

ANNUAL REPORT

2017-18



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PART 4: FINANCIAL STATEMENTS (Separate cover)




HIGHLIGHTS

2017 -18

CITY DEAL

We signed the Western Sydney City Deal, a partnership between eight councils, the NSW Government and Australian Government to deliver:

 **RAIL** 
to Western Sydney Airport

 **EDUCATION**  
precinct at North Bringelly

**ATTRACT
JOBS** 
TO THE AREA

Federal-State-Local Industry
Attraction Office in Liverpool

\$150M 
to support major
community projects

 **INDIGENOUS
OPPORTUNITY
HUB** to support Indigenous
people to start a business

CAPITAL WORKS AND INFRASTRUCTURE

\$60M



Capital expenditure

163



Projects delivered

\$22M



on roads



\$9M



on community facilities

ENVIRONMENT

1561
 **HOURS**
of volunteer time

7385 **TREES** 
PLANTED


28,000   
TONNES of recycling,
including garden waste

18,625  
VISITORS
to the Community
Recycling Centre

402 
TONNES
OF WASTE
collected for recycling
at the CRC

GENERATING JOBS AND INVESTMENT

WE PROCESSED

6269

Section 149
Planning Certificates



1333



Development
Applications

WE
APPROVED
MORE THAN

\$



1B

IN DAs

**WESTERN
SYDNEY
UNIVERSITY**



officially opened

**WESTERN
SYDNEY
AIRPORT Co**



opened

COMMUNITY FACILITIES

MORE THAN 

600,000

PEOPLE visited our leisure
and aquatic centres



ALMOST

500,000

people used our community centres



51,991 

people visited more than 400
events, programs and shows at
Casula Powerhouse Arts Centre

Our childcare
centres are full with

99% 
usage 

There were more than half a million
visits to our libraries, including almost

700,000 
LOANS

and more than 10,000 new members

COMMUNITY EVENTS

OUR COMMUNITY



CELEBRATED

22,000



Australia Day



4500

Spring Expo



10,000



New Year's Eve



1550

NAIDOC Week



WE
WELCOMED



9223 NEW CITIZENS

from 55 countries



COMMUNICATION

Our website grew in popularity with

130,000

MONTHLY PAGE VIEWS

FROM 35,000 UNIQUE VISITORS



20,288

Facebook followers



1547

on Liverpool Listens



WE RESPONDED TO

100,000

CUSTOMER REQUESTS



214,046

PHONE CALLS ((



HOW EVERY \$100 IS SPENT*



*This is operational expenditure only and does not include capital.
Administration costs are spread across each category.

PREFACE

PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Liverpool City Council's performance over the 2017/18 financial year in relation to the Principal Activities detailed in *Our Home, Liverpool 2027*, the Delivery Program 2017/21 and Operational Plan 2017/18.

The Annual Report is made up of four parts:

PART 1 - Overview of Liverpool City Council;

PART 2 - Council's performance against the Delivery Program 2017/21;

PART 3 - Statutory information; and

PART 4 - Council's audited financial statements.

The first three parts are published in this volume. Part 4 is published in a separate volume and is available at www.liverpool.nsw.gov.au/council/Corporate-Information.

Paper copies of this document can be obtained by contacting Council's Administration Centre on 1300 36 2170.

This report is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Division of Local Government Planning and Reporting Guidelines for Local Government in NSW.



**This Annual Report documents
Liverpool City Council's performance
over the 2017/18 financial year in
relation to the Principal Activities
detailed in *Our Home, Liverpool
2027*, the Delivery Program 2017/21
and Operational Plan 2017/18.**



A MESSAGE FROM THE CEO



It is my pleasure to present the Annual Report for the 2017/18 financial year to Council and the community.

This is the first Annual Report on the Community Strategic Plan, *Our Home, Liverpool 2027* and the four directions created with the community in 2017. The 2017/18 year was an important period to cement Liverpool as an airport city. It also reinforced its strong emphasis on education.

In November, the company that will build and run the new Western Sydney Airport was established in the area. Businesses including Toll, Amazon, AMP Capital and WesTrac have followed, bringing jobs for local residents with them.

We are calling for investment in infrastructure to support this growth. We need an express rail service to the city, the extension of the new Metro line from Bankstown and an extension of the south-west rail link to Western Sydney Airport. We have also started the conversation about mass rapid transport from the Liverpool CBD to the new airport.

We are doing our part to provide key infrastructure to the community. Council spent more than \$1 million a week in 2017/18 on infrastructure upgrades to support this goal.

One of Liverpool's major strengths is its health, education and research precinct. We now have three major universities in the area, with Western Sydney University joining the University of Wollongong and the University of New South Wales. Council successfully lobbied for an expansion to Liverpool Hospital, with a recent NSW government announcement committing \$740m to the project. Liverpool proved it was an innovator last year. We received a Smart Cities Award from the Committee for Sydney for our push into digital planning, and an Australian Government grant to fund research into how pedestrians use the city centre.

The community continues to flock to Council's major annual events, with 10,000 at Chipping Norton Lake for New Year's Eve, and more than 20,000 people celebrating Australia Day at Woodward Park.

In a historic moment for Liverpool, Council signed the Western Sydney City Deal earlier this year. The deal is a partnership between eight councils, the NSW Government and the Australian Government to deliver the Western Parklands City with significant tangible benefits to the Liverpool community. I look forward to continuing to work closely with the community, councillors and staff to deliver services and plan for the growth and prosperity of this wonderful city.



KIERSTEN FISHBURN
CEO, LIVERPOOL CITY COUNCIL

PART 1.0

OVERVIEW OF LIVERPOOL CITY COUNCIL



LIVERPOOL

Rich in nature

Rich in opportunity

Creating community;
our place to share and grow



OUR VALUES

AMBITIOUS

AUTHENTIC

COLLABORATIVE

COURAGEOUS

DECISIVE

GENEROUS

ACKNOWLEDGMENT OF COUNTRY



**Liverpool stands on the lands of
the Darug and Dhuarwal Nations.
Liverpool City Council recognises
all ancestors and descendants of
the Darug and Dhuarwal Nations.**



LIVERPOOL CITY

The Liverpool City Council area is one of the largest local government areas in metropolitan Sydney, covering 305 square kilometres and 44 suburbs. Liverpool's estimated population in 2017 was more than 217,000 people with a diverse range of backgrounds. It is projected that the population of Liverpool will reach more than 331,000 by 2036.

The Greater Sydney Commission has identified Liverpool as part of the Western Parkland City. Council is actively facilitating the development of Liverpool as a strategic centre through various initiatives including an economic development strategy, advocating for improved transport initiatives and the development of policies and plans which support culture and the arts.

Liverpool is geographically positioned as the gateway to Sydney, sitting at the crossroads for travel to Canberra, Melbourne and Adelaide. Council aims to improve the quality of life for people who live, work or visit the Liverpool area by developing a vibrant business climate where high quality jobs, education and training opportunities are close to home.

The Liverpool area has undergone significant infrastructure upgrades within recent years. It is home to the largest standalone hospital in Australia, high-end retail facilities, schools and tertiary education facilities, including three universities, TAFE and a teaching hospital. The health and education precinct provides an excellent opportunity for future cluster growth and investment attraction. Liverpool incorporates

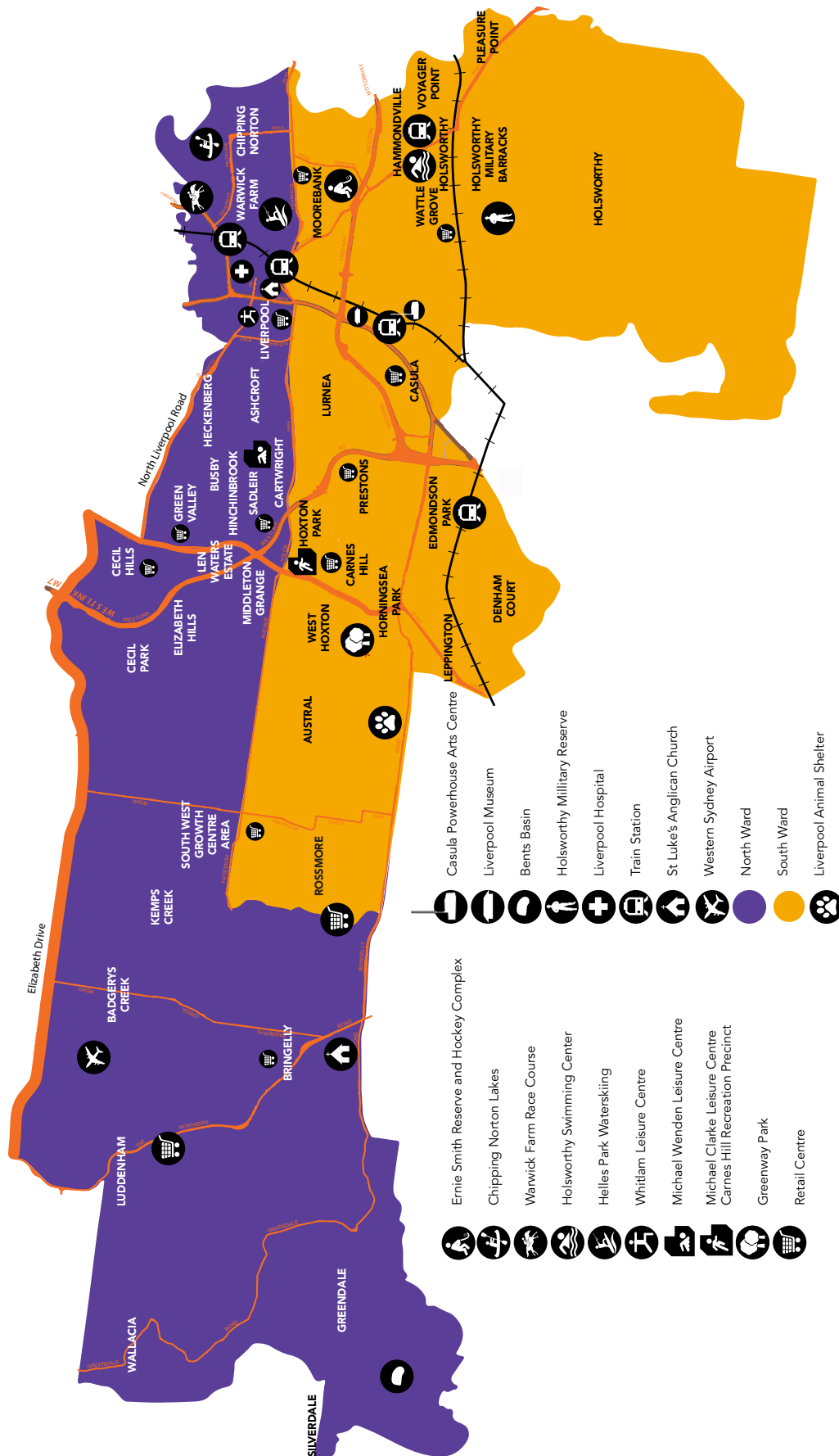
a significant part of the South West Growth Centre and will undergo significant urban development.

Council is moving towards the development of a new Civic Place at Scott Street, Liverpool, which will include Council offices and a new library. The precinct will act as an anchor for the southern end of the central business district, attracting further investment including jobs and recreational facilities for the city.

Liverpool is also home to several iconic facilities including the Casula Powerhouse Arts Centre, Whitlam Leisure Centre, historic Collingwood House, Liverpool Regional Museum and Chipping Norton Lake. It will be home to Western Sydney Airport when it opens in Badgerys Creek in 2026. With the right planning, the airport will cement Liverpool's position as the capital of South West Sydney and stimulate economic and infrastructure benefits for Liverpool.



LIVERPOOL LOCAL GOVERNMENT AREA



ELECTED COUNCIL

Council has 11 elected members, comprising a Mayor (elected by popular vote) and 10 councillors. The local government area is divided into North and South wards, represented by five councillors in each ward. Councillors represent the community at monthly Council meetings and as Council delegates on internal and external committees and boards.

A new term of Councillors was elected in September 2016. The next Council elections will be held in September 2020.



**MAYOR
WENDY WALLER**



**COUNCILLOR
TINA AYYAD**
(Deputy Mayor as at
30 June 2018)



**COUNCILLOR
GUS BALLOOT**



**COUNCILLOR
TONY HADCHITI**



**COUNCILLOR
MAZHAR HADID**



**COUNCILLOR
NATHAN HAGARTY**



**COUNCILLOR
PETER HARLE**



**COUNCILLOR
CHARISHMA KALIYANDA**



**COUNCILLOR
ALI KARNIB**
(Deputy Mayor July -
September 2017)



**COUNCILLOR
KARRESS RHODES**



**COUNCILLOR
GEOFF SHELTON**

COMMITTEE/PANEL	COUNCILLOR REPRESENTATIVE
Aboriginal Consultative Committee	Mayor Wendy Waller Councillor Karress Rhodes Councillors Geoff Shelton
Access Committee	Mayor Wendy Waller Councillor Peter Harle
Audit, Risk and Improvement Committee	Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Peter Harle Councillor Ali Karnib (Deputy Mayor July - September 2017)
Budget Review Panel	Mayor Wendy Waller Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Ali Karnib (Deputy Mayor July - September 2017) Councillor Gus Balloot Councillor Tony Hadchiti Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Peter Harle Councillor Charishma Kaliyanda Councillor Karress Rhodes Councillor Geoff Shelton
Casula Powerhouse Arts Centre Board	Mayor Wendy Waller Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018)
CBD Committee	Councillor Gus Balloot Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Karress Rhodes
Civic Advisory Committee	Mayor Wendy Waller Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Ali Karnib (Deputy Mayor July - September 2017) Councillor Gus Balloot Councillor Tony Hadchiti Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Peter Harle Councillor Charishma Kaliyanda Councillor Karress Rhodes Councillor Geoff Shelton
Civic Risk West	Mayor Wendy Waller
Community Safety and Crime Prevention Committee	Mayor Wendy Waller Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Ali Karnib (Deputy Mayor July - September 2017) Councillor Gus Balloot Councillor Tony Hadchiti Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Peter Harle Councillor Charishma Kaliyanda Councillor Karress Rhodes Councillor Geoff Shelton

COMMITTEE/PANEL	COUNCILLOR REPRESENTATIVE
Environment Advisory Committee	Councillor Peter Harle Councillor Geoff Shelton
Georges River Combined Councils Committee	Councillor Peter Harle Councillor Geoff Shelton
Heritage Advisory Committee	Councillor Mazhar Hadid Councillor Peter Harle
Intermodal Committee	Councillor Tony Hadchiti
Liverpool Sports Committee	Councillor Mazhar Hadid
Liverpool Traffic Committee	Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018)
Macarthur Bushfire Management Committee	Councillor Peter Harle
Macarthur/Liverpool Multiculturalism NSW	Councillor Nathan Hagarty Councillor Peter Harle
NSW Metropolitan Public Libraries Association	Councillor Charishma Kaliyanda
South West Regional Planning Panel	Councillor Tony Hadchiti Councillor Mazhar Hadid
Strategic Panel	Mayor Wendy Waller Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Ali Karnib (Deputy Mayor July - September 2017) Councillor Gus Balloot Councillor Tony Hadchiti Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Peter Harle Councillor Charishma Kaliyanda Councillor Karress Rhodes Councillor Geoff Shelton
Sydney South West Academy of Sport	Councillor Karress Rhodes
Tourism and Events Committee	Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018) Councillor Gus Balloot Councillor Mazhar Hadid Councillor Nathan Hagarty Councillor Karress Rhodes
Western Sydney Migrant Resource Centre	Councillor Ali Karnib (Deputy Mayor July - September 2017) Councillor Nathan Hagarty
Western Sydney Regional Organisation of Councils	Mayor Wendy Waller Councillor Karress Rhodes
Youth Council	Mayor Wendy Waller Councillor Nathan Hagarty Councillor Charishma Kaliyanda

COUNCIL MEETINGS

Council meetings are held monthly. Dates are set by resolution of Council and advertised in local newspapers and on Council's website. Council meetings are open to all members of the public.

Under the *Local Government Act 1993*, some sections of a meeting may be closed to discuss matters such as legal proceedings and commercial-in-confidence items. Resolutions from these items are published on Council's website, along with all meeting agendas, reports and minutes.

Twelve Council meetings were held in 2017/18.
There were no extraordinary Council meetings held in this period.

COUNCILLOR	COUNCIL MEETINGS ATTENDED
Mayor Wendy Waller	12
Councillor Ali Karnib (Deputy Mayor July – September 2017)	12
Councillor Tina Ayyad (Deputy Mayor as at 30 June 2018)	12
Councillor Gus Balloot	12
Councillor Tony Hadchiti	11
Councillor Mazhar Hadid	12
Councillor Nathan Hagarty	11
Councillor Peter Harle	12
Councillor Charishma Kaliyanda	12
Councillor Karress Rhodes	12
Councillor Geoff Shelton	12

COUNCIL COMMITTEES

Aboriginal Consultative Committee

Audit and Risk Committee

Budget Review Panel

Casula Powerhouse Arts Centre Board

CBD Committee

Civic Advisory Committee

Community Safety and Crime Prevention Advisory Committee

Environment Advisory Committee

Heritage Advisory Committee

Intermodal Committee

Liverpool Access Committee

Liverpool Sports Committee

Liverpool Youth Council

Multicultural Advisory Committee

Strategic Panel

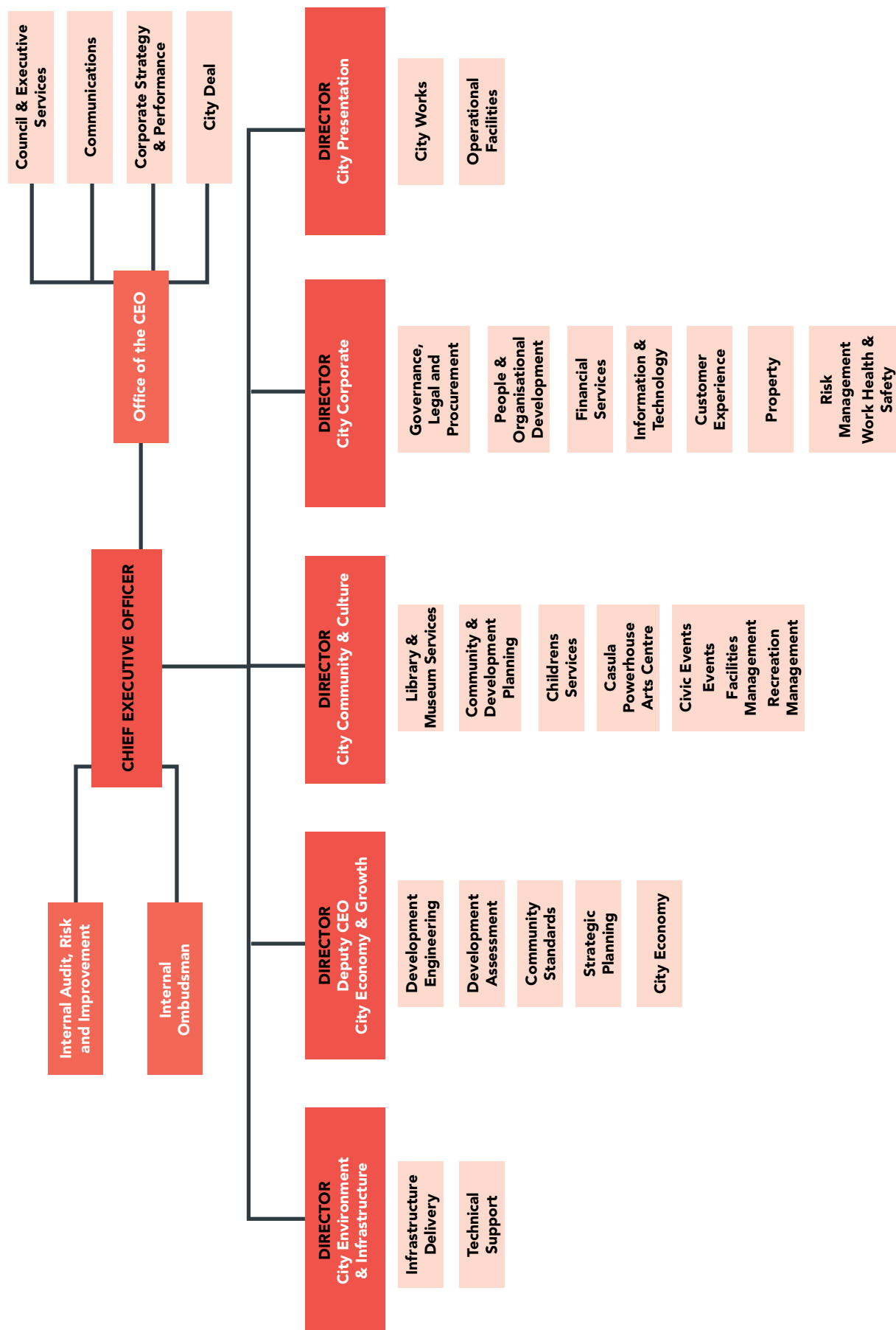
Tourism and Events Committee



ORGANISATIONAL STRUCTURE

The Chief Executive Officer (CEO) is the General Manager of Council. The CEO leads the implementation of Council's strategic objectives and ensures that Council's decisions are actioned. The CEO's responsibilities include the effective and efficient operation of Council, employment of Council staff and management of resources.

The Directors provide strategic leadership and guidance. They also provide professional workplace leadership by creating and maintaining an environment where staff are valued, challenged and inspired to achieve strategic objectives. Council's organisational structure as at June 2018 is shown below.



AWARDS & RECOGNITION

Council received several awards in 2017/18:

AWARD	WINNER
Smart City Awards	E-Planning - Automated Section 149 Planning Certificate Project
NSW Australia Institute of Landscape Architects (AILA)	Economic Development team - The Changing Face of Liverpool
Landscape Lighting Award	Macquarie Mall
My Gateway Information Technology Trainee of the Year Award	Blake McCartney

AWARD	HIGHLY COMMENDED
RH Dougherty - Innovation in Special Events	Food Fight – The Battle for Food Security
Zest Awards - Out of the Box category	Children's Parliament

COMMITMENT TO ETHICAL CONDUCT

Council's commitment to ethical conduct is demonstrated in the adoption of the following policies:

- Code of Conduct;
- Civic expenses and facilities Policy;
- Code of meeting practice;
- Ethical Governance: Conflicts of Interest Policy;
- Fraud and Corruption Prevention Policy;
- Equal Employment Opportunity Management Plan;
- Gifts and Benefits Policy;
- Internal Reporting Policy;
- Investigations Policy; and
- Secondary Employment Policy.

COMMUNITY ENGAGEMENT

Council used a number of strategies to engage with the community during 2017/18, including:

- Conducting 17 engagement campaigns on Liverpool Listens, Council's online community engagement website and hub. This was supported by onsite consultations and workshops for many of the projects;
- Holding eight Mayoral Mobile Offices in Cecil Hills, Carnes Hill, Chipping Norton, Miller, Casula, Austral and Bringelly;
- Placing draft plans, strategies and policies on public exhibition;
- Ensuring information on the website is relevant and up to date;
- Distributing five issues of the *Liverpool Life* newsletter to Liverpool's libraries, community centres and Customer Service Centre. Copies of the newsletter are available on the Liverpool City Council website;
- Using social media forums such as Facebook and Instagram;
- Convening 25 District Forums across the Liverpool local government area to provide an opportunity for community members to liaise with Council on issues that matter to them; and
- Facilitating Council Committees.



CONFERENCE PRESENTATIONS

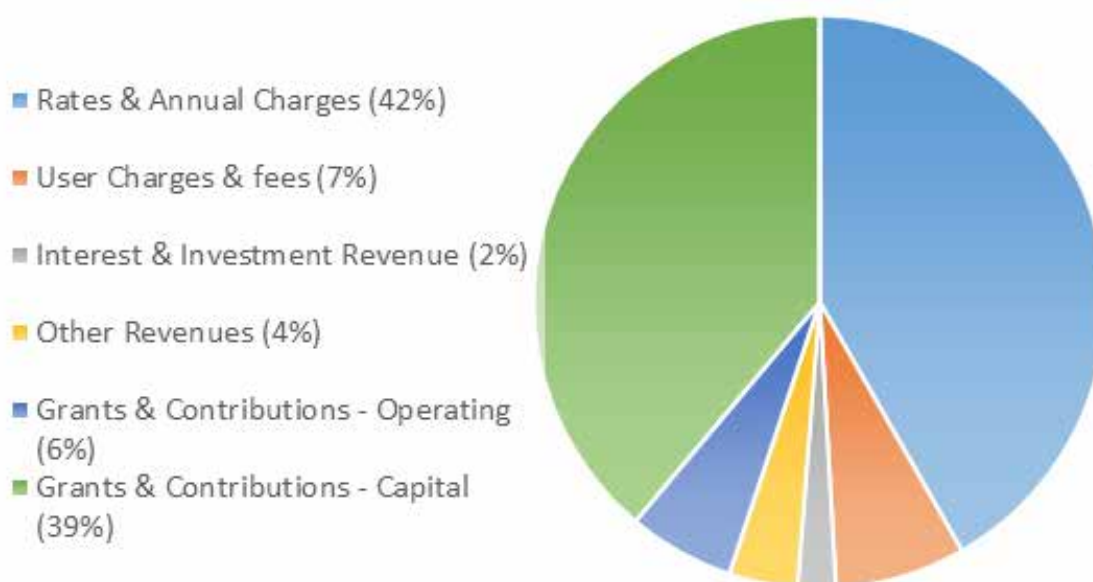
That Mayor and Executive Officers presented at the following conferences in 2017/18. There were 13 additional presentations made by other Council Officers.

PRESENTER	PRESENTATION NAME	CONFERENCE/ EVENT NAME	CITY AND DATE
Mayor	Local Government Panel: Achieving tri-government collaboration and capitalising on opportunities of the Western Sydney Airport	2nd Western Sydney Aerotropolis Summit	Sydney 8 March 2018
Chief Executive Officer	Western Sydney City Deal	Greater Sydney Commission Collaborative City – Shared Spaces Event	Sydney 22 July 2017
Chief Executive Officer	Preparing for the future of Western Sydney	3rd Annual Developing Western Sydney Summit	Parramatta 25 August 2017
Chief Executive Officer	What are the qualities and expectations of a Local Government leader	National Women in Local Government Leadership Summit	Melbourne 31 October 2017
Chief Executive Officer	Report Launch: A Western Sydney Aerotropolis	Creating Australia's Best Airport City Conference	Sydney 1 November 2017
Chief Executive Officer	Lift Off: Western Sydney Airport and community transformation	Australian Smart Cities and Infrastructure Summit	Sydney 7 March 2018
Chief Executive Officer	Western Sydney Growth	Deloitte Partner and Director Conference	Warwick Farm 2 May 2018
Director City Corporate	Local Government Governance	Moroccan Delegation visit	Liverpool 26 September 2017
Director City Corporate	Building a digital future that brings new strengths and opportunities	Local Government Transformation Series 2018	Sydney 1 May 2018
Director City Corporate	From Smart Cities to Intelligent Communities	FSTMedia Government New South Wales 2018	Sydney 31 May 2018
Director/ Manager City Deal	Update on the City Deal	Liverpool Innovation Precinct Committee	Liverpool 23 April 2018
Director City Economy and Growth	Liverpool Innovation Precinct and Aerotropolis	Presentation to Samsung executives	South Korea 16-17 April 2018
Director City Economy and Growth	Western Sydney Growth	Urban Development Institute of Australia NSW Western Sydney Luncheon	Western Sydney 17 May 2018

COUNCIL'S FINANCIAL SUMMARY

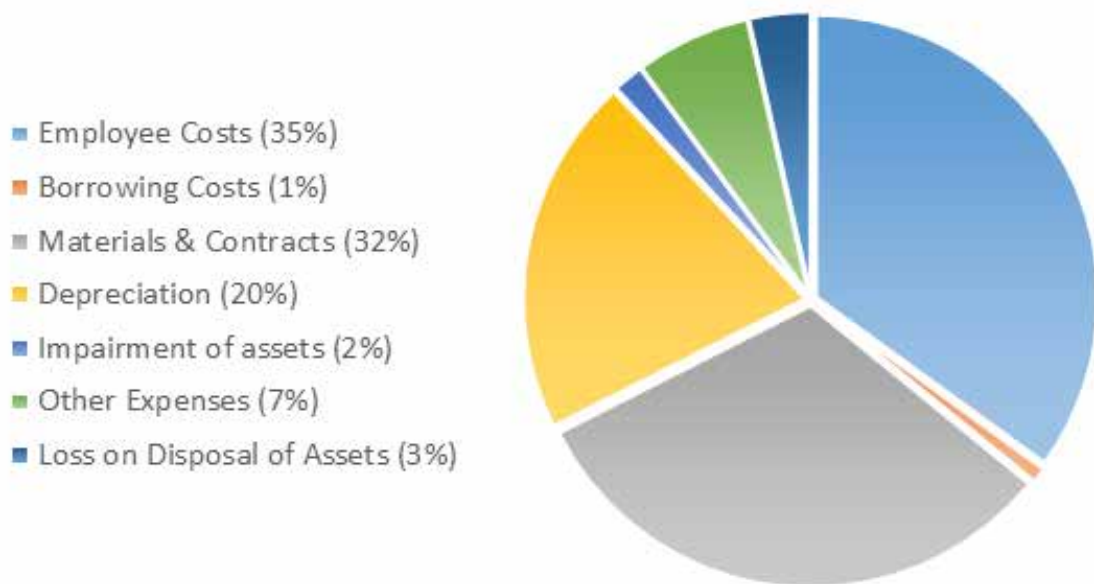
WHERE THE MONEY COMES FROM

In 2017/18 Council's income increased by 5 per cent from \$284.1m to \$299.5m. This is attributed to increases in capital grants and contributions, and rates and annual charges – 42 per cent of Council's income – which rose by 4.7 per cent from \$118m to \$124m.



WHERE THE MONEY WAS SPENT

In 2017/18 Council's operating expenditure rose by 2.2 per cent from \$178m to \$182m.



MANAGING COUNCIL'S ASSETS

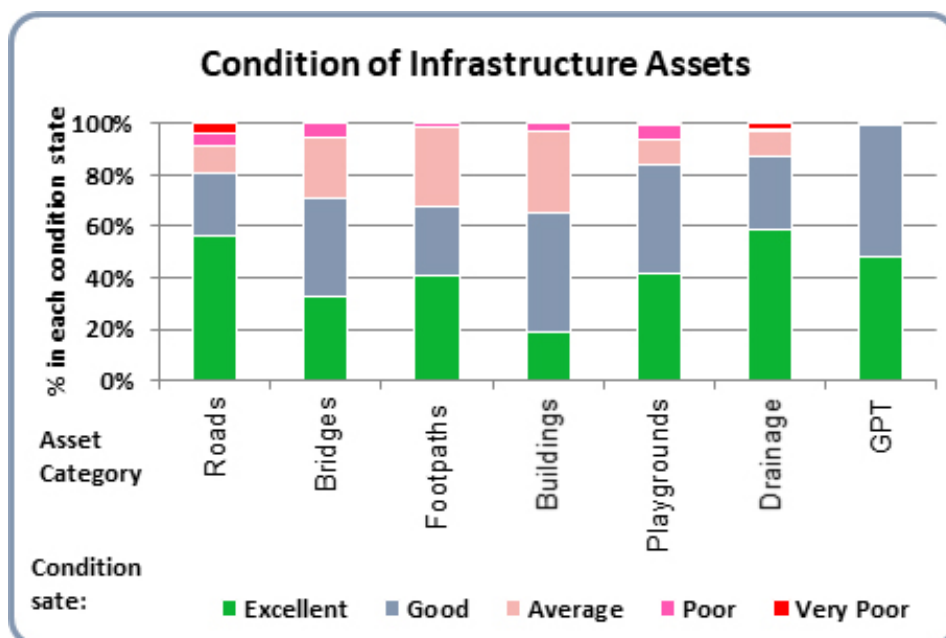
INTRODUCTION

Liverpool City Council is responsible for the management, care and control of a wide range of infrastructure assets, representing a significant public investment and utility. These include public roads and other transport-related facilities, floodplain and drainage networks, parks, reserves and recreational facilities, property and buildings, with a combined replacement cost of over \$2.3 billion.

ASSET CONDITION

Over the years Council has been utilising its comprehensive database of asset information for necessary planning and valuation of its assets to a high level of accuracy. Council's asset surveys continue to provide valuable data to objectively determine asset condition and performance, and develop maintenance and renewal strategies and programs that are responsive and cost-effective.

The condition and performance information for Council's key assets are summarised below:



INFRASTRUCTURE REPORT CARD

The table below shows the overall situation of each category of Council assets. All these assets have consistently been 'In Control' over the past four years, illustrating the effectiveness of Council's adopted asset management strategies.

Assets	Replacement Cost	Cost to Satisfactory Standard	Asset Rating 2017/18	Asset Rating 2016/17	Asset Rating 2015/16	Asset Rating 2014/15
Roads Assets	\$ 1,134,035,000	\$ 30,604,000	●	●	●	●
Bridges	\$ 58,296,000	\$ 1,491,000	●	●	●	●
Footpaths	\$ 142,640,000	\$ 705,000	●	●	●	●
Stormwater Drainage	\$ 531,050,000	\$ 8,465,000	●	●	●	●
Buildings	\$ 362,393,000	\$ 4,819,000	●	●	●	●
Parks	\$ 98,252,000	\$ 1,586,000	●	●	●	●
Total	\$ 2,326,666,000	\$ 47,670,000	●	●	●	●
				Key		
				●	Green	In control
				●	Yellow	Monitor
				●	Red	Action required

ROAD AND TRANSPORT INFRASTRUCTURE

Around \$22 million was spent on preserving, restoring and enhancing Council's road and transport-related infrastructure during the year. Reconstruction and rehabilitation of major roads within the network included:

- Eighth Avenue, Austral;
- Tenth Avenue, Austral;
- Eleventh Avenue, Austral;
- First Avenue, Hoxton Park;
- Banks Road, Miller;
- Memorial Avenue, Liverpool; and
- Scrivener Street, Warwick Farm.

Other key achievements included:

- Commencing construction of the \$34 million extension to Bernera Road to service the new-release areas of Edmondson Park;
- Completing footpath upgrade works with granite pavers and bluestone kerb and gutter in Moore and George Streets, Liverpool;
- Completing Dewsbury Serviceway extension to relieve congestion at Bigge St and provide access to George Street; and
- Completing road pavement renewal and rehabilitation works costing \$8 million covering 27 streets with a combined length of 9km. The work will restore and extend pavement service life and also improve riding conditions.



Dewsbury Serviceway extension, Liverpool



Shared path – Hume Highway, Casula

FLOODPLAIN AND WATER MANAGEMENT

Council spent \$1.6 million on preserving, restoring and enhancing drainage infrastructure with the following achievements during the year:

- Completion of CBD Trunk Drainage project including upgrade of stormwater pits and pipes to alleviate flooding in the CBD area. This completes the main drainage works in the CBD at a cost of \$14M, jointly funded by the Office of Environment and Heritage and Council;
- Construction of bridge culvert and road crossing at Pacific Palms Circuit in Hoxton Park;
- Installation of trash rack type Gross Pollution Trap at Amalfi Park in Lurnea;
- Substantial completion of design for a flood detention basin to facilitate land filling and occupation of lands within Edmondson Park; and
- Renewed and rehabilitated more than 2.6km of Council's piped drainage system covering a drainage network of over 10km.



Gross Pollutant Trap – Amalfi Park



Gross Pollutant Trap – Amalfi Park

PARKS AND RECREATION FACILITIES

This year Council spent more than \$17 million on adding, renewing, preserving and improving infrastructure to many of its existing passive open space, sporting ovals and environmental assets. Some of the key achievements for the year include:

- Completion of works to revitalise and upgrade Bigge Park. The \$10 million project aims to provide users with a unique urban landscape setting, exciting recreational opportunities and a strong sense of community;
- In line with its city wide play equipment asset management plan, Council has continued to implement its capital works priority program to renew, replace and manage its stock of playgrounds. To date, Council has upgraded 150 of its 176 playgrounds. Twelve playgrounds were upgraded at the following locations at a total cost of over \$780,000 this year:

- Aubrey Keech Reserve, Hinchinbrook;
- Dunumbral Park, Cecil Hills;
- Morris Park, Prestons;
- Tusculum Park, Wattle Grove;
- Haigh Park, Moorebank;
- Varley Park, Prestons;
- Wheat Park, Sadleir;
- Conway Park, West Hoxton;
- Formica Park, Heckenberg;
- Hammondville Oval, Hammondville;
- Voyager Park, Voyager Point; and
- Sanananda Park, Holsworthy.

- Council continued its program of delivering outdoor gyms to key locations across the city with 21 installed to date, including the provision of three new gyms at the following parks at a total cost of more than \$225,000 this year:

- Voyager Park, Voyager Point;
- Hammondville Park, Hammondville; and
- Aubrey Keech Reserve, Hinchinbrook.



Outdoor gym – Voyager Point Park



Playground renewal – Haigh Park, Moorebank

- Council's program of improving key suburb and local parks continued with landscape masterplans developed for two sites and refurbishment and enhancement works completed at three parks at a total cost of more than \$430,000. Sites included:
 - Wheat Park, Sadleir Miller – Key Suburb Park Upgrade;
 - Gough Park, Cecil Hills – Half basketball court;
 - Schoeffel Park, Horningsea Park – Landscape Masterplan;
 - Apex Park, Liverpool – Landscape Masterplan; and
 - Only Park, Moorebank – New footpath.
- Council's renewal and upgrade program for sports fields continued with the following improvement works completed at a total cost of more than \$800,000 this year:
 - Voyager Park, Voyager Point – resurfacing of tennis courts;
 - Peter Miller Reserve, Casula – cricket picket fence replacement;
 - Whitlam No. 4, Heckenberg – upgrade of floodlighting;
 - Woodward Park Netball, Liverpool – upgrade of floodlighting;
 - Hoxton Park Reserve, Hinchinbrook – upgrade of floodlighting;
 - Cirillo Reserve – design of active sport complex; and
 - Phillips Park – development of a landscape masterplan.
- Council's program of improving lighting within its key suburb parks continued with solar light installation completed for 15 sites at a total cost of more than \$175,000.

BUILDING INFRASTRUCTURE

During the year, Council spent \$9 million on preserving, renewing, refurbishing and improving many of its existing properties including leisure centres, child care and community centres, amenity buildings and car parks. Some of the key achievements for the year include:

- Completion of a new water play feature at the Michael Wenden Leisure Centre to provide additional outdoor recreation facility;
- Completion of new automated amenities building at Collimore Park to improve public facilities for the community; and
- Completion of a new outdoor covering structure for the Casula Powerhouse Arts Centre restaurant.



Michael Wenden Centre – water play



Chipping Norton Boat Shed – new deck



CONDITION OF ASSETS

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

The total estimated cost to bring the assets to a satisfactory standard has been improved and the cost has been reduced from \$54.2 million last year to \$50

million this year. Despite a reduction in the overall infrastructure backlog, it is noted that council's road and transport assets are still the major component of the backlog. As Council has significantly increased the renewal funding in the past few years and plans to continue the level of funding in the coming years, it is expected that the road asset condition data will show significant improvement when the comprehensive condition assessment is completed by end of 2018.

ASSET DESCRIPTION	QUANTITY	CURRENT REPLACEMENT COST (NOTE 1)	AVERAGE CONDITION AS AT JUNE 2018 (NOTE 2)	ESTIMATED COST TO BRING TO SATISFACTORY STANDARD (NOTE 3)	ESTIMATED ANNUAL COST OF MAINTAINING ASSET AT THAT STANDARD (NOTE 4)	ANNUAL MAINTENANCE EXPENDITURE 2017-18 (NOTE 5)
ROAD AND TRANSPORT		\$1,334,971,000		\$32,800,000	\$11,340,000	\$9,839,000
Roads (km)	920	\$777,417,000	Good	\$29,636,000	\$7,481,000	\$8,494,000
Kerb and gutter (km)	1436	\$223,342,000	Good	\$531,000	\$1,180,000	\$219,000
Footpath and cycleways (km)	814	\$142,640,000	Good	\$705,000	\$1,336,000	\$658,000
Bridges and Major Culverts (No)	117	\$58,296,000	Good	\$1,491,000	\$570,000	\$32,000
Road furniture and structures (No)	18646	\$108,706,000	Good	\$251,000	\$659,000	\$401,000
Off street car parks (No)	117	\$24,570,000	Good	\$186,000	\$114,000	\$35,000
FLOODPLAIN AND DRAINAGE		\$531,050,000		\$8,465,000	\$1,375,000	\$825,000
Piped Drainage (km)	695	\$409,748,000	Good	\$8,465,000	\$827,000	\$619,000
Pits (No)	25646	\$57,443,000	Good			
Headwalls and minor Culverts (No)	2028	\$13,947,000	Good			
Retarding Basins and Wetlands(No)	88	\$39,092,000	Good	\$0	\$295,000	\$41,000
Gross Pollutant Traps (No)	193	\$10,820,000	Good	\$0	\$253,000	\$165,000
BUILDING ASSETS	210	\$362,393,000		\$4,819,000	\$4,220,000	\$3,885,000
Admin Building	1	\$52,207,000	Average	\$0	\$651,000	\$654,000
Aquatic Centres	6	\$45,311,000	Good	\$639,000	\$555,000	\$747,000
Bush Fire/SES	10	\$4,108,000	Good	\$444,000	\$52,000	\$119,000
Childcare Centres	10	\$13,403,000	Good	\$0	\$165,000	\$348,000
Commercial Properties	4	\$22,090,000	Average	\$0	\$146,000	\$89,000
Community Centres	40	\$67,884,000	Good	\$957,000	\$823,000	\$842,000
Heritage Buildings	13	\$50,143,000	Good	\$0	\$492,000	\$170,000
Libraries, Museums	4	\$30,864,000	Good	\$0	\$406,000	\$352,000
Multi Level Car Parks	2	\$27,273,000	Good	\$0	\$340,000	\$217,000
Parks Buildings / Structures	107	\$39,863,000	Good	\$562,000	\$488,000	\$181,000
Works Depot	13	\$9,247,000	Average	\$2,217,000	\$102,000	\$166,000
PARKS AND RECREATION		\$98,252,000		\$1,587,000	\$1,908,000	\$5,406,000
Sporting Fields, Ovals and Courts (No)	216	\$23,338,000	Good	\$499,000	\$965,000	\$2,162,000
Parks Infrastructure (no of Parks)	511	\$45,656,000	Good	\$239,000	\$389,000	\$2,703,000
Playground Equipment (No)	179	\$29,258,000	Average	\$849,000	\$554,000	\$541,000
GRAND TOTAL		\$2,326,666,000		\$47,670,000	\$18,843,000	\$19,955,000

Notes to table

- 1. Current replacement cost** - estimated cost to replace existing asset with modern equivalent which will deliver same service potential.
- 2. Average condition** - an overall assessment of the average condition of assets within an asset category, selected from one to five condition levels comprising excellent, good, average, poor and very poor or unserviceable.
- 3. Estimated cost to bring to satisfactory standard** - estimated cost required to bring assets within an asset group to a condition level equal to or better than "good" (satisfactory) as required by the Division of Local Government's Planning and Reporting Manual for Local Governments in NSW – 2010 and independent assessment of Council's Asset Management Plan by Morrison Low. Note:
 - a) Average condition of buildings is based on comprehensive surveys undertaken in 2014/15 and 2017. Most of the amenities/toilet blocks located in parks and reserves are considered to be fit for the intended purpose with a lower maintenance requirement. Further, most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.
 - b) Approximately 120km of the rural road network lies predominantly within the South West Priority Growth Area and the ensuing residential and commercial development will ultimately see the full reconstruction, widening and upgrades to majority of the roads. In view of this, Council will implement its low cost strengthening and stabilisation strategies in these areas, which aim to hold these rural roads in a reasonable condition until full reconstruction can occur. The upgrade costs reflect this enhanced maintenance strategy.
- 4. Estimated annual cost of maintaining asset at satisfactory standard** - estimated annual expenditure required to maintain all assets within an asset group at a satisfactory standard. Council's maintenance expenditure has exceeded the minimum maintenance expenditure from its Asset Management Plan. This is because some of the assets have passed beyond normal maintenance condition and more intensive maintenance was required to achieve required service level.
- 5. Annual maintenance expenditure** - Council's actual expenditure during the financial year for the purpose of maintaining and preserving assets.

PART 2.0

DELIVERY PROGRAM ACHIEVEMENTS

FUTURE DIRECTIONS

The 10-year plan for Liverpool, *Our Home, Liverpool 2027*, concentrates on four key strategic directions to move Liverpool forward. The directions are based on feedback from the community and stakeholders and incorporate local, regional, state and national priorities for Liverpool.

Quadruple Bottom Line

The quadruple bottom line underpins the Community Strategic Plan, helping to categorise the priorities that have been identified by the community.

Our directions link directly to the quadruple bottom line, which are as follows:

CREATING CONNECTION	Social
STRENGTHENING AND PROTECTING OUR ENVIRONMENT	Environment
GENERATING OPPORTUNITY	Economic
LEADING THROUGH COLLABORATION	Civic leadership

DIRECTION 1

CREATING CONNECTION

This direction emphasises the importance of connections within Liverpool to create a harmonious community.

COUNCIL'S 10-YEAR STRATEGIES:

- C.1 Celebrate diversity, promote inclusion and recognise heritage
- C.2 Deliver a range of community events and activities
- C.3 Implement access and equity for all members of the community
- C.4 Provide community facilities which are accessible to all
- C.5 Create a dynamic, inclusive environment, including programs to support healthy living

PROGRESS ON THESE STRATEGIES

All 20 actions from Council's Delivery Program were on track

10-YEAR COMMUNITY GOALS

These are the goals for Liverpool. Many stakeholders have a role in achieving these goals set by Council including state agencies, businesses and community groups.

INCREASE IN UTILISATION OF COUNCIL FACILITIES

Community Venues

There were 441,134 visits to Council's community centres in 2017/18.

Library

There were 544,947 visits and 696,303 loans during 2017/18.

Leisure Centres

There were 631,857 visits to the Michael Wenden, Whitlam Centre, Holsworthy and Michael Clarke Recreation Centres in 2017/18.

Attendance at Council-run events, activities and programs

There were 54,296 attendees at more than 14 Council events and workshops in 2017/18. There were 22,177 attendees to 1017 children's programs at the library.

Satisfaction with services

Source: Liverpool City Council Community Satisfaction Survey 2017

Sense of community

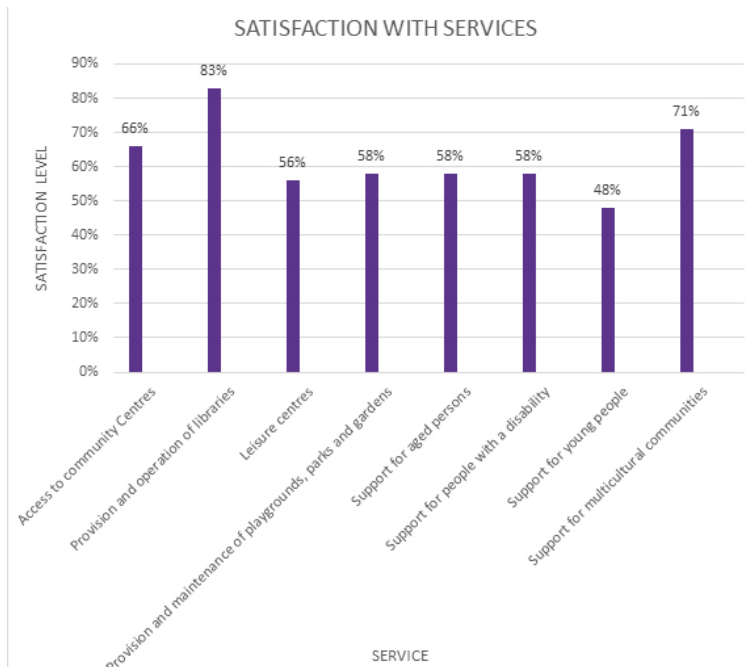
54%

Source: Liverpool City Council Community Satisfaction Survey 2017

Happiness index

80.1%

Source: Liverpool City Council Community Satisfaction Survey 2017



CUSTOMER SERVICE

Customer Service received an average of 53,511 calls per quarter in 2017/18, a decrease of 4 per cent from 2016/17. Customer requests increased by 9 per cent to 25,263 per quarter in 2017/18.

DIRECTION 1

HIGHLIGHTS FOR 2017/18



EVENTS

Liverpool's annual Australia Day event was held on January 26 with a record attendance of 22,000 people. Spring into Liverpool was held on 16 September 2017 with fitness, cooking and gardening demonstrations and an outdoor movie screening. More than 5000 people attended. Council hosted the annual Anzac Day dawn service in Bigge Park with 4000 people in attendance.



BLAKE PRIZE

Casula Powerhouse Arts Centre exhibited the Blake Prize in May. The prize engages artists in conversations about faith, spirituality, religion, hope, humanity and social justice. Eighty finalists had their work exhibited at CPAC and the winner, Tina Havelock Stevens, received \$35,000.



PEPPER'S PLACE

Liverpool Neighbourhood Connections opened Pepper's Place café in Liverpool Library. The social enterprise serves as a pathway to employment for women to break the cycle of generational unemployment. The site was offered by Council at a peppercorn rent.



MEMORIAL TO HOLDSWORTHY INTERNEES

In June, a memorial to the German internees of the Holdsworthy Concentration Camp, later known as the Holdsworthy Internment Camp, was unveiled at Liverpool Pioneers' Memorial Park. The memorial was dedicated to the 72 men who lost their lives in the camp.



NAIDOC WEEK

Council celebrated Aboriginal and Torres Strait Islander culture during NAIDOC Week with a street march, a Corroboree and a family fun day that also launched the 2168 Acknowledgment of Country project.



WATER PLAY FEATURE

Council completed work on a \$366,797 upgrade to Michael Wenden Leisure Centre in June, including a new water play feature and shade sail.



PARK UPGRADES

Council has installed a new outdoor gym in Hammondville. The \$111,500 project included the installation of grouped outdoor gym with shade sail structure, new pathways, new turf and new furniture. Haigh Park in Moorebank has received a \$125,000 upgrade including a new steel play unit, a new dual swing, new rubber softfall safety system, new shade structure, new pathways and new furniture.

DIRECTION 2

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

This direction is about planning high-quality, sustainable urban environments to create a great place to live, work and play.

COUNCIL'S 10-YEAR STRATEGIES:

- S.1 Manage the community's disposal of rubbish
- S.2 Protect and enhance bushland, rivers and the visual landscape
- S.3 Encourage sustainability, energy efficiency and the use of renewable energy
- S.4 Exercise planning controls to create high-quality, inclusive, urban environments
- S.5 Develop, and advocate for, plans that support safe and friendly communities

PROGRESS ON THESE STRATEGIES

19 actions from Council's Delivery Program were on track
1 action was needing attention

10-YEAR COMMUNITY GOALS

These are the goals for Liverpool. Many stakeholders have a role in achieving these goals set by Council including state agencies, businesses and community groups.

Use of energy by the Council

Energy consumption figures for 2017/18 are - 48,805 GJ*.

*These figures are based on the best available data at the time. Utility suppliers may issue bills retrospectively.

Percentage of diverse housing options in new developments

1.88%

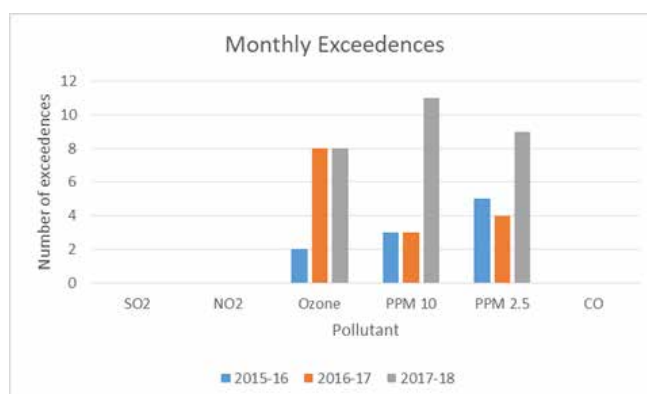
Water quality

The average rating of ecological health of Mid Georges River is B+.

Source: *Georges Riverkeeper Georges River Health Report Card*

Air quality

Council monitors air quality by noting the number of monthly exceedances of National Air Quality Standards for Sulphur Dioxide (SO₂) Nitrogen Dioxide (NO₂) Ozone, particulates (PPM 10, PPM 2.5) and Carbon Monoxide (CO) at the Liverpool monitoring station. The results are shown in this graph.



There were no exceedances of standards for Sulphur Dioxide (SO₂), Nitrogen Dioxide (NO₂) or Carbon Monoxide in 2017/18. Liverpool failed to meet air quality goals for Ozone of one exceedance per year and Particulates (PPM10) of five exceedances per year in 2017/18. There is no current standard for Particulates (PPM2.5).

Source: *Office of Environment and Heritage*

Public safety ratings

70% satisfied with their safety

Recycling and waste statistics

More than 28,000 tonnes of recycling and garden waste was collected via domestic recycling and garden waste bins.

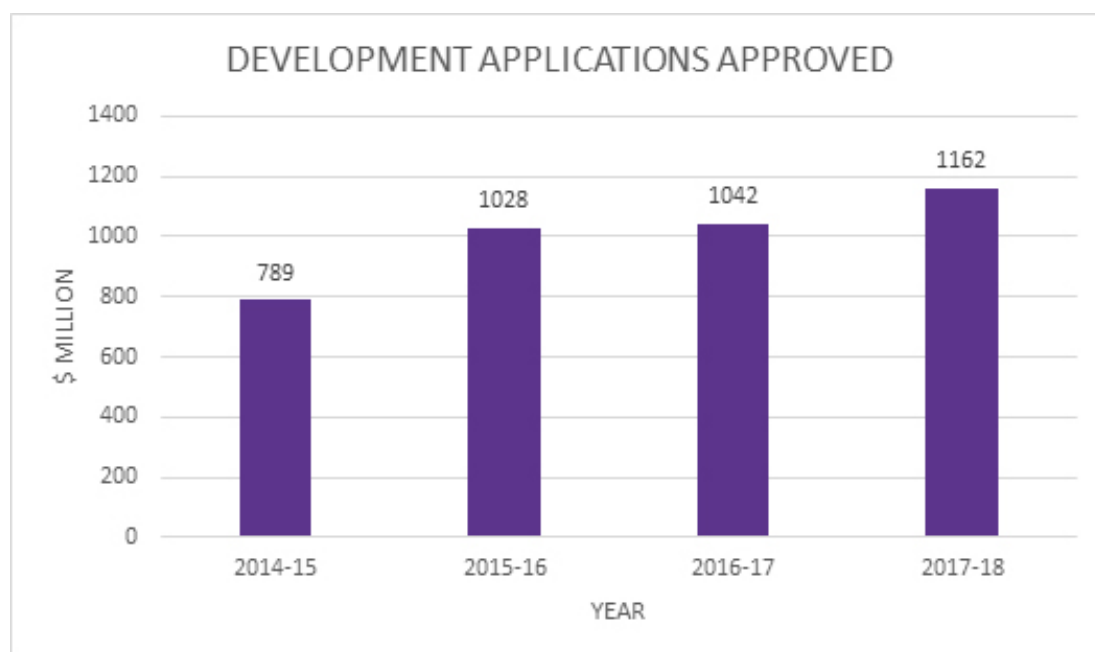
There were 18,625 visitors to the Community Recycling Centre, and 759 tonnes of e-waste, cardboard, paper, paints and metal was diverted from landfill. There were also 12,598 mattresses collected for recycling.

More than 2800 residents participated in waste education workshops and events.

DEVELOPMENT AND INVESTMENT

Value of development applications approved over the past four years

The total value of all DAs approved in 2017/18 once again exceeded \$1 billion (\$1,162,500,947.70).



Major Developments

Council has worked to attract growth and investment in Liverpool. Large developments approved by Council in 2017/18 include:

Description	Estimated Value
Construction of a 14-storey residential flat building comprising 82 apartments at 26 Shepherd Street and extensions to existing buildings.	\$61,848,676.00
Aged care facility providing 155 beds and communal facilities, car parking, landscaping and infrastructure upgrades.	\$46,684,100.00
Construction of 149 dwellings, three roads, three laneways and drainage and stormwater management system.	\$43,706,039.00
Construction of a 25-storey mixed use residential and commercial building with four basement levels of car parking.	\$40,170,000.00
Construction of three four-storey residential flat buildings containing 105 apartments above two levels of basement car parking.	\$36,305,282.00
Alterations to the Liverpool Catholic Club including a food and coffee lounge, restaurant and cinema.	\$35,538,560.00
Construction of two nine-storey residential flat buildings containing 116 apartments and basement parking.	\$29,845,000.00
Construction of a nine-storey residential flat building containing 120 apartments and basement car parking.	\$29,783,212.00
Construction of a 10-storey residential flat building containing 103 apartments and two levels of basement parking.	\$26,156,450.00
Construction of a nine-storey residential flat building containing 94 apartments and two levels of basement carpark with 116 car spaces.	\$24,557,995.00
Construction of an eight-storey residential flat building containing 101 apartments and two levels of basement parking with associated landscaping and ancillary site works.	\$23,893,032.00

DIRECTION 2

HIGHLIGHTS FOR 2017/18

CASULA HIGH SCHOOL REMEDIATION WORKS

Council conducted extensive remediation works at Casula High School. Council found bonded asbestos at the school in September 2015 and worked with the school and the NSW Environment Protection Authority to prepare a remediation and landscape plan. The work included planting new trees, an improved pathway network, new garden beds, improved security for the front of the school, a new shelter shed for students waiting for transport and a driveway for students with a disability.



ENVIRONMENT VOLUNTEER RECOGNITION

Council's annual Environment Volunteer Recognition event was held in November 2017. Volunteers have contributed more than 19,930 hours and planted 122,680 native plants over the past 14 years. The event celebrates community volunteers who have contributed their time and skills to care for the environment.

OZZIE THE COCKROACH

Council has employed a new recruit to promote household composting. Ozzie, a giant Australian Burrowing Cockroach, has settled into Council's Depot and a new career as an educator about household composting.

Ozzie helped attract significant media interest in environmental issues and the importance of composting, including articles in the Liverpool Leader, Fairfield City Champion and Liverpool Champion in May 2018. He was also featured in articles from the Liverpool Champion and LG Focus in June 2018, when he tipped NSW to win the State of Origin series. The promotion attracted significant attention on social media, where a live video showing Ozzie's prediction reached more than 30,000 people and had 14,000 views.



BUSHCARE MAJOR DAY OUT

This national event is celebrated each year in Spring to raise awareness of the need to protect bushland. A group of 25 enthusiastic youth from the 1st Canley Heights Scout Group attended in September 2017 and planted 600 locally native plants along a section of Cabramatta Creek in Elouera Nature Reserve to expand the riparian corridor of the creek and add to the growing area of bushland restored.



NATIVE BEE WORKSHOP

In February 2017, entomologist Tim Heard presented to 44 residents on how to keep hives of stingless native bees in their backyards. The group enjoyed learning modern methods of keeping stingless bee hives, observed a hive division to see the complex structure within as well the process of colony propagation, and tried the delicious sugarbag honey.



COMMUNITY TREE PLANTING

A group from the Mandeian Women's Union in Australia, were involved in a special community tree planting event organised by Liverpool Women's Health Centre in collaboration with Liverpool Council. On the day they planted 300 locally native plants along a section of Cabramatta Creek in Elouera Nature Reserve to expand the riparian corridor of the creek and provide food and shelter for native animals.

DIRECTION 3

GENERATING OPPORTUNITY

This direction underlines the need for Council to support economic growth, including employment and investment options.

COUNCIL'S 10-YEAR STRATEGIES:

- G.1 Meet the challenges of Liverpool's growing population
- G.2 Attract businesses for economic growth and employment opportunities
- G.3 Create an attractive environment for investment
- G.4 Advocate for, and develop, transport networks to create an accessible city



PROGRESS ON THESE STRATEGIES

19 actions from Council's Delivery Program were on track
1 action was needing attention

10-YEAR COMMUNITY GOALS

These are the goals for Liverpool. Many stakeholders have a role in achieving these goals set by Council including state agencies, businesses and community groups.

Number of new and expanding businesses in the Local Government Area

Approximately 34% of existing businesses are either planning on expanding in future or have expanded in the past 12 months. Or specifically, of 14,500 businesses, approximately 4900 are expanding or have plans to expand in future.

Liverpool welcomed 54 new businesses. Many more local residents also decided to open their own businesses.

Employment rate

95.26%

Improved transport connections

Delivered projects:

- Dewsbury Serviceway - extension to George Street;
- Maxwell Avenue - raised pedestrian crossing;
- St Johns Road and South Liverpool Road - raised thresholds; and
- Congregation Drive – threshold.

Council successfully secured \$560,000 in funding from the Federal Government to improve road safety along four sections of road in Liverpool that have poor crash history data.

The intersection of Hume Highway and Bigge Street, Warwick Farm was improved with funding from the NSW Government.

Council advocated for the South West Metro extension to Liverpool and has requested this be considered as a priority project. Council has also participated in initial design investigations and justification for the metro extension to Liverpool.

REPORTING ON FIT FOR THE FUTURE FINANCIAL OBLIGATIONS

These indicators relate to Council remaining financially sustainable in the long-term (or being 'fit for the future').

Key Financial Management Performance Indicators

For the year ended 30 June	2018	2017	2016*	2015*	2014
Operating Performance Ratio	5.43%	2.40%	-2.60%	-0.70%	-6.80%
Own Source Operating Ratio	55.15%	54.50%	55.00%	52.40%	70.60%
Unrestricted Current Ratio	2.11x	1.9x	1.8x	2.6x	2.3x
Cash Expense Cover Ratio	15.16 Months	8.5 Months	7.9 Months	10 Months	12.4 Months
Debt Service Cover Ratio	6.42x	4.7x	3.7x	4.0x	3.1x
Rates Outstanding	4.61%	4.30%	4.25%	4.87%	5.41%
Building & Infrastructure Renewals Ratio	94.79%	115.8%	91.1%	96.7%	84.1%
Infrastructure Backlog Ratio	2.60%	3.3%	3.8%	3.9%	5.5%
Asset Maintenance Ratio	1.06x	1.05x	1.06x	1.10x	0.85x
Operating expenses per resident	\$815	\$842	\$832	\$823	\$758
Cost to bring assets to agreed service level	2.06%	2.5%	2.8%	N.A	N.A
Capital expenditure per resident	\$262	\$299	\$433	\$299	\$231
Own source revenue per resident	\$735	\$728	\$746	\$702	\$653
Average residential rate per residential property assessment	\$1,127	\$1,138	\$1,122	\$1,102	\$1,070
LGA Population (Estimated for June 2018)	224,051	212,232	208,000	204,594	199,706

**These are restated figures after correction of prior period errors*

In comparison to 2017 Council achieved improved results in four out of seven Fit for the Future performance measurement ratios.

The operating performance ratio at 5.4% is better than 0% benchmark which indicates that the Council is managing its operating expenses within its operating revenue.

The Council's own source revenue percentage is lower than 60% benchmark. This trend is consistent with other growth councils where the value of dedicated assets from developers is significantly high.

The Council's unrestricted current ratio is greater than one. This indicates that the Council has sufficient liquidity to meet its current liabilities as and when they fall due.

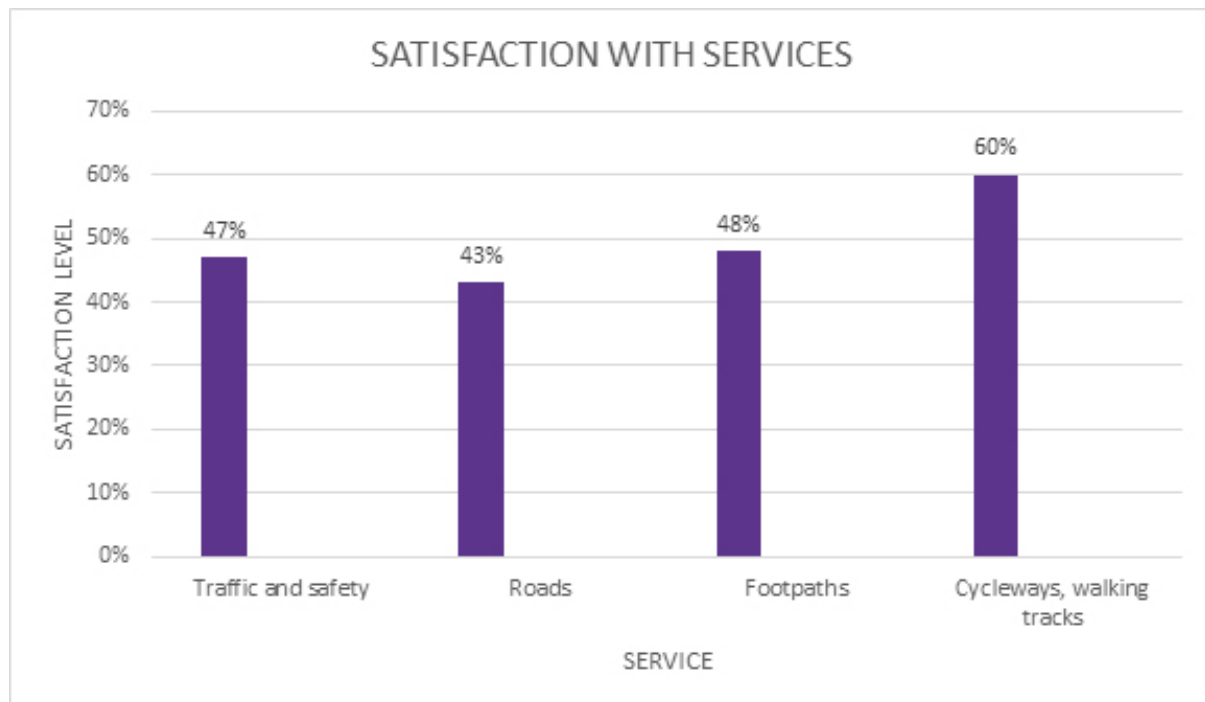
The debt service cover ratio of greater than one indicates the Council has adequate revenue to cover the principal repayments and borrowing costs.

The percentage of rates and annual charges outstanding has improved over the past four years.

At 30 June 2018, the Council had the capacity to cover over 15 months of cash expenditure without additional cash inflows.

Community satisfaction

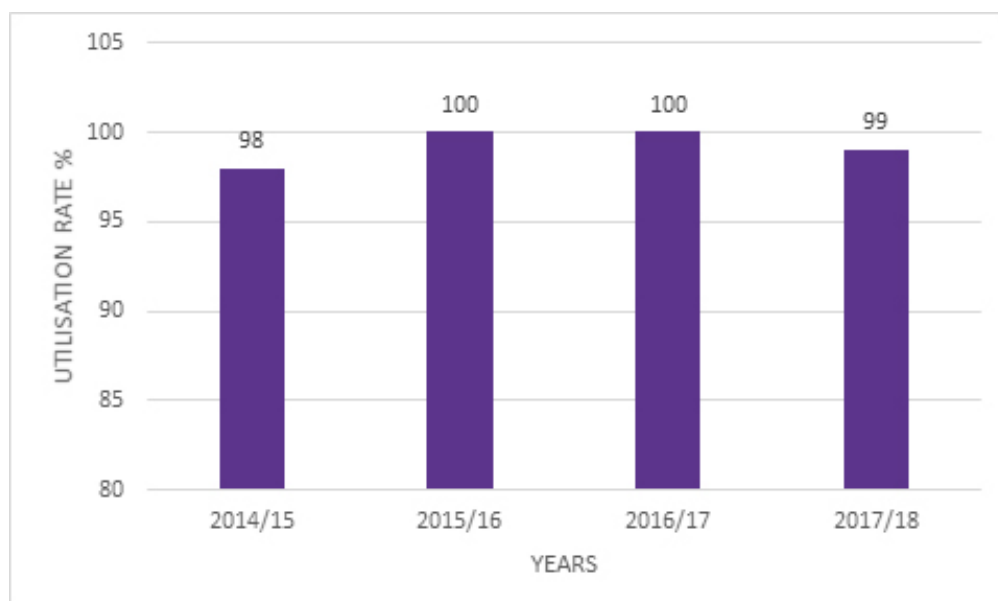
Source: Liverpool City Council Community Satisfaction Survey 2017



CHILDCARE CENTRE UTILISATION RATES

The utilisation was 98.95 per cent for 2017/18.

All Early Education and Care Centres and Casula Preschool were rated as Exceeding National Quality Standards for children's education and care.



DIRECTION 3

HIGHLIGHTS 2017-18



CITY CENTRE ACTIVATIONS

Council is working to create a vibrant city centre with a series of small events designed to create a buzz of activity in the city centre. Recent events hosted include Easter in the Mall, Movies in May and Tune In @ Macquarie Mall.



EAT YOUR HEART OUT

The inaugural Eat Your Heart Out event was held in October 2017 as a grand opening for the revamped Macquarie Mall and Bigge Park. The event was designed to highlight the unique elements of each location and provide something for everyone in the centre of Liverpool.



SMART PEDESTRIAN PROJECT

Council secured an Australian Government grant to count pedestrian and vehicle movements around the city centre. Council will use the data to inform planning decisions and respond to the rising number of residents and workers using the city centre.



LIVERPOOL INNOVATION PRECINCT

The Liverpool Innovation Precinct includes Liverpool Hospital, Southwest Private Hospital, the Ingham Institute of Applied Medical Research, University of Wollongong, Western Sydney University, the University of NSW and TAFE NSW. The precinct already employs more than 15,000 people. With the recent allocation of \$740 million in the NSW State Government budget to Stage 2 of Liverpool Hospital, the precinct is well positioned to become a world leader in health, research and education.



PLEASURE POINT WHARF RENEWAL


The Pleasure Point Wharf renewal works were completed as part of the boating facilities renewal program which is jointly funded by Liverpool City Council and the NSW Maritime Services.

TRANSPORT LOBBYING

Council is advocating for key transport links to Western Sydney Airport, including rail to the airport, a rapid transit corridor to the airport and an extension of the Bankstown metro line to Liverpool.

Council has been awarded a \$1.55m grant from the Department of Planning and Environment for a detailed design and strategic business case to widen and extend a section of Fifteenth Avenue.

Council has started a conversation about a high-frequency driverless service on Fifteenth Avenue. The corridor will have active traffic signal priority to green-light services and contemporary transit stations with real-time information.

A large crowd of people is gathered at a night festival. In the foreground, many people are sitting on the grass, some on blankets and others on folding chairs. They are looking in various directions, some towards the camera and others away. The background is filled with more people, creating a sense of a large gathering. Two large, purple, star-shaped decorations are visible: one in the upper right and another in the middle left. The overall atmosphere is festive and communal.

DIRECTION 4

LEADING THROUGH COLLABORATION

This direction highlights the importance of a Council proactively leading the community, while continually engaging the community to ensure an aligned vision.

COUNCIL'S 10-YEAR STRATEGIES:

- L.1 Seek efficient and innovative methods to manage our resources
- L.2 Increase community engagement
- L.3 Encourage community participation in decision-making
- L.4 Strive for best practice in all Council processes



PROGRESS ON THESE STRATEGIES

30 actions from Council's Delivery Program were on track
3 actions needing attention

10-YEAR COMMUNITY GOALS

These are the goals for Liverpool. Many stakeholders have a role in achieving these goals set by Council including state agencies, businesses and community groups.

Increased community engagement

Council introduced several new community engagement initiatives including a Minecraft competition and Instagram food photo competition.

Implementation of improved Council processes

Council improved several processes including its complaints handling process, online customer requests and grant acquittal processes.

Continued development of communication tools used by Council

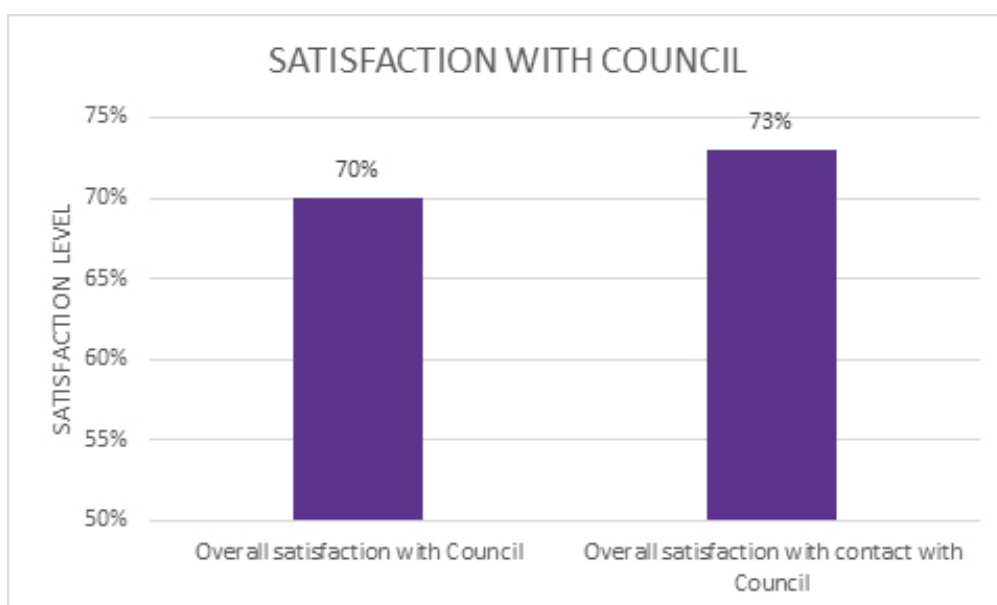
Council's website was upgraded in 2017/18.

Increased participation on Council's social media platforms

Facebook likes – 20,288 (increase from 9895)

Instagram followers – The Liverpool City Council Instagram account was officially launched on 2017/18 and grew to 1325 followers.

Overall Community Satisfaction with Council



Source: Liverpool City Council Community Satisfaction Survey 2017

DIRECTION 4

HIGHLIGHTS 2017-18



CITY DEAL

In an historic moment for Liverpool, Council signed the Western Sydney City Deal in March. The deal is a partnership between eight councils, the NSW and Australian Governments to transform Western Sydney to the Western Parklands City with significant benefits to the Liverpool community.

PEOPLE ACHIEVING

People Achieving is Council's achievement planning and development system. The program enables employees to identify areas to develop their skills, set career goals and connect their work with Council's Community Strategic Plan, Delivery Program and Operational Plan.

The system saw Council move from a paper-based program to an online system, with a participation increase from 10 per cent to 57 per cent, with roll out still underway for Council's depot staff. People Achieving empowers employees to take responsibility of their achievement and development planning with the support of their supervisor. Goals are adjustable, meaning employees can regularly engage with their plans. This results in an increasingly engaged workforce, targeted development opportunities and improved performance.



E-PLANNING

The online application tool, FastTrack, allows customers to apply for development applications and construction certificates online. Many applications are approved on the same day, with a goal to respond within 10 days. Types of projects that are covered by FastTrack include new dwellings, alterations and additions to dwellings and swimming pools.

Residents can also apply for an s149 certificate, which gives them information about their property's zoning and other planning information on their site. The s149 automation process won a Smart City award in 2017/18.

OPEN DATA PROJECT

The University of Sydney and Liverpool City Council have demonstrated the benefits of open access to council development data, transforming insights into planning decisions and outcomes in western Sydney.

The Sydney Development Monitor pilot website demonstrates that development data can be extracted from council systems and made available with intuitive interactive mapping and data visualisation tools. Researchers at the University of Sydney Urban Housing Lab now have access to up-to-date development data to support their analysis of the Sydney housing market.

Council can publish development data within an easy to use tool, enabling convenient access to information on planning performance and new insights into planning outcomes.



WHITE RIBBON DAY

White Ribbon Day was marked by a staff barbecue at the Rose Street Depot that included guest speakers and an oath signing. All libraries and child care centres, the Casula Powerhouse Arts Centre and Moore Street office were visited to raise awareness about Council's support and policies and to fundraise for ending domestic violence.

PART 3.0

STATUTORY INFORMATION

STATUTORY INFORMATION

OVERSEAS VISITS BY COUNCILLORS AND COUNCIL STAFF

This information is provided in accordance with section 428(4)(b) of the *Local Government Act 1993* and clause 217(1) of the *Local Government (General) Regulation 2005*.

Details of overseas visits undertaken during the year by council staff are below. There were no overseas visits made by the Mayor or Councillors in 2017/18.

Purpose of travel	Destination	Officer	Date	Costs met by Council
<p>Represented the Liverpool Health and Education Precinct:</p> <ul style="list-style-type: none"> Tour of Samsung operations relating to high-tech health and medical facilities and advanced manufacturing; Tour of Incheon Airport – planning and operations; and City of Songdo – considered Smart innovation city. 	South Korea	Director City Economy and Growth/ Deputy CEO	April 2018	<p>Travel, accommodation, transfers</p> <p>(Travel and accommodation paid with Council's credit card accrued points)</p>
<p>Attended an airport conference in Dallas and visited a number of airports as part of the planning for the Western Sydney Airport Precinct.</p>	Los Angeles, Dallas, Minneapolis, Amsterdam, Mumbai, Kochi, Singapore, Seoul	Manager Aerotropolis and City Planning	November 2017	<p>Travel, accommodation, meals and transfers (Paid in part with Council's credit card accrued points)</p>

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

This information is provided in accordance with clause 217(1) of the Local Government (General) Regulation 2005.

MAYORAL FEES	AMOUNT
Total Mayor	\$65,232
COUNCILLORS FEES	AMOUNT
Total Councillors	\$270,039
MAYOR AND COUNCILLOR EXPENSES	
South West Regional Planning Panel allowance	\$18,000
Mobile phone and IT expenses	\$11,633
Postage	\$550
Conference and seminars	\$14,761
Training	\$10,106
Interstate visits (Canberra)	\$14,376
Overseas visits (Mayor and Councillors)	\$0
Partner/spouse expenses	\$0
Provision of childcare	\$5,467
Miscellaneous	\$5,435
Total Councillor Expenses	\$80,328

PRIVATE WORKS AND FINANCIAL ASSISTANCE

This information is provided in accordance with clause 217(1) of the Local Government (General) Regulation 2005.

Council had to reinstate an existing aerated sewer system at 10 Croatia Ave, Edmondson Park. Council acquired part of this property for the road works but the existing septic tank was damaged during construction as the road batter extends onto the private property.

The cost of the above works was \$24,761.25.

CONTRACTS AWARDED BY COUNCIL

This information is provided in accordance with Clause 217(1) of the Local Government (General) Regulation 2005.

During 2017-18 Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

CONTRACT NUMBER AND DESCRIPTION	CONTRACTOR(S)	PAYMENTS OVER CONTRACT TERM (GST INCLUSIVE)
Benedict Recycling	General household disposal	\$170,000.00
Solo Services Group	Cleaning council buildings	\$171,215.24
Ecosol	Design, supply and delivery of GPT unit	\$176,000.00
ABT Construction and Fit Out	Construction of community centres	\$187,000.00
Havencord	Infrastructure and electrical services	\$195,049.00
Technology One	Software support and renewal	\$196,853.65
A J Bristow & Sons	Construction of community centres	\$207,753.39
Amgrow	Supplier of fertiliser and herbicide	\$208,049.00
Jay & Lel Civil Contractors	Shared path construction	\$213,464.00
Fabranamics	Design, supply and installation of a new automated amenities building at Miller Park	\$216,390.90
Craig & Rhodes	Design stormwater detention basin	\$242,627.00
ITS Pipetech	Pipe structural patches	\$247,915.61
Australia Post	2017/18 agency payments commission	\$250,000.00
Datacom Systems (NSW)	Microsoft Enterprise Agreement renewal	\$279,563.48
NBN Co	Relocation of existing NBN assets	\$297,827.61
Parkequip	Design, supply and installation of water play area	\$299,997.50
C M Jewell & Associates	Environmental consultant services	\$300,000.00
Trinity Quality Interiors	Fit-out works at 33 Moore Street, Liverpool	\$309,099.00
Lamond Contracting	Supply of horticultural material	\$326,304.00
Premier Lighting and Electrical	Sports field floodlight upgrade	\$349,418.00
Green Options	Supply of landscape services	\$350,812.48
Interflow	Stormwater pipe relining	\$371,699.41
Mack Civil	Concrete works	\$378,695.76
Celtic Civil	Road ramp construction	\$393,745.00
Bermagui Constructions	Refurbishment of community centres	\$402,319.28
Melocco	Supply and delivery of granite pavers	\$410,522.00
Growth Civil Landscapes	Supply and installation of precast	\$427,750.84

Telstra Corporation	Relocation of services	\$433,682.20
Salem Power Engineering Services	Public lighting	\$445,670.00
Legalforce	Rates debt recovery costs (fully recoverable)	\$450,000.00
Awada Civil Engineering	Footpath reconstruction works	\$493,545.00
State Asphalts Services	Resurfacing works	\$536,501.00
Reino International	Ticket machine upgrade	\$558,491.24
Danste	Construct new shared user paths	\$691,193.71
Stabilised Pavements of Australia	Eleventh Avenue reconstruction, Austral	\$695,063.21
SMEC Australia	Design of water management infrastructure	\$905,515.05
Belgravia Leisure	Centre management fee	\$1,161,376.19
Play By Design	Design, manufacture, supply and installation of Adventure Playspace	\$1,173,371.87
TPG Network	Data infrastructure	\$1,247,464.02
Downer Edi Works	East coast storm damage repairs	\$1,256,950.00
Bernipave	Rejuvenation patching works	\$1,294,200.00
Civil Constructions	Construction of culvert extension	\$1,367,085.50
ERM Power Retail	Public street lighting	\$1,440,000.00
Antoun Civil Engineering	Construction of culvert bridge and road	\$1,486,917.00
Endeavour Energy	Public street lighting	\$1,860,000.00
Terra Civil	Remediation of asbestos	\$3,863,826.83
Borthwick & Pengilly Asphalt	Pavement reconstruction road resurfacing	\$8,665,375.50
JJ Richards & Sons	Collection costs for domestic bins	\$10,837,039.00
Suez Environmental Solutions	Tip fees	\$11,429,363.00
Burton Contractors	Bernera Road Extension Project	\$17,190,455.70
Total		\$82,234,600.39

AMOUNTS INCURRED IN RELATION TO LEGAL PROCEEDINGS

This information is provided in accord with clause 217(1) of the Local Government (General) Regulation 2005.

In 2017/18 Council was involved in the following legal proceedings and incurred the following costs:

CASE	MATTER	STATUS	OUTCOME	COST
Liverpool City Council v Standard & Poors (aka McGraw-Hill)	Claim for damages arising from failed investments in various financial instruments rated by the Defendant	Finalised	Settlement reached	NIL (private litigation funding in place)
Paper Trade Processing (Aust) Pty Ltd v Liverpool City Council	Class 1 appeal of deemed refusal	Finalised	Appeal upheld and conditions of consent granted	\$12,938.50
Cavasinni Constructions Pty Ltd (Groz) v Liverpool City Council	Professional Indemnity Claim for damages	Finalised	Settlement	NIL
Calarco P/L v Liverpool City Council	Supreme Court summons for compulsory acquisition of land	Finalised	Judgment entered for the plaintiff	\$110,000.00
King and Anors v Liverpool City Council	Supreme Court class action	Finalised	Settlement reached- verdict for the Defendant	\$610,211.62
Liverpool City Council and Bankstown City Council v Commonwealth	Supreme Court statement of claim for damages	Ongoing	Not applicable	\$75,805.20
Kemby & Reptar v Liverpool City Council	Class 1 Appeal of Development Application in Land and Environment Court	Finalised	Section 34 Agreement entered	NIL
Canberra Estates Consortium No 55 Pty Ltd v Liverpool City Council	Class 1 Appeal of Development Application in Land and Environment Court	Finalised	Section 34 Agreement entered. Appeal upheld.	\$6468.00
Crownland Leppington v Liverpool City Council	Class 1 Appeal of Development Application in Land and Environment Court	Finalised	Discontinued	\$26,589.40
Dennis Chand v Liverpool City Council	Class 1 Appeal of an Order in Land and Environment Court	Finalised	Section 34 Agreement entered subject to conditions	\$5236.00
Liverpool City Council v Moorebank Recyclers	Appeal of Planning and Assessment Commission approval.	Finalised	Appeal dismissed	\$1,098,780.09

Moorebank Recyclers v Greater Sydney Commission- Rezoning of Tanlane	Liverpool City Council is submitting an appearance in this matter	Finalised	Summons dismissed	\$2233.00
Australian Consulting Architects v Liverpool City Council	Class 1 Appeal – Deemed Refusal	Finalised	Appeal dismissed	\$42,860.25
Prestons Service Centre v Liverpool City Council	Class 1 Appeal – Deemed Refusal	Finalised	Section 34 Agreement entered	NIL
Martin Coe v Liverpool City Council	Class 1 Appeal – against Order	Finalised	Judgment in favour of Council	\$473.00
Canberra Estates Consortium No 55 Pty Ltd v Liverpool City Council	Class 1 Appeal – Deemed Refusal: 2 sites	Finalised	Section 34 agreement entered	NIL
Austral Nominee No 1 Pty Ltd v Liverpool City Council (2018/1654)	Class 1 Appeal against deemed refusal	Ongoing	Not applicable	NIL
Timpag Investments Pty Ltd v Liverpool City Council	Class 1 Appeal against actual refusal	Finalised	Appeal dismissed	\$49,457.41
Crest No 1 Pty Ltd v Liverpool City Council	Class 1 Appeal against actual refusal	Finalised	Section 34 Agreement entered	\$1100.00
Limousin No 1 Estate Pty Ltd v Liverpool City Council (2017/3147)	Class 1 appeal against actual refusal	Ongoing	Not applicable	\$10,158.55
Ahmad Mazjoub v Liverpool City Council	Class 1 appeal against refusal of building certificate	Finalised	Appeal dismissed. Order for compliance issued	\$7750.00
Goodman Property Services Pty Ltd v Liverpool City Council	Class 1 Deemed Refusal Application	Finalised	Discontinued	NIL
Annabella Neist v Liverpool City Council	Public Liability Claim	Finalised	Consent judgment for plaintiff	\$16,706.80
Houda laali v Liverpool City Council	Public Liability Claim	Finalised	Consent judgment for plaintiff	\$20,945.34
Sophia Gharib v Liverpool City Council	Public Liability Claim	Finalised	Judgment entered for plaintiff	NIL
The Hao Dinh v Liverpool City Council	Class 1 appeal against actual refusal	Finalised	Agreement and Orders made upholding appeal	\$200.00
Albert Chahda v Liverpool City Council	Class 1 Appeal against deemed refusal	Finalised	Appeal dismissed	\$173,308.47*
Partnership Constructions v Liverpool City Council	Appeal against actual refusal	Finalised	Section 34 Agreement entered.	\$6500.00 March- \$13,000 less \$6500 recovered from Applicant
M & C Property Pty Ltd v Liverpool City Council	Appeal against deemed refusal	Finalised	Discontinued	NIL

Joseph Touma v Liverpool City Council	Class 1 appeal against deemed refusal	Ongoing	Not Applicable	\$8980.98
Safwan Shalak v Liverpool City Council	Class 1 appeal against deemed refusal	Finalised	Discontinued	\$14,704.63*
Clearstate v Liverpool City Council	Class 1 appeal against deemed refusal	Finalised	Appeal upheld	\$113,238.85*
HYZ No2 Pty Ltd v Liverpool City Council	Class 1 appeal against Emergency Order	Ongoing	Not Applicable	\$34,819.50
Limousin No1 Estate v Liverpool City Council (2018/1133)	Class 1 appeal against deemed refusal	Finalised	Discontinued	NIL
Coronation (33 Shepherd Street) Pty Ltd v LCC	Class 1 appeal against deemed refusal	Ongoing	Not applicable	\$4437.00
TC (Tallwoods) Pty Limited v Liverpool City Council (2018/0929)	Class 4 Summons re decision to not accept Application for Development	Finalised	Applicant to file two Class 1 appeals	\$13,732.01
Robert & Josephine May v Liverpool City Council	Class 2 Appeal against Order 18 Local Government Act 1993	Finalised	Parties entered agreement	\$21,251.33*
Richard James Steel v Liverpool City Council	Appeal against actual refusal	Ongoing	Not applicable	\$20,175.68*
Castle 78 Pty Ltd v Liverpool City Council	Class 1 appeal against deemed refusal	Ongoing	Not applicable	\$38,611.10*
Austral Developers Pty Ltd v Liverpool City Council	Class 1 appeal of deemed refusal	Ongoing	Not applicable	\$2856.82
AS Investment Company Pty Ltd v Liverpool City Council	Class 1 appeal against deemed refusal	Ongoing	Not applicable	\$10,382.24
TC (Tallwoods) Pty Limited v Liverpool City Council (2018/1652)	Class 1 appeal against deemed refusal	Finalised	Section 34 agreement entered and conditions of consent granted	\$22,743.73 recovered \$4500.00
TC (Tallwoods) Pty Limited v Liverpool City Council (2018/1651)	Class 1 appeal against deemed refusal	Finalised	Section 34 agreement entered and conditions of consent granted	\$23,658.93* recovered \$4500
Austral Nominee No 1 Pty Ltd v Liverpool City Council (2018/1653)	Class 1 Appeal against deemed refusal	Ongoing	Not applicable	NIL
JG Development Pty Ltd v Liverpool City Council	Class 1 appeal against deemed refusal	Ongoing	Not applicable	\$7831.56*
Thi My Cuc Do v Liverpool City Council	Public liability claim	Finalised	Judgment for the Plaintiff	\$8036.08
Naidu v Liverpool City Council	Professional negligence claim	Ongoing	Not applicable	\$5367.62
WC 09/17	Workers compensation claim	Finalised	Finding for the Plaintiff at arbitration	\$13,282.50

WC 48/12	Work Injury Damages Claim	Finalised	Settlement entered in favour of the Plaintiff	\$48,955.60
WC 25/17	Workers compensation claim	Finalised	Settlement by consent at arbitration	\$1043.63
WC 16/16	Workers compensation claim	Finalised	Judgment for Council	\$12,764.50

*Costs incurred in 2017/18 Financial Year, but partially paid at a later date.

COMMUNITY DONATIONS AND SPONSORSHIP

COMMUNITY GRANTS	
Anglicare	\$1804
The Junction Works	\$2500
Velma's Pets As Therapy	\$4000
Hume Community Housing Association	\$4880
Liverpool Womens Resource Centre	\$4960
Georges River Life Care	\$5000
HammondCare	\$5000
The Shepherd Centre for Deaf Children	\$5000
Total	\$33,144
COMMUNITY MATCHING GRANTS	
Australian Foundation for Disability	\$11,144
City of Liverpool Meals on Wheels	\$13,700
Share Care	\$14,450
Moorebank Heritage Group	\$14,836
CNA-Italian Australian Services	\$15,000
Liverpool City Robins Sports Club	\$15,000
Liverpool Neighbourhood Connections	\$15,000
Liverpool Women's Health Centre	\$15,000
Miracle Babies Foundation	\$15,000
Uniting Church in Australia Liverpool Congregation	\$15,000
Total	\$144,130
QUICK RESPONSE GRANTS	
Busby West Public School	\$100
St Therese Primary School	\$100
Inspire Community Services	\$733
Guntawang Aboriginal Resources	\$1000
Uniting Church in Australia Liverpool Congregation	\$1000
Total	\$2933
SPORTS DONATIONS TO INDIVIDUALS	
Total	\$11,100
GRANTS TO SPORTING ORGANISATIONS	
Southern Districts Softball Association	\$1591
Werriwa All Breeds Dog Training Club	\$1837
Mt Pritchard and District Community Club	\$3146
Liverpool Catholic Club Junior Rugby League Club	\$3930
Casula Lakers Baseball Club	\$4496
Liverpool Olympic Sports and Social Club	\$5000
Liverpool City Robins Sports Club (Football)	\$5000

Kemps Creek United Soccer Club	\$5000
Casula Lakers Baseball Club	\$4496
Liverpool Catholic Club Junior	\$3930
South West Sydney Academy Of Sports	\$26,494
Total	\$64,920
CORPORATE SPONSORSHIP	
4Community	\$5000
Western Sydney Community Forum	\$5000
South West Sydney Legal Centre	\$5244
Liverpool Women's Resource Centre	\$5748
Igbo Community Australia	\$6600
PCYC Liverpool	\$7000
South West Metro Waratahs	\$7000
International Sport Karate Association	\$8000
Liverpool Domestic Violence Liaison Committee	\$8000
Friends of India Australia	\$10,000
Friends of India Australia	\$10,000
Igbo Community Australia	\$10,000
Liverpool Christians Community Celebrations	\$10,000
Phantom International Culture & Media	\$10,000
South West Metro Waratahs	\$10,000
Vedic Festival	\$10,000
Western Sydney University	\$5000
Penrith City Council	\$1500
NSW Business Chamber	\$6000
Western Sydney Airport Conference	\$15,000
Precedent Production	\$2500
Total	\$157,592
SUSTAINABLE ENVIRONMENT GRANTS	
SCRAP	\$2100
All Saints Catholic Primary School	\$3170
Cartwright Public School	\$3400
St Therese Primary School	\$4495
Bringelly Public School	\$4600
Good Samaritan Catholic College	\$5000
Wheels "Towards Independence"	\$5000
Total	\$27,765

LIVERPOOL SMALL GRANTS	
Outer Liverpool Community Services	\$790
Liverpool Neighbourhood Connections	\$1000
Ted Noffs Foundation	\$1000
Headspace Liverpool	\$990
Western Sydney Migrant Resource Centre	\$1000
Fighters Against Child Abuse Australia	\$1500
Muslim Women's Welfare of Australia	\$1500
PCYC Liverpool	\$1500
Hume Community Housing Association	\$1500
Total	\$10,780
IN KIND SPONSORSHIP	
Anzac Day	\$9000
Remembrance Day	\$3000
Total	\$11,000
OTHER	
University of Wollongong (Community Equity)	\$10,000
Koori Kids	\$500
Liverpool Youth Council	\$4116
NSW Planning & Environment and UNSW Geodesign Tool	\$20,000
Ironbark Group	\$5638
L Carroll	\$1374
The Trustees For Cosmic Life Retirement Fund	\$14,545
Best Cut Hairdresser	\$7273
Best Cut Hairdresser	\$7273
Beo Holdings	\$29,091
Liverpool Hospital (Mayoral and Councillor Charity Dinner)	\$31,000
Moorebank Liverpool District Hockey Club (Capital Contribution)	\$300,000
Total	\$430,810*

*Includes \$300,000 capital contribution

PARTNERSHIPS AND CORPORATIONS

This information is provided in accordance with 217(1) of the Local Government (General) Regulation 2005.

Council staff and Councillors were involved in a number of external committees that deal with issues that impact Liverpool. Councillor representation on external committees is reported in the table below:

EXTERNAL COMMITTEE/ AFFILIATED BOARDS	COUNCIL REPRESENTATIVES
Civic Risk West	Mayor Wendy Waller
Georges River Combined Councils Committee	Clr Peter Harle Clr Geoff Shelton
Liverpool Traffic Committee	Clr Tina Ayyad
Macarthur Bushfire Management Committee	Clr Peter Harle
Macarthur Bushfire Liaison Committee	Clr Peter Harle
NSW Metropolitan Public Libraries Association	Clr Charisma Kaliyanda
South West Regional Planning Panel	Mayor Wendy Waller Clr Tony Hadchiti Clr Peter Harle Clr Karress Rhodes
The South West Academy of Sport	Clr Karress Rhodes
Western Sydney Regional Organisation of Councils	Mayor Wendy Waller Clr Karress Rhodes Clr Gus Balloot
Western Sydney Resource Centre Management Committee	Clr Nathan Hagarty Clr Ali Karnib

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

This information is provided in accord with clause 217(1) of the Local Government (General) Regulation 2005.

Council is committed to encouraging diversity in the workplace and developing a workplace culture that is inclusive, respectful and promotes diversity and embraces unique skills and qualities.

"Promoting Diversity and Inclusion within Our Workplace" is a key result area of Council's Workforce Management Plan – "Our People, Our Workplace, Our Future". This four-year plan ensures an integrated approach to providing employment and development opportunities to existing employees and to ensure that pathways into the organisation are open, simple to use and accessible to potential applicants.

Key strategies implemented for 2017/18 have included:

DIGNITY AND RESPECT IN THE WORKPLACE

Council's Dignity and Respect in the Workplace Policy aims to:

- Ensure a safe, healthy, respectful and productive working environment;
- Provide practical standards which outline acceptable behaviour and conduct expected of all employees to maintain a workplace where everyone is treated with dignity and respect;
- Ensure that no employee or customer/client of the Council is subject to unacceptable, unprofessional, unlawful, or anti-social behaviour whilst interacting with any employee or representative of Council;
- Ensure that Council meets its legal and ethical obligation to its employees, the community and its stakeholders in maintaining the highest level of governance and community leadership; and
- Recognise the right of employees to raise any concerns about workplace behaviour and for those concerns to be resolved as close to the source of the concern as quickly as possible.

A series of workshops were delivered in 2017/18 as part of Council's ongoing commitment to ensuring a safe, healthy, respectful and productive working environment. These workshops now form part of "The Essentials" training that all new employees must complete.

PEOPLE ACHIEVING

People Achieving is Council's achievement planning and development system which provides a link between individual work plans and Council's Community Strategic Plan and informs Council's Developing Our People Program. People Achieving enables employees and their People Leader to have regular meaningful conversations over a 12 month period and work together to build on an employee's capability. People Achieving remains in an embedding stage and has seen a remarkable increase in voluntary up-take.

DEVELOPING OUR PEOPLE

A great deal of training effort was dedicated to targeted development with a focus on building leadership capability, business writing skills, strategic planning with leaders and individual departments and technical capability. In addition, Council continued to welcome new people to the organisation with its 'Welcome to Our Great Workplace' program incorporating a range of mandatory courses to ensure all new employees understand their rights and responsibilities in relation to Dignity and Respect in the Workplace, People Achieving, Equal Employment, Bullying and Harassment, Work Health and Safety and Code of Conduct.

Council continues to build employee capability through Study Assistance which provides financial and study leave incentives, with 83 employees engaging in this program. Council pursued several skill-set and qualification courses to improve employee capability including Dynamic Group Presenting, Leading Innovation, Certificate IV in Project Management and Certificate IV in Civil Construction Supervision.

DISABILITY INCLUSION ACTION PLAN IMPLEMENTATION

Under the *Disability Inclusion Act 2014*, it is a legislative requirement that local councils align the Disability Inclusion Action Plan (DIAP) with the Community Strategic Plan and set specific targets in the Delivery Program and Operational Plan.

Liverpool City Council adopted the DIAP in June 2017. The DIAP is a whole-of-Council response to access and inclusion provision across the city and incorporates diverse and broad actions that Council has committed to deliver over the next four years.

Highlights from the implementation of the DIAP are summarised below.

BUILDING POSITIVE ATTITUDES

- A community member was featured in the Liverpool Life newsletter to demonstrate accessibility features of Bigge Park and the Liverpool CBD.
- The South West Sydney Disability expo was held in December 2017.
- A guide to making your business more inclusive has been updated and distributed.

CREATING LIVEABLE COMMUNITIES

- Work has commenced to have inclusive play equipment at the Carnes Hill Community and Recreation Precinct.
- Council's Open Space team is working to ensure all playgrounds in Liverpool are compliant with the legislative requirements and standards for accessibility.
- A review of accessible parking spaces in the Liverpool City Centre was completed.
- A program for improving bus stops and constructing new boarding points at various locations across Liverpool to comply with accessibility standards is underway.

SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

- Council's work experience program enables people with disability to apply for work placement opportunities. In 2018, one person with a disability was placed in the work experience program.
- Work has commenced on Council's e-recruitment system, which will simplify the hiring process to enable a diverse range of applicants to apply for roles.

ACCESSIBLE SYSTEMS, INFORMATION OR PROCESSES

- Guidelines on improving accessibility at events were distributed to community groups.
- Council's website received a major upgrade, including significant work to improve accessibility.
- The new website is compliant with Web Content Accessibility Guidelines, and is reviewed on regular basis.
- Accessible consultation guidelines have been developed and endorsed by Council.

SENIOR STAFF REMUNERATION

This information is provided in accord with clause 217(1) of the Local Government (General) Regulation 2005.

As at 30 June 2018 the Chief Executive Officer's and Senior Staff total remuneration, including salary, bonus payments, superannuation and motor vehicle is detailed below:

POSITION	REMUNERATION LESS FBT (GROSS+SUPER+CAR)	FBT
Chief Executive Officer	\$389,328.25	\$10,597
Senior Staff Remuneration	\$1,603,092	\$42,382

STORMWATER MANAGEMENT SERVICE CHARGE

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

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

PROJECTS PARTLY OR FULLY FUNDED THROUGH STORMWATER MANAGEMENT SERVICE CHARGE	FUNDING FROM STORMWATER CHARGE	TOTAL EXPENDITURE*	STATUS AS AT 30 JUNE 2017
Flood Mitigation	\$325,154	\$325,154	
Upgrading of stormwater drainage pipe system at Banks Road flood detention basin at Banks Road, Hinchinbrook.	\$82,917	\$82,917	Completed
Construction of new stormwater drainage pipe system to eliminate overland flooding of properties at River View Road, Pleasure Point.	\$148,797	\$148,797	Completed
Review and updating of Dam Safety Emergency Management Plans of various flood detention basins in urban catchment areas within the LGA.	\$93,440	\$93,440	Completed
Stormwater Quality	\$302,632	\$452,231	
Construction of a new gross pollutant trap at Mawson Drive, Cartwright to capture and prevent pollutants entering in to Cabramatta Creek.	\$72,000	\$176,599	Completed
Investigation and design of gross pollutant trap at Amalfi Park to capture and prevent pollutants entering Brickmakers Creek.	\$230,632	\$275,632	Completed
Drainage Enhanced Maintenance	\$142,036	\$142,036	
Heavy duty cleaning, CCTV inspection and condition assessment of stormwater pipes in Moorebank area.	\$142,036	\$142,036	Completed
Erosion Protection Works	\$44,767	\$96,401	
Stormwater outlet erosion protection and bank stabilisation works to protect structures from further erosion. Location of works include Elouera Bushland Reserve, Liverpool, Pasquale Minni Park, Prestons and Charles Throsby Park Casula and Brickmakers Creek Channel improvement.	\$44,767	\$96,401	Completed
Stormwater Pipe Restoration and Renewal	\$558,311	\$751,010	
Relining of stormwater pipes to improve hydraulic capacity and to provide extended service life of the pipe systems in Ashcroft and Casula.	\$378,500	\$384,338	Completed
Provision of structural patches of stormwater pipes to improve hydraulic capacity and to provide extended service life of the pipe systems in Casula, Ashcroft and Sadleir.	\$179,811	\$366,672	Completed
Grand Total	\$1,372,900	\$1,766,832	

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

RATES AND CHARGES WRITTEN OFF DURING THE YEAR

This information is provided in accord with clause 217(1) of the Local Government Regulation 2005.

Council has made no provision for impairment of rates and other annual charges. Any unpaid debts represent a charge against the rateable property and are recoverable when the property is next sold.

COMPANION ANIMAL MANAGEMENT

This information is published under clause 217(1) of the Local Government Regulation 2005 and Guidelines on the Exercise of Functions under the *Companion Animals Act*.

In July 2016, Council resolved to take over operations of the Liverpool Animal Shelter (formerly Renbury Farm) and introduced a no-kill policy.

Activities relating to enforcing and ensuring compliance with the *Companion Animals Act 1998 and Regulation 2008* for this year include:

- Council spent \$852,810 on Liverpool Animal Shelter and generated \$77,126 from the services provided;
- There were 43 dog attacks reported in the 2017/18 year;
- Liverpool Animal Shelter took care of 27 cats and 628 dogs during the year;
- A total of 25 cats and 231 dogs were rehomed;
- Council worked recently with the RSPCA and Cat Protection Society on desexing, microchipping and immunising companion animals. Council also offers subsidised desexing for pension and concession card holders;
- Council runs a 'no-kill' animal shelter and employs a fulltime Rehoming Officer; and
- Council has five officers within its Animal Management team, whose role is to manage and control companion animals within Liverpool. Council also provides a 'no-kill' shelter which employs nine officers.

Council has four off-leash areas: Miller Park, Miller; Lieutenant Cantello Reserve, Hammondville; Hoxton Park Reserve, Hinchinbrook; and, Macleod Park, Prestons.

INSPECTIONS OF PRIVATE SWIMMING POOLS

This information is published under section 22F(2) of the *Swimming Pools Act 1992* and clause 18BC of the *Swimming Pools Regulation 2008* (SP Reg).

Number of inspections of tourist and visitor accommodation	7
Number of inspections of premises with more than two dwellings	6
Compliance Certificate issued	150
Non-Compliance Certificate issued	40

VOLUNTARY PLANNING AGREEMENTS

This information is provided in accord with clause 217(1) of the Local Government (General) Regulation 2005.

PLANNING AGREEMENT	DESCRIPTION OF WORKS	STATUS
<p>Lot 101 Orange Grove Road, Warwick Farm</p> <p>LCC and Gazcorp Pty Ltd</p>	<ul style="list-style-type: none"> • Rehabilitation of road surface and construction of pedestrian access on Homepride Avenue • Road works on Cumberland Highway • Geometric road concept plan for the Hume Highway/Homebride Avenue intersection 	<ul style="list-style-type: none"> • Development has not commenced • Works yet to be commenced
<p>20, 26, 28, 31, 32-34 & 33 Shepherd Street, Liverpool</p> <p>LCC and Shepherd Street Developments Pty Ltd, Coronation Pty Ltd, Shepherd Property Nominee Pty Ltd</p>	<ul style="list-style-type: none"> • Establish and operate a shuttle bus service to Liverpool • Rehabilitation of riparian zone • Bank stabilisation works • Local and regional traffic infrastructure monetary contributions • Construction of: <ul style="list-style-type: none"> • Bike share pods; • Car share spaces; • Woodbrook Road pedestrian and cycle underpass; • Open space; • River boardwalk; and • Pedestrian and cycle way to Newbridge Road. 	<ul style="list-style-type: none"> • Development has not commenced • Works yet to be commenced
<p>146 Newbridge Road, Moorebank</p> <p>LCC and Tanlane Pty Ltd</p>	<p>Construction and dedication of:</p> <ul style="list-style-type: none"> • Pedestrian access to Newbridge Road; • Bike/pedestrian path; • Open space along Georges River foreshore; • Vegetation management plan; • Drainage channel; and • Road bridge over drainage channel. 	<ul style="list-style-type: none"> • Development has not commenced • Works yet to be commenced

124 Newbridge Road, Moorebank LCC and Syesun Pty Ltd	Construction and dedication of: <ul style="list-style-type: none"> • Open space along Georges River foreshore; • Vegetation management plan; and • Bike and pedestrian footpath. 	<ul style="list-style-type: none"> • Development has not commenced • Works yet to be commenced
Cowpasture Road, Hinchinbrook LCC and Amarino Pty Ltd	Construction and dedication of: <ul style="list-style-type: none"> • Soil remediation; • Weed control; • Vegetation regeneration; • Drainage; and • Signalised intersection at Cowpasture Road. 	<ul style="list-style-type: none"> • Development has commenced • Works in progress
Coopers Paddock and Inglis, Warwick Farm LCC and Australian Turf Club	Construction and dedication of: <ul style="list-style-type: none"> • Soil remediation, weed control, vegetation regeneration; • Widen Governor Macquarie Drive to 4 lanes, including 2 new intersections; • Bike/pedestrian path; • Open space areas; and • Environmental conservation area. 	<ul style="list-style-type: none"> • Development has commenced • Works in progress
180 Nuwarra Road, Moorebank LCC and Mirvac, New Brighton Golf Club	Construction and dedication of: <ul style="list-style-type: none"> • Bike/pedestrian path; • Open space along Georges river foreshore; • Open space & recreation facilities within estate; and • Rehabilitate existing vegetation. 	<ul style="list-style-type: none"> • Development has commenced • Works in progress
220-230 Northumberland Street, Liverpool LCC and D Biordi, F Biordi, L Biordi	<ul style="list-style-type: none"> • Acquisition of land and provision of public car parking in Liverpool 	<ul style="list-style-type: none"> • Development has not yet commenced • Contribution yet to be made
Lot 1 DP 1241017, 55 Yarrunga Road Prestons LCC and PSRE Prestons Pty Ltd	Payment of a Monetary Contribution of \$137,797 for the provision of localised road widening at the north-west corner of Bernera Road/Yarrunga Street/Yato Road intersection	<ul style="list-style-type: none"> • Development consent of DA-681/2017 associated with VPA has been issued • Construction has commenced, but is not completed

PUBLIC INTEREST DISCLOSURES

Section 31 of the *Public Interest Disclosures Act 1994* requires Council to report in its Annual Report on the number and nature of public interest disclosures received by Council each financial year.

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

There were three public interest disclosures received by Council during the past financial year relating to alleged corrupt conduct by Council staff. Two disclosures were finalised with findings that corrupt conduct could not be sustained in either case.

ACCESS TO COUNCIL INFORMATION

This information is provided in accordance with Section 125(1) of the *Government Information (Public Access) Act 2009*

PUBLIC ACCESS

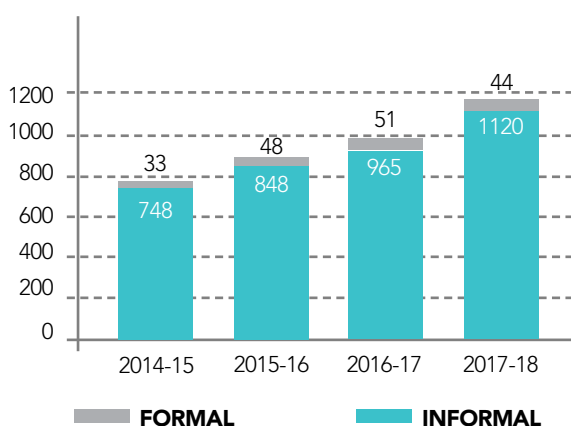
Council facilitates public access to information in accordance with the *Government Information (Public Access) Act 2009 (GIPA)*.

During 2017/18, Council processed 1164 requests for information including 1120 informal requests and 44 formal access applications. The informal requests included 685 requests for property information, 289 requests for adjoining owner's details, 76 interagency requests and 70 interagency CCTV footage requests.

PROACTIVE RELEASE OF INFORMATION

During the year, Council published information on its website, including Council Meeting Agendas, Minutes of Council and Committee Meetings, Policies and Plans, Development Applications lodged, Delegations Register and Contracts Register.

NUMBER OF GIPA APPLICATIONS



ENVIRONMENTAL LEVY WORKS

In 2007, Council received approval from the Department of Local Government (now Office of Local Government) to collect an environmental levy from residents. The Environment Restoration Plan is the program of works approved by Council to deliver projects funded by the environment levy. The purpose of the Environment Restoration Plan is to provide a framework for the delivery of key environmental projects, programs and on-ground works to help improve the natural environment for the long term benefit of Liverpool and its community. In 2017/18 the Environment Levy raised \$1.75 million and leveraged \$19,600 in grant funding. The funds are used to deliver a range of programs that include major Bush Regeneration works, support for the Environment Volunteer Program, and delivery of educational programs.

The following table provides a summary of major projects funded through the levy during 2017/18 financial year.

PROJECTS FUNDED THROUGH THE ENVIRONMENT LEVY	FUNDING ENVIRONMENT LEVY CHARGE \$	STATUS AS AT 30 JUNE 2018
Environment Restoration Major (Capital) Projects	\$582,214	
Glen Regent Bushland Restoration Project – Area 2		Complete
Peter Miller Bushland Restoration Project – Area 1		Complete
Mannix Park Bushland Restoration Project – Area 3		Complete
Tepper Park Bushland Restoration Project – Area 3		Complete
Bill Anderson Park Bushland Restoration Project – Area 1		Complete
Pye Hill Bushland Restoration Project – Area 1		Complete
Lehmans Oval Riparian Restoration Project – Area 2		Complete
Brickmakers Creek Riparian Restoration Project – Area 2		Complete
Brickmakers Creek Riparian Restoration Project – Area 3		Complete
The River Walk Riparian Restoration Project – Area 3		Complete
Voyager Point Bushland Restoration Project – Area 2		Complete
Dwyer Oval Riparian Restoration Project – Area 2		Complete
Lake Moore Riparian restoration Project – Area 2		Complete
Lot 10 Heathcote Road Riparian Restoration Project – Area 2		Complete
Clinches Pond Riparian Restoration Project Area 1		Complete
Other Environment Restoration Projects	\$891,110	
Education, Consultants, and Coordination	\$455,953	Ongoing
Bush Regeneration Maintenance	\$435,157	Ongoing
Grand Total	\$1,473,324	

The balance of the funds not expended in 2017/18 will be transferred to the Environment Levy Reserve.

WORK HEALTH AND SAFETY (WHS)

Council is required to comply with a range of legislation including the *Workplace Health and Safety Act 2011*.

Council has held a NSW Workers Compensation Self Insurers Licence since 1984. WorkCover audits Council on a three-year cycle for its WHS System and Claims Management System in accordance with the National Self-Insurer OHS Audit Tool-Version 3.

The Work Health and Safety (WHS) Management Plan, which is reviewed annually, includes targets and objectives to reduce workplace injuries, identify hazards and enhance Council's existing inspection and audit schedule. Targets and objectives have been formulated to ensure that Council provides a safe working environment for its staff and encourages a proactive approach to safety.

Forty-nine workers compensation claims were lodged in the period 1 July 2017 to 30 June 2018.

Council has an active WHS Committee which meets monthly to discuss issues, review changes to process and procedures and oversee implementation of the WHS Management Plan and System.

SPECIAL RATE VARIATION (SRV)

In February 2014 Council submitted an application to the Independent Pricing and Regulatory Tribunal (IPART) for a special rates increase of 9.7 per cent in addition to the 2.3 per cent standard rate peg. On 3 June 2014 IPART approved Council's application for the SRV to continue on a permanent basis. The additional works funded by the special rate variation during 2017-18 are listed in the table on the next page.

PROGRAM/PROJECT DESCRIPTION	SRV BUDGET \$	ACTUAL EXPENDITURE \$
Buildings	1,010,000	1,833,613
100404 - Community Centre Rehabilitation Program	160,000	767,531
100988 - Child Care Centre Rehabilitation / Renovation	150,000	150,259
101530 - Sports Amenity Building Upgrade Program	101,000	113,372
101668 - Parks Amenities New building program	239,000	420,596
101727 - Leisure Centre Upgrade Program - Whitlam Leisure Centre	180,000	223,213
101728 - Leisure Centre Upgrade Program - Holsworthy Pool	130,000	114,814
101790 - Kokoda Oval Electrical & Sewer Services	50,000	43,828
Parks and Recreation	1,010,000	989,608
100015 - Playground Replacement program	746,000	728,653
101661 - Sports Field Fence Replacement Program	167,000	164,341
101794 - Floodlighting Staged Upgrade Program - Whitlam Oval No. 4	97,000	96,614
Roads, Bridges and Footpaths	5,328,880	5,519,403
101798 - Bolinda Street, Busby - Orchard to Coogra	88,000	106,311
100659 - Pavement Stabilisation & Strengthening	574,680	1,084,878
101445 - Road Resurfacing Program Rejuvenation	395,000	399,561
101509 - Whitford Road, Hinchinbrook - Prion to Albatross	170,500	47,949
101800 - Bungulla Street, Sadleir - Bobin to Gabo	352,100	255,645
101801 - Burra Street, Busby - Trevanna to Kingarth	78,255	77,426
101803 - Eaglehawk Street, Heckenberg - Sth Liverpool to Jindabyne	223,100	223,095
101804 - First Avenue, Hoxton Park - Hoxton Park to 20th Ave	146,200	159,511
101805 - Geehi Place, Heckenberg - Sth Liverpool to North End	42,734	42,733
101806 - Graham Avenue, Casula - Reserve to Carnation	400,000	396,600
101807 - Holland Crescent, Casula - Reserve to Reserve	0	(0)
101808 - Ives Avenue, Liverpool - Boundary to Reilly	186,000	162,938
101814 - Dorrigo Avenue, Hoxton Park - South End To Hoxton Park	109,800	104,271
101815 - Bent Street, Chipping Norton - Nottingham To Ascot	115,100	115,068

101816 - Bomaderry Drive, Prestons - Bernera To Dalmeny	141,000	165,136
101818 - Campbell Street, Liverpool - Castlereagh To Copeland	209,686	221,179
101819 - Carnation Avenue, Casula - Demeyrick To Graham	258,500	262,494
101820 - Childs Road, Chipping Norton - Govern To Epsom	802,000	787,329
101821 - Coolaroo Crescent, Lurnea - Wonga To North End	175,365	174,568
101822 - Holterman Place, Cartwright - Mawson To South End	64,800	60,556
101823 - Mcandrew Close, Lurnea - Hanna To West End	71,500	71,821
101824 - Monteclair Avenue, Ashcroft - Congress To South End	60,400	60,599
101825 - Simpson Avenue, Casula - Fitzpatrick To Kenny	137,360	137,358
101883 - Flowerdale Road, Liverpool - Hoxton Park to Memorial	526,800	402,375
Total Infrastructure Capital Expenditure	7,348,880	8,342,624
Operating Expenditure (Maintenance Crew)	758,593	758,593
Total use of special variation income	8,107,473	9,101,217

PROGRAM OF SRV INCOME AND CAPITAL EXPENDITURE COMPARED WITH PROJECTIONS

A condition of the approval of the SRV was that Council include in the Annual Report a comparison of the actual program of expenditure against projections provided to IPART.

INCOME			
	2017-18 ACTUAL	2017-18 PROJECTION	2017-18 PROJECTION Based on Application
Special Rates Variation income	7,910,116	7,910,116	8,107,473
Funding for increased operating expenditure	561,236	561,236	758,593
Funding for capital expenditure	7,348,880	7,348,880	7,348,880

EXPENDITURE			
TYPE OF INFRASTRUCTURE	2017-18 ACTUAL	2017-18 PROJECTION	2017-18 PROJECTION
Buildings	1,833,613	1,010,000	1,010,000
Parks and Recreation	989,608	1,010,000	1,010,000
Roads & Bridges	5,519,403	5,328,880	5,328,880
Total SRV Infrastructure Spending	8,342,624	7,348,880	7,348,880



For further information



Visit Us

Customer Service Centre

Ground Floor, 33 Moore Street, Liverpool, NSW 2170

Open Monday - Friday, 8.30am - 5pm



Phone

1300 36 2170

Calling from interstate: (02) 8711 7000

National Relay Service (NRS): 133 677

(for hearing and speech impaired customers)



Email

lcc@liverpool.nsw.gov.au



Post

Locked Bag 7064, Liverpool BC, NSW 1871



Website

www.liverpool.nsw.gov.au