES

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

The estimated \$20.1 million includes:

	\$
Electricity Charges including Street Lighting	4,859,810
Repairs and Maintenance	4,439,564
Insurance	2,522,711
Emergency Services Contributions (NSW Fire / SES / RFS)	2,155,534
Water, Gas and Other Utilities	1,442,199
Grants, Contributions, Donations, Subsidies and Sponsorships	978,819
Councillors' Expenses, including Allowances	532,926
Bank Charges	516,155
Printing and Stationery	490,922
Advertising (Non-employment)	343,557
Postage	336,946
Databases and eBooks	321,596
Telephone Rentals, Calls, Data Lines and Website Licence	290,207
Publications and Subscriptions	215,575
Other Statutory Charges	154,037
Miscellaneous	450,911
	20,051,469



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SUMMARY - 2020-21

OPERATING BUDGET

As in previous years, the 2020-21 budget has been prepared on a full accrual accounting basis. Information is collated from Council's controlled entities, business activities and special purpose funds, and incorporates non-cash transactions to present a complete picture of Council's operations.

	2018-19 Annual Actual	2019-20 Proposed Budget	2020-21 Draft Budget	2021-22 Draft Forecast	2022-23 Draft Forecast	2023-24 Draft Forecast
Net Operating Results Before Grants & Contributions for Capital Purposes	1,808,635	(5,489,473)	(5,691,363)	107,382	2,190,056	6,168,138
Revenue						
Rates & Annual Charges	131,134,335	137,454,962	143,043,986	150,974,330	157,313,231	163,911,039
User Charges & Fees	18,880,040	14,234,560	16,597,817	20,310,464	20,541,062	20,777,435
Interest & Investment Revenue	8,978,051	5,667,038	5,915,333	5,658,780	5,975,971	6,269,275
Grants & Contributions - Operating	19,802,791	18,973,832	16,521,428	16,932,717	16,692,479	16,499,206
Grants & Contributions - Capital (Others) *	53,584,615	13,807,172	36,662,050	69,846,048	50,128,740	45,594,280
Grants & Contributions - Capital (s711) *	41,078,768	49,711,075	59,755,116	62,828,836	52,809,184	47,351,026
Other Revenues	21,726,149	10,722,204	14,793,096	14,286,754	14,627,671	14,977,110
Net Gain from the Disposal of Assets	0	7,200,000	1,900,000	2,000,000	2,000,000	2,000,000
Share of interests in Joint Ventures	708,444	600,000	600,000	600,000	600,000	600,000
Total Revenue	295,893,192	258,370,843	295,788,826	343,437,929	320,688,338	317,979,371
Expenses						
Employee Costs	73,180,552	77,239,611	80,671,887	82,113,142	84,120,459	85,919,065
Borrowing Costs	1,624,477	1,700,342	1,467,909	1,193,670	923,092	693,885
Materials & Contracts - Tipping & Waste Services	27,804,902	29,022,432	29,831,910	32,510,361	35,570,343	35,800,425
Materials & Contracts - Other	25,524,096	25,173,197	26,066,364	26,249,066	26,718,665	27,134,302
Legal Costs	603,673	673,919	684,687	697,695	710,952	724,460
Consultants	1,816,284	3,652,283	767,800	622,800	622,800	622,800
Depreciation	39,244,848	40,672,239	42,520,997	44,383,812	44,789,323	45,583,734
Other Expenses	17,095,812	19,208,046	20,051,469	20,885,117	20,104,724	20,387,256
Net Loss from the Disposal of Assets	10,478,906	0	0	0	0	0
Revaluation decrement / impairment of IPP&E	2,047,625	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
Total Expenses	199,421,175	200,342,069	205,063,023	210,655,663	215,560,358	218,865,927
Net Operating Result	96,472,018	58,028,774	90,725,803	132,782,266	105,127,980	99,113,444

	2018-19 Annual Actual	2019-20 Proposed Budget	2020-21 Draft Budget	2021-22 Draft Forecast	2022-23 Draft Forecast	2023-24 Draft Forecast
Less: Grants & Contributions for Capital Purposes *						
Net Operating Results Before Grants & Contributions for Capital Purposes	94,663,383	63,518,247	96,417,166	132,674,884	102,937,924	92,945,306
Add back: Grants & Contributions - Capital (s711)	1,808,635	(5,489,473)	(5,691,363)	107,382	2,190,056	6,168,138
	41,078,768	49,711,075	59,755,116	62,828,836	52,809,184	47,351,026
Add back: Depreciation	39,244,848	40,672,239	42,520,997	44,383,812	44,789,323	45,583,734
Add back: Non-cash Borrowing Costs	214,693	115,081	0	0	0	0
Add back: Net Accrual of revenue & expenses	6,138,940	400,000	(600,000)	(600,000)	(600,000)	(600,000)
Net changes in Operating Reserves	(73,906,573)	(56,644,478)	(71,722,929)	(69,753,559)	(59,444,136)	(55,281,257)
Operating funds available to finance capital works	14,579,310	28,764,444	24,261,821	36,966,471	39,744,427	43,221,641
Add back: Grants & Contributions - Capital (Others)	53,584,615	13,807,172	36,662,050	69,846,048	50,128,740	45,594,280
Add back: Asset Write-off / Revaluation decrement	2,209,594	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
Net changes in Capital Reserves	56,229,129	41,929,009	67,044,306	98,406,384	71,485,199	63,547,857
Total Funds Available for Capital Expenditure	126,602,648	87,500,625	130,968,177	207,218,903	163,358,366	154,363,778
Capital Expenditure						
City Infrastructure & Environment	75,903,107	65,926,453	83,259,106	128,340,240	73,054,918	45,583,228
City Economy & Growth	11,913,593	32,660,291	44,550,107	59,532,432	63,653,439	76,072,137
City Community & Culture	1,383,570	2,692,350	2,017,500	1,083,500	1,106,500	1,129,500
City Corporate	39,787,900	11,797,279	5,337,300	5,350,000	630,000	590,000
City Presentation	2,498,913	8,251,800	5,316,000	4,185,000	3,917,000	2,934,000
Strategy and Engagement	64,156	633,300	10,000	0	0	0
Property Strategic Projects	10,940,995	3,831,200	7,790,000	72,550,534	89,957,775	42,842,135
Office of the CEO	1,227	0	0	0	0	0
Capital Works Program	142,493,460	125,792,673	148,280,013	271,041,706	232,319,632	169,151,000
Principal Loan Repayment	6,507,903	7,535,786	6,530,668	9,030,411	11,221,759	11,415,522
Borrowings	(19,500,000)	0	(4,000,000)	(65,500,000)	(75,800,000)	(36,000,000)
Book Value of Assets Disposed	(621,263)	(3,171,500)	(3,169,500)	(3,700,000)	(7,800,000)	(500,000)
Total Capital Expenditure	128,880,100	130,156,959	147,641,181	210,872,117	159,941,391	144,066,522
Net Change in General Fund	(2,277,453)	(42,656,334)	(16,673,004)	(3,653,214)	3,416,975	10,297,256

LIVERPOOL CITY COUNCIL SUMMARY FINANCIAL RESULTS CONSOLIDATED

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Strategy & Engagement	Property Strategic Projects	Office of the CEO	2020-21 Draft Budget
Revenue									
Rates & Annual Charges	3,443,323	260,000	0	104,876,002	34,464,661	0	0	0	143,043,986
User Charges & Fees	13,439	7,345,349	5,401,689	3,110,762	726,578	0	0	0	16,597,817
Interest & Investment Revenue	94,753	3,567,292	0	1,921,744	331,544	0	0	0	5,915,333
Grants & Contributions - Operating	33,334	1,148,320	4,149,677	9,435,058	755,215	0	0	999,824	16,521,428
Grants & Contributions - Capital (Others) *	23,166,716	13,495,334	0	0	0	0	0	0	36,662,050
Grants & Contributions - Capital (s711) *	0	59,755,116	0	0	0	0	0	0	59,755,116
Other Revenues	1,016,000	3,490,562	1,370,205	5,910,736	2,005,593	0	1,000,000	0	14,793,096
Net Gain from the Disposal of Assets	0	0	0	1,900,000	0	0	0	0	1,900,000
Share of interests in Joint Ventures	0	0	0	600,000	0	0	0	0	600,000
Total Revenue	27,767,565	89,061,973	10,921,571	127,754,302	38,283,591	0	1,000,000	999,824	295,788,826
Expenses									
Employee Costs	2,651,244	16,871,044	19,205,436	16,368,569	20,388,595	2,580,177	162,243	2,444,579	80,671,887
Borrowing Costs	0	0	0	1,467,909	0	0	0	0	1,467,909
Materials & Contracts - Tipping & Waste Services	0	10,190	0	33,281	29,788,439	0	0	0	29,831,910
Materials & Contracts - Other	577,825	2,137,650	6,350,385	5,744,580	10,011,973	391,947	4,947	847,057	26,066,364
Legal Costs	0	4,076	0	680,305	0	0	0	306	684,687
Consultants	260,000	157,800	0	0	100,000	0	250,000	0	767,800
Depreciation	29,773,345	7,455	5,782,655	4,231,931	2,662,183	62,762	0	666	42,520,997
Other Expenses	175,508	3,953,725	4,464,362	6,432,756	3,860,605	1,121,410	673	42,430	20,051,469
Net Loss from the Disposal of Assets	0	0	0	0	0	0	0	0	0
Revaluation decrement / impairment of IPP&E	0	0	0	3,000,000	0	0	0	0	3,000,000
Internal Charges	28,209	29,899	123,375	(856,800)	714,117	0	0	(38,800)	0
Total Expenses	33,466,131	23,171,839	35,926,213	37,102,531	67,525,912	4,156,296	417,863	3,296,238	205,063,023
Net Operating Result	(5,698,566)	65,890,134	(25,004,642)	90,651,771	(29,242,321)	(4,156,296)	582,137	(2,296,414)	90,725,803
Less: Grants & Contributions for Capital Purposes *	23,166,716	73,250,450	0	0	0	0	0	0	96,417,166

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Strategy & Engagement	Property Strategic Projects	Office of the CEO	2020-21 Draft Budget
Net Operating Results Before Grants & Contributions for Capital Purposes	(28,865,282)	(7,360,316)	(25,004,642)	90,651,771	(29,242,321)	(4,156,296)	582,137	(2,296,414)	(5,691,363)
Add back: Grants & Contributions - Capital (s/711)	0	59,755,116	0	0	0	0	0	0	59,755,116
Add back: Depreciation	29,773,345	7,455	5,782,655	4,231,931	2,662,183	62,762	0	666	42,520,997
Add back: Non-cash Borrowing Costs	0	0	0	0	0	0	0	0	0
Add back: Net Accrual of revenue & expenses	0	0	0	(600,000)	0	0	0	0	(600,000)
Net changes in Operating Reserves	(3,012,646)	(62,606,069)	13,580	(4,716,697)	(1,401,097)	0	0	0	(71,722,929)
Operating funds available to finance capital works	(2,104,583)	(10,203,814)	(19,208,407)	89,567,005	(27,981,235)	(4,093,534)	582,137	(2,295,748)	24,261,821
Add back: Grants & Contributions - Capital (Others)	23,166,716	13,495,334	0	0	0	0	0	0	36,662,050
Add back: Asset Write-off / Revaluation decrement	0	0	0	3,000,000	0	0	0	0	3,000,000
Net changes in Capital Reserves	32,279,984	30,883,022	250,000	(1,910,700)	1,042,000	0	4,500,000	0	67,044,306
Total Funds Available for Capital Expenditure	53,342,117	34,174,542	(18,958,407)	90,656,305	(26,939,235)	(4,093,534)	5,082,137	(2,295,748)	130,968,177
Capital Expenditure									
City Infrastructure & Environment	83,259,106	0	0	0	0	0	0	0	83,259,106
City Economy & Growth	0	44,550,107	0	0	0	0	0	0	44,550,107
City Community & Culture	0	0	2,017,500	0	0	0	0	0	2,017,500
City Corporate	0	0	0	5,337,300	0	0	0	0	5,337,300
City Presentation	0	0	0	0	5,316,000	0	0	0	5,316,000
Strategy and Engagement	0	0	0	0	0	10,000	0	0	10,000
Property Strategic Projects	0	0	0	0	0	0	7,790,000	0	7,790,000
Office of the CEO	0	0	0	0	0	0	0	0	0
Capital Works Program	83,259,106	44,550,107	2,017,500	5,337,300	5,316,000	10,000	7,790,000	0	148,280,013
Principal Loan Repayment	0	0	0	6,530,668	0	0	0	0	6,530,668
Borrowings	0	0	0	(4,000,000)	0	0	0	0	(4,000,000)
Book Value of Assets Disposed	0	0	0	(3,169,500)	0	0	0	0	(3,169,500)
Total Capital Expenditure	83,259,106	44,550,107	2,017,500	4,698,468	5,316,000	10,000	7,790,000	0	147,641,181
Net Change in General Fund	(29,916,989)	(10,375,565)	(20,975,907)	85,957,837	(32,255,235)	(4,103,534)	(2,707,863)	(2,295,748)	(16,673,004)

CAPITAL WORKS

INVESTMENT IN COUNCIL INFRASTRUCTURE

Council has stewardship of infrastructure assets valued in excess of \$1.9 billion (excludes land). Council recognises asset maintenance and renewal as a fundamental aspect of a responsible government. It reflects our commitment to providing quality services and facilities in line with the expectations of our community, and financial sustainability over the medium- to long-term. Council adopted an Asset Management Policy that sets the guidelines for undertaking asset management in a structured and coordinated way throughout Liverpool. The Capital Works Program details proposed capital works for the 2020-21 year. The Capital Works Program represents net expenditure of some \$148 million.

	2019-20 Forecast \$'000	2020-21 Budget \$'000	2021-22	2022-23	2023-24
			Projections \$'000		
Total Capital Expenditure	125,793	148,280	271,042	232,320	169,151
Comprising of:					
Buildings	15,436	15,451	77,702	78,546	47,093
Drainage	9,335	20,076	55,071	37,223	23,918
Floodplain	19,507	11,981	14,222	11,186	7,170
Information Technology	4,753	2,195	5,350	630	590
Land	4,816	4,684	4,045	9,770	22,869
Land Improvements	210	50	65	10	10
Library Materials	816	642	650	672	694
Office Equipment, Furniture and Fittings	1,310	0	0	0	0
Parks and Recreation	21,584	47,728	32,074	30,664	19,470
Plant and Fleet	7,979	4,673	3,325	3,110	2,125
Bridges	646	4,283	83	83	83
Footpaths	2,888	1,959	3,975	3,974	2,044
Roads	36,513	34,558	74,480	56,452	43,085
Grouped into:					
New Assets	79,947	102,555	251,839	203,589	140,857
Renewal Assets	45,846	45,725	19,203	28,731	28,294
Funded by:					
Developer Contributions (including In-Kind Works)	43,161	71,072	105,107	94,861	94,896
General Fund	59,965	40,424	37,290	34,906	24,009
External Borrowings	4,134	2,300	67,200	75,800	36,000
Grants and Contributions	12,358	24,677	54,117	23,692	11,580
General Property Reserve	1,255	5,489	0	0	0
Stormwater Reserve	1,624	1,676	1,438	1,364	1,517
Parking Strategy Reserve		1,500	0	0	0
Domestic Waste Reserve	1,722	200	95	900	350
Environment Levy	1,044	942	5,795	797	799
Moorebank Acquisition Reserve	404	0	0	0	0
Better Waste and Recycling Reserve	126	0	0	0	0

The effectiveness of Council's infrastructure asset management plan is measured by indicators prescribed by the Office of Local Government. Based on 2020-21 and the forward year's budget, Council's performance against OLG benchmarks will be as follows:

	2019-20 Forecast	2020-21 Budget	2021-22	2022-23	2023-24
			Projections		
Building & Infrastructure Renewals Ratio Benchmark: >100% (Average over 3 years)	103.7%	98.2%	84.3%	75.1%	74.9%
Infrastructure Backlog Ratio Benchmark: <2%	1.3%	0.9%	0.5%	0.2%	0.1%
Asset Maintenance Ratio Benchmark: >100% (Average over 3 years)	108%	113%	118%	118%	116%

WORKS FUNDED BY STORM WATER MANAGEMENT SERVICE CHARGE

As part of the IPART conditions, Council is required to budget and report actual capital expenditure funded by the additional income from Storm Water Management Levy approved in 2008-09. The works that will be funded in 2020-21 include:

PROGRAM/PROJECT DESCRIPTION	\$'000
Drainage and Floodplain	1,576,000
Erosion protection	250,000
Flood Mitigations - Overland Flows	80,000
Gross Pollutant Trap	77,000
Prescribed Basins - Restoration & Renewal	140,000
Programmed Drainage Renewal	100,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000
Stormwater Pipe Relining	354,000
Stormwater Pipe Structural Patches	325,000
Telemetry System Maintenance	50,000
Wetlands - Riverside Park, Chipping Norton	50,000
Flood Mitigation Works	25,000
Brickmakers Creek - Corridor Masterplan	25,000
New Drainage Infrastructure	75,000
Existing Developed Area - GPTs - Design	75,000
Total	1,676,000

SPECIAL RATE VARIATION

As part of the IPART conditions, Council is required to budget and report actual capital expenditure funded by the additional income from Special Rate Variation approved in 2009-10. The works that will be funded in 2020-21 include:

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Buildings	1,670,000	1,670,000
Leisure Centre Upgrade Program - Michael Wenden Leisure	250,000	250,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	770,000	770,000
Community Centre Rehabilitation Program	650,000	650,000
Carparks	350,000	300,000
Carpark - Ernie Smith Reserve, Moorebank	350,000	300,000
Drainage	200,000	100,000
Erosion Protection - 2020 Flood Damage (staged)	200,000	100,000
Parks and Recreation	1,945,000	1,365,254
Playground Replacement program	570,000	300,000
Outdoor Fitness Gym Program	320,000	200,000
Shade Structure Program	155,000	65,254
Schoeffel Park Key Suburb Park Upgrade Stage 2	900,000	800,000
Roads	5,424,000	5,424,000
Murphy Avenue, Liverpool - Smith to Memorial	342,000	342,000
Sinclair Road, Ashcroft - Maxwells to Sutton	299,000	299,000
Sadleir Avenue, Sadleir - Maxwells to Celebration	750,000	750,000
Delfin Drive, Wattle Grove - Birdwood to Barwon	536,000	536,000
Gallop Street, Warwick Farm - South End to Nicholls	273,000	273,000
Spencer Road, Cecil Hills - Frederick to Feodore	578,000	578,000
Lascelles Street, Cecil Hills - Athlone to Athlone	481,000	481,000
Liverpool Street, Liverpool - South End to Reilly	448,000	448,000
Bigge Street, Liverpool - Campbell to Lachlan	365,000	365,000
Fox Valley Road, Denham Court - Denham Court to End	440,000	440,000
South Liverpool Road, Heckenberg - North Liverpool to Sadleir	648,000	648,000
Speed Street, Liverpool - Mill to Pirie	264,000	264,000
Total Capital Expenditure	9,589,000	8,859,254

DETAILED 2020-21 CAPITAL EXPENDITURE PROGRAM BY ASSET TYPE & FUNDING SOURCE

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Buildings	15,451,400	0	239,400	15,212,000
Carnes Hill Community Centre Upgrades	800,000	0	0	800,000
Carnes Hill Precinct Minor Upgrade	42,500	0	0	42,500
Casula Mall Master Plan	200,000	0	0	200,000
Casula Powerhouse Arts Centre Building Upgrades	300,000	0	0	300,000
Child Care Centre Rehabilitation / Renovation	250,000	0	0	250,000
Chipping Norton Homestead	50,000	0	0	50,000
Collingwood House Gardern Upgrade	50,000	0	0	50,000
Community Centre Rehabilitation Program	650,000	0	0	650,000
Compliance Program	200,000	0	0	200,000
Construction of Liverpool Civic Place	5,500,000	0	0	5,500,000
Design and Documentation Stage of Liverpool Civic Place	1,390,000	0	0	1,390,000
Environment Education Centre - Design *(a)	150,000	0	0	150,000
Ernie Smith Amenity Building	620,000	0	0	620,000
Former Courthouse	313,000	0	0	313,000
Heritage Conservation Program	350,000	0	0	350,000
Implementation of Disability Action Plan	150,000	0	0	150,000
LCC Development Corp	250,000	0	0	250,000
Leisure Centre Upgrade Program - Holsworthy Pool	190,000	0	0	190,000
Leisure Centre Upgrade Program - Michael Wenden Leisure	250,000	0	0	250,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	770,000	0	0	770,000
Library & Museum Rehabilitation Program	328,500	0	0	328,500
Liverpool Central Library	53,000	0	0	53,000
Men's Shed Relocation	120,000	0	0	120,000
Michael Wenden Leisure Centre Restoration	80,000	0	0	80,000
Miller Master Plan	250,000	0	0	250,000
Multi-storey car park at Collimore Park	239,400	0	239,400	0
Protection & Security to Council's Remote Assets Program	150,000	0	0	150,000
Sports Amenity Building Upgrade Program	225,000	0	0	225,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Stante Amenity Building	550,000	0	0	550,000
Water & Energy Conservation Delivery Program	450,000	0	0	450,000
Wattle Grove Master Plan	150,000	0	0	150,000
Western Depot Building Improvement Works	80,000	0	0	80,000
Whitlam Leisure Centre Restoration	300,000	0	0	300,000
Drainage and Floodplain	32,057,159	1,000,000	28,506,159	2,551,000
Austral & Leppington North - Drainage Corridor Masterplan	100,000	0	100,000	0
Austral / Leppington North - Basins 6,11 and 12 - Design	150,000	0	150,000	0
B14-Trunk Drainage Basin-Austral	2,224,596	0	2,224,596	0
Brickmakers Creek - Corridor Masterplan	50,000	0	0	50,000
DC41-Trunk Drainage Channel-Austral	315,643	0	315,643	0
Drainage Lands RC1-East Leppington	2,302,514	0	2,302,514	0
East Leppington - Stormwater Infrastructure - Design	150,000	0	150,000	0
Edmondson Park - Raingardens - Detailed Design	100,000	0	100,000	0
Edmondson Park - Sinozich Park (Jardin Dr Basin 12 Stage 2)	75,000	0	75,000	0
Erosion protection	250,000	0	0	250,000
Erosion Protection - 2020 Flood Damage (staged)	200,000	0	0	200,000
Existing Developed Area - GPTs - Design	150,000	0	0	150,000
Flood Detention Basin 14 Edmondson Park Land Acquisition	6,600,000	0	6,600,000	0
Flood Detention Basin 29 - Austral - Construction (staged)	2,000,000	0	2,000,000	0
Flood Detention Basin 29 - Austral - Land Acquisition	2,000,000	0	2,000,000	0
Flood Detention Basin 6 - Austral - Construction (staged)	5,000,000	0	5,000,000	0
Flood Mitigations - Overland Flows	80,000	0	0	80,000
Gross Pollutant Trap	77,000	0	0	77,000
Moorebank Voluntary Acquisition Scheme	1,500,000	1,000,000	0	500,000
Nettech Type Gross Pollutant Trap	75,000	0	0	75,000
Prescribed Basins - Restoration & Renewal	140,000	0	0	140,000
Programmed Drainage Renewal	100,000	0	0	100,000
Stormwater Infrastructure East Leppington - Land Acquisition	2,000,000	0	2,000,000	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000	0	0	150,000
Stormwater Pipe Relining	354,000	0	0	354,000
Stormwater Pipe Structural Patches	325,000	0	0	325,000
Telemetry System Maintenance	50,000	0	0	50,000
Trunk Drainage Basin B13 – Austral	2,325,759	0	2,325,759	0
Trunk Drainage Basin B16 – Austral	2,555,668	0	2,555,668	0
Trunk Drainage Channel-DC20-Austral	543,781	0	543,781	0
Wetlands - Riverside Park, Chipping Norton	50,000	0	0	50,000
WM3-Middleton Grange-Water Cycle Area in Village Centre-Drai	63,198	0	63,198	0
Information Technology	2,195,000	0	0	2,195,000
Automation - User and Software	80,000	0	0	80,000
Business Continuity Program - Hardware	80,000	0	0	80,000
Business Continuity Program - Software	60,000	0	0	60,000
CCTV Centralisation	100,000	0	0	100,000
City 3D Modelling	70,000	0	0	70,000
Corporate Application Strategy	250,000	0	0	250,000
Corporate System Upgrade - Geocortex Web servers	20,000	0	0	20,000
Corporate Systems Upgrade - Aurion	35,000	0	0	35,000
Corporate Systems Upgrade - Pathway	70,000	0	0	70,000
Corporate Systems Upgrade - Pinforce	35,000	0	0	35,000
Corporate Systems Upgrade - Technology One	50,000	0	0	50,000
Corporate Systems Upgrade - TRIM	75,000	0	0	75,000
Council Meeting Webcasting	40,000	0	0	40,000
Cyber Security	40,000	0	0	40,000
Digital Transformation - Systems Integration Program	250,000	0	0	250,000
Infrastructure Switch Upgrade- Switch Replacement	250,000	0	0	250,000
Infrastructure Upgrade - Audio Visual upgrade	150,000	0	0	150,000
Infrastructure Upgrade - BCP - Second VDC	60,000	0	0	60,000
Infrastructure Upgrade - Mobility	40,000	0	0	40,000
Infrastructure Upgrade - Surveillance Program	60,000	0	0	60,000
Infrastructure Upgrade - Wi-Fi Program - Reporting	90,000	0	0	90,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Intranet Upgrade	10,000	0	0	10,000
Minor Systems Upgrade Program - Software	60,000	0	0	60,000
Online Booking System - One Council Application	200,000	0	0	200,000
Specialised Computer Replacement Program	20,000	0	0	20,000
Land	4,683,836	0	0	4,683,836
Capitalised Waste Remediation Costs	2,194,536	0	0	2,194,536
Road Closure 24 Scott Street Liverpool	2,489,300	0	0	2,489,300
Land Improvements	50,000	0	50,000	0
Tree Planting Established Area	40,000	0	40,000	0
Tree Planting - Plan 6 (S7.11)	10,000	0	10,000	0
Library Materials	642,000	0	0	642,000
Adult fiction	66,000	0	0	66,000
Adult non-fiction	56,500	0	0	56,500
Audio-visual resources	128,000	0	0	128,000
Children's Resources Non-Fiction	27,000	0	0	27,000
Children's resources Fiction	65,500	0	0	65,500
Foreign language	81,000	0	0	81,000
HSC Collection	28,000	0	0	28,000
Junior Audio Visual Resources	42,000	0	0	42,000
Large print books	38,000	0	0	38,000
LIAC	4,000	0	0	4,000
Liverpool Heritage Library	7,000	0	0	7,000
Reference	25,000	0	0	25,000
School Collection	30,000	0	0	30,000
Special resources	22,500	0	0	22,500
Young adult resources	21,500	0	0	21,500
Parks and Recreation	47,728,284	11,000,000	29,325,284	7,403,000
(6) Maxwells Creek Passive Area	1,905,069	0	1,905,069	0
(OS1) Open Space	9,645,122	0	9,645,122	0
Affleck Park – Park Development	310,000	0	210,000	100,000
Apex Park Upgrade - Key Suburb Park Program	809,763	0	809,763	0
Austral Concept Design Masterplan Stage1	400,000	0	0	400,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Bush Regeneration Program *(a)	792,000	0	0	792,000
Cabramatta Ck-(4) Edmondson Pk-Passive Area	1,479,279	0	1,479,279	0
Cabramatta Creek (3) Edmondson Park	3,560,409	0	3,560,409	0
Carnes Hill Recreation Precinct Stage2 Master Plan & Design	250,000	0	0	250,000
Cirillo Reserve - Design and Construction of Sports Field	3,850,000	0	3,850,000	0
Croatia - Local Park Construction	550,000	0	550,000	0
Disability Action Plan	100,000	0	35,000	65,000
Dunumbal Park – Key Suburb Park Upgrade	280,000	0	0	280,000
Ernie Smith reserve – Inclusive Playground	550,000	0	200,000	350,000
Maxwells Creek (7) Passive Area - Edmondson Park Recreation	2,590,560	0	2,590,560	0
Outdoor Fitness Gym Program	320,000	0	120,000	200,000
Paving and Landscape	160,000	0	30,000	130,000
Phillip Park -Redevelopment of Lurnea Community Hub	12,800,000	10,500,000	0	2,300,000
Playground Replacement program	570,000	0	70,000	500,000
RCC5 Culvert - Edmondson Park	334,100	0	334,100	0
River Connection Lighthouse Park Play Area & Open Space Desi	500,000	500,000	0	0
RLR45 Main St Town Centre (park frontage)	1,836,961	0	1,836,961	0
Schoeffel Park Key Suburb Park Upgrade Stage 2	900,000	0	0	900,000
Shade Structure Program	155,000	0	0	155,000
Solar Light Program	131,000	0	0	131,000
Sports Courts / Facilities	300,000	0	0	300,000
Sports Field Fencing Program	250,000	0	0	250,000
St Andrews Park – Local Park Upgrade	280,000	0	280,000	0
Stante Reserve - Local Park Construction	1,819,021	0	1,819,021	0
Woodward Park Activation	100,000	0	0	100,000
Woodward Park Masterplan	200,000	0	0	200,000
Plant and Fleet	4,672,751	0	0	4,672,751
Major Plant	4,274,000	0	0	4,274,000
Northumberland Car Park Meter Software Upgrade	130,000	0	0	130,000
Parking Metres Upgrades	68,751	0	0	68,751
Replacement of Recycling Truck *(b)	200,000	0	0	200,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Roads, Bridges and Footpaths	40,799,583	12,676,716	12,951,497	15,171,370
Alderson Avenue, Liverpool - Gill to East End	153,000	0	0	153,000
Athlone St, Cecil Hills - Spencer St to Lascelles and Warfie	60,000	0	0	60,000
Banks Road, Miller - Hoxton Park to Cabramatta (R2R)	613,000	613,000	0	0
Bathurst Street Ring Road Detailed and Concept Design	33,000	0	0	33,000
Bigge Street, Liverpool - Campbell to Lachlan	365,000	0	0	365,000
Bridge Rehabilitation & Renewal	83,000	0	0	83,000
Bus Shelter Installations	125,200	0	25,200	100,000
Cadman Ave, West Hoxton - Riddell St to Montefiore Ave	18,000	0	0	18,000
Carpark - Ernie Smith Reserve, Moorebank	350,000	0	0	350,000
Carpark - Renewal & Replacement	49,500	0	0	49,500
Cartwright Avenue, Miller - Dalkeith to Banks	206,000	0	0	206,000
Casula Rail Trial - Casula Powerhouse to Leacocks Regional P	50,000	0	0	50,000
Cedar Road, Prestons - M5 North to Kurrajong	462,000	0	0	462,000
Coolaroo Cres, Lurnea - Wonga Rd to Cul-de-sac	42,000	0	0	42,000
Cycleway - Hume Highway, Liverpool - M5 Bridge to Reilly	380,000	380,000	0	0
Cycleway - Inverell Ave, Hinchinbrook - M7 Cycleway Link	150,000	0	0	150,000
Cycleway - Middleton Dr, Middleton Grange - M7 Cycleway Link	150,000	0	0	150,000
Cycleway - Newbridge Rd, Moorebank - Holly to Epsom	440,000	440,000	0	0
Cycleway - Traffic Signal (Bicycle Lantern), Hume Highway	250,000	250,000	0	0
Cycleway - Traffic Signal (Bicycle Lantern), Newbridge Road	250,000	250,000	0	0
Dale Rd, Liverpool - Memorial Ave to Maryvale Ave	52,000	0	0	52,000
Delfin Drive, Wattle Grove - Birdwood to Barwon	536,000	0	0	536,000
Edmondson Ave - Detailed Design	100,000	100,000	0	0
Edmondson Avenue Land Acquisition	1,500,000	1,500,000	0	0
Falcon St, Green Valley - Pedestrian Refuge	50,000	0	0	50,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
FAST - Fifteenth Ave - Detailed Design	1,500,000	1,500,000	0	0
FAST - Liverpool to Cowpasture Rd & Devonshire to WSA	323,343	0	0	323,343
Feodore Dr, Cecil Hills - Raised Threshold (Blackspot Progra	105,000	105,000	0	0
First Ave and Twentieth Ave, Hoxton Park - Roundabout	180,000	0	0	180,000
Footpaths - Access improvements in City Centre	200,000	0	0	200,000
Fox Valley Road, Denham Court - Denham Court to End	440,000	0	0	440,000
Friesian Street, Busby - Heckenberg to Aberdeen	135,000	0	0	135,000
Gallop Street, Warwick Farm - South End to Nicholls	273,000	0	0	273,000
Georges River Footbridge, Voyager Point	4,200,000	4,200,000	0	0
Glenwari St, Sadleir - Bungulla to Charter	59,000	0	0	59,000
GMD - Intersection Upgrade of GMD and Hume Highway - Design	530,000	530,000	0	0
GMD - Upgrade GMD fr Alfred Rd to Newbridge Rd - Design	200,000	200,000	0	0
Governor Macquarie Drive Land Acquisition	200,000	200,000	0	0
Graham Ave, Casula - Hume Hwy to Reserve Rd	36,000	0	0	36,000
Heathcote Road / Walder Road / Bardia Pde Intersection	150,000	150,000	0	0
Heathcote Road Construction (Staged)	500,000	500,000	0	0
Hoxton Park Road/Lyn Parade, Prestons Intersection	50,000	10,000	0	40,000
Ives Ave, Lurnea - Reilly St to Boundary Rd	24,000	0	0	24,000
James St, Lurnea - Morison Dr to Hill Rd	28,000	0	0	28,000
Junction Rd and Stockton Ave, Moorebank - Roundabout	170,000	0	0	170,000
Junction Road, Moorebank - Culvert to Heathcote	146,000	0	0	146,000
Kerb & Gutter Replacement	80,000	0	0	80,000
Kingsford Smith Ave and Flynn Ave, Middleton Grange - TCS De	30,000	0	30,000	0
Kurrajong Rd and Wingham Rd, Carnes Hill - Raised Threshold	90,000	0	0	90,000
Kurrajong Road / Lyn Parade Design Investigation	30,000	0	0	30,000
Kurrajong Road / Lyn Pde Intersection Upgrade - Design	100,000	0	0	100,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Lascelles Street, Cecil Hills - Athlone to Athlone	481,000	0	0	481,000
Leacocks Lane, Casula - All Saints College to Bus Stop	20,000	0	0	20,000
Lehmann Ave, Liverpool - McLean St to Killinger Ave	82,000	0	0	82,000
Liverpool CBD Traffic Improvement Design	50,000	0	0	50,000
Liverpool Street , Liverpool - South End to Reilly	448,000	0	0	448,000
Lyndley St, Busby - Banks to S Liverpool Rd	64,000	0	0	64,000
Marsden Rd, Liverpool - Raised Threshold	80,000	0	0	80,000
Middleton Drive - M7 Underpass - Detailed Design	450,000	0	450,000	0
Murphy Avenue, Liverpool - Smith to Memorial	342,000	0	0	342,000
North Avenue, Rossmore - Bringelly to Wynyard - Reseal	250,000	0	0	250,000
Nuwarra Road, Moorebank - Heathcote to Rae	428,000	428,000	0	0
Nuwarra Road, Moorebank - Maddecks to Kalimna	580,000	200,000	0	380,000
Oak Street, Prestons - Grevillea to Cedar (R2R)	69,000	41,716	0	27,284
Pine Rd, Casula - Plum Cl to BP Service Station	26,000	0	0	26,000
Plum Cl, Casula - Pine Rd to Cul-de-sac	17,000	0	0	17,000
Public Reserve, Cecil Hills - Gabriella Ave to Frederick Rd	12,000	0	0	12,000
RC36 Main St Town Centre (park frontage)	844,882	0	844,882	0
RCCF- Neighbourhood Connector Culvert-Edmondson Park	1,012,671	0	1,012,671	0
Reickmann Lane, Liverpool - Memorial to St Pauls	69,000	0	0	69,000
Reilly St and Gill Ave, Liverpool - Raised Threshold (Blacks	100,000	100,000	0	0
Reilly St, Liverpool - Gill Ave to Bird Ave	80,000	0	0	80,000
Reilly St, Lurnea - Raised Threshold & Median (Blackspot Pro	143,000	143,000	0	0
River Connection - Georges River Pedestrian Bridge - Design	20,000	0	0	20,000
River Connection Liverpool Stn Pedestrian Overpass - Design	423,343	0	0	423,343
Riverside Road, Chipping Norton - Alfred to Childs (R2R)	776,000	776,000	0	0

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
RLR23 - Local Road (Park Frontage) - Edmondson Park	211,623	0	211,623	0
RLR26 - Local Road (Park Frontage) - Edmondson Park	403,952	0	403,952	0
RLR27 - Local Road (Park Frontage)- Edmondson Park	394,857	0	394,857	0
RMN6-Main Neighbourhood-Edmondson park	1,943,123	0	1,943,123	0
RMN7-Main Neighbourhood-Edmondson Park	3,006,105	0	3,006,105	0
RMN9 - Main Neighbourhood - Edmondson Park	4,629,084	0	4,629,084	0
Road Resurfacing Program Programmed Patching	1,000,000	0	0	1,000,000
Road Resurfacing Program Rejuvenation	500,000	0	0	500,000
Roland Ave, Liverpool - St Pauls Cres to Maryvale Ave	31,000	0	0	31,000
Romana Square, Prestons - Dalmeny Dr to Umbria St	39,000	0	0	39,000
Sadleir Avenue, Sadleir - Maxwells to Celebration	750,000	0	0	750,000
Safety Barrier Installation	166,000	0	0	166,000
Sandringham Dr, Cecil Hills - Kerb Realignment	80,000	0	0	80,000
Sarah Hollands Dr, Cecil Hills - Main St to Strzlecki Dr	49,000	0	0	49,000
Selwyn Place, Cartwright - Hoxton Park to End	202,000	0	0	202,000
Shared Path and Public Lighting - Hall Cct, Middleton Grange	560,000	0	0	560,000
Sinclair Road, Ashcroft - Maxwells to Sutton	299,000	0	0	299,000
South Liverpool Road, Heckenberg - Nth Liverpool to Sadleir	648,000	0	0	648,000
Speed Street, Liverpool - Mill to Pirie	264,000	0	0	264,000
Spencer Road, Cecil Hills - Frederick to Feodore	578,000	0	0	578,000
St Pauls Cres, Liverpool - Dale Ave to Maryvale Ave	26,000	0	0	26,000
Stanton St, Liverpool - 3 Stanton St to Memorial Ave	41,500	0	0	41,500
Thorn St, Liverpool - Rose St to Reilly St	34,000	0	0	34,000
Thredbo Street, Heckenberg - Tumberumba to Sth Liverpool	102,000	0	0	102,000
Tully Ave, Liverpool - Mary Cres to Cul-de-sac	58,000	0	0	58,000

Program	Funding Source			
	Total Expenditure	Grants	Developer Contributions	Consolidated Funds
Walman Avenue, Lurnea - Wonga to Morison	69,000	0	0	69,000
Warfield Pl, Cecil Hills - Athlone St to Cul-de-sac	17,000	0	0	17,000
Wattle Grove Drive, Wattle Grove - Arrowfield to Arrowfield	352,000	0	0	352,000
Webster Rd, Lurnea - William St to Hoxton Park Rd	42,400	0	0	42,400
Wewak Rd, Holsworthy - Derna Rd to Bardia Pde	20,000	0	0	20,000
Wheeler Ave, Lurnea - James Ave to Hill Rd	45,000	0	0	45,000
Williamson Cres, Warwick Farm - Lawrence Hargrave Rd to 31 W	42,000	0	0	42,000
Willowdene Ave, Luddenham - South End to Boundary - Reseal	500,000	0	0	500,000
Wolstenholme Avenue, Greendale - Greendale to CH2800 (Stage	500,000	0	0	500,000
Wonga Rd and Hill Rd, Lurnea - Raised threshold (Blackspot P	60,000	60,000	0	0
Woodside Ave, West Hoxton - Riddell St to Greenway Park	21,000	0	0	21,000
Total Capital Expenditure	148,280,013	24,676,716	71,072,340	52,530,957

Notes:

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

FINANCIAL YEAR 2020-21 BUDGET BASED ON COMMUNITY STRATEGIC PLAN

CSP	Total Revenue	Operating Expenditure	Net Operating Result	Less: Grants & Contributions for Capital Purposes	Net Operating Results Before Grants & Contributions for Capital Purposes
Creating Connection					
C1	-	1,006,514	(1,006,514)	-	(1,006,514)
C2	685,022	5,561,762	(4,876,740)	-	(4,876,740)
C3	3,973,305	10,870,299	(6,896,994)	-	(6,896,994)
C4	1,963,541	14,331,501	(12,367,960)	-	(12,367,960)
C5	10,500,000	5,608,865	4,891,135	10,500,000	(5,608,865)
Strengthening and protecting our environment					
S1	35,514,409	37,898,499	(2,384,090)	-	(2,384,090)
S2	1,824,392	14,134,944	(12,310,553)	-	(12,310,553)
S3	2,573,022	1,135,882	1,437,141	-	1,437,141
S4	90,723,153	21,044,858	69,678,294	74,565,450	(4,887,156)
S5	1,000,000	2,690,607	(1,690,607)	830,000	(2,520,607)
Generating Opportunity					
G1	6,309,925	9,951,810	(3,641,885)	-	(3,641,885)
G2	200,000	1,219,278	(1,019,278)	-	(1,019,278)
G3	4,762,472	14,505,083	(9,742,611)	-	(9,742,611)
G4	13,522,784	23,309,166	(9,786,382)	10,196,716	(19,983,098)
Leading through collaboration					
L1	2,030,859	16,872,954	(14,842,096)	325,000	(15,167,096)
L2	143,513	3,623,487	(3,479,974)	-	(3,479,974)
L3	-	152,019	(152,019)	-	(152,019)
L4	120,062,432	21,145,494	98,916,938	-	98,916,938
Total	295,788,826	205,063,023	90,725,803	96,417,166	(5,691,363)

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