## CONTENTS

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>How every $100 is spent</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PREFACE</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of this Annual Report</td>
<td>14</td>
</tr>
<tr>
<td>Message from the Chief Executive Officer</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART 1: OVERVIEW OF LIVERPOOL CITY COUNCIL</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council’s Vision, Mission &amp; Values</td>
<td>20</td>
</tr>
<tr>
<td>Statement of Commitment</td>
<td>21</td>
</tr>
<tr>
<td>Liverpool City</td>
<td>22</td>
</tr>
<tr>
<td>Liverpool Local Government Area</td>
<td>23</td>
</tr>
<tr>
<td>Elected Council</td>
<td>24</td>
</tr>
<tr>
<td>Council Meetings</td>
<td>27</td>
</tr>
<tr>
<td>Council Committees</td>
<td>28</td>
</tr>
<tr>
<td>Organisational Structure</td>
<td>30</td>
</tr>
<tr>
<td>Awards and Recognition</td>
<td>32</td>
</tr>
<tr>
<td>Commitment to Ethical Conduct</td>
<td>33</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>34</td>
</tr>
<tr>
<td>Council’s Financial Summary</td>
<td>36</td>
</tr>
<tr>
<td>Managing Council’s Assets</td>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART 2: DELIVERY PROGRAM ACHIEVEMENTS</th>
<th>52</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future Directions</td>
<td>53</td>
</tr>
<tr>
<td>DIRECTION 1: VIBRANT PROSPEROUS CITY</td>
<td>54</td>
</tr>
<tr>
<td>DIRECTION 2: LIVEABLE SAFE CITY</td>
<td>64</td>
</tr>
<tr>
<td>DIRECTION 3: HEALTHY INCLUSIVE CITY</td>
<td>72</td>
</tr>
<tr>
<td>DIRECTION 4: PROUD ENGAGED CITY</td>
<td>86</td>
</tr>
<tr>
<td>DIRECTION 5: NATURAL SUSTAINABLE CITY</td>
<td>94</td>
</tr>
<tr>
<td>DIRECTION 6: ACCESSIBLE CONNECTED CITY</td>
<td>100</td>
</tr>
<tr>
<td>DIRECTION 7: LEADING PROACTIVE CITY</td>
<td>108</td>
</tr>
<tr>
<td>Financials</td>
<td>117</td>
</tr>
</tbody>
</table>
**PART 3: STATUTORY INFORMATION**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas Visits by Councillors and Council Staff</td>
<td>127</td>
</tr>
<tr>
<td>Private Works and Financial Assistance</td>
<td>127</td>
</tr>
<tr>
<td>Mayoral and Councillor Fees, Expenses and Facilities</td>
<td>127</td>
</tr>
<tr>
<td>Contracts Awarded by Council</td>
<td>128</td>
</tr>
<tr>
<td>Amounts incurred in relation to legal proceedings</td>
<td>130</td>
</tr>
<tr>
<td>Community Donations and Sponsorship</td>
<td>133</td>
</tr>
<tr>
<td>Partnerships and Corporations</td>
<td>136</td>
</tr>
<tr>
<td>Equal Employment Opportunity Management Plan</td>
<td>137</td>
</tr>
<tr>
<td>Senior Staff Remuneration</td>
<td>138</td>
</tr>
<tr>
<td>Stormwater Management Service Charge</td>
<td>138</td>
</tr>
<tr>
<td>Rates and Charges Written Off During the Year</td>
<td>140</td>
</tr>
<tr>
<td>Companion Animal Management</td>
<td>140</td>
</tr>
<tr>
<td>Voluntary Planning Agreements</td>
<td>141</td>
</tr>
<tr>
<td>Public interest disclosures</td>
<td>143</td>
</tr>
<tr>
<td>Access to Council Information</td>
<td>143</td>
</tr>
<tr>
<td>Environmental Levy Works</td>
<td>144</td>
</tr>
<tr>
<td>Work Health and Safety (WHS)</td>
<td>146</td>
</tr>
<tr>
<td>Special Rate Variation (SRV)</td>
<td>146</td>
</tr>
<tr>
<td>Program of SRV income and capital expenditure compared with projections</td>
<td>149</td>
</tr>
</tbody>
</table>

**PART 4: FINANCIAL STATEMENTS (Separate cover)**
HIGHLIGHTS
2016 -17
CAPITAL WORKS AND INFRASTRUCTURE

CAPITAL EXPENDITURE

$44.4 MILLION

WITH

133 INFRASTRUCTURE PROJECTS COMPLETED INCLUDING:

- $10M ON ROADS
- $4.3M ON COMMUNITY FACILITY UPGRADES

KEY PROJECTS

- $12M REVITALISATION OF MACQUARIE MALL TO CREATE A HIGH QUALITY, URBAN PUBLIC DOMAIN
- $10M REVITALISE AND UPGRADE OF BIGGE PARK
ENVIRONMENT

1,761 HOURS OF VOLUNTEER TIME WAS DONATED TO PLANTING 8,394 TREES

16 SCHOOLS PARTICIPATED IN NATIONAL TREE DAY, RECEIVING 50 NATIVE PLANTS EACH TOTAL 800

9 SUSTAINABILITY WORKSHOPS HELD

148 PEOPLE參與ED IN NATIONAL TREE DAY AND PLANTED OVER 3000 LOCALLY NATIVE TREES, SHRUBS, GRASSES AND GROUNDCOVER

OVER 32,000 TONNES OF RECYCLING AND GARDEN WASTE COLLECTED VIA OUR DOMESTIC RECYCLE AND GARDEN WASTE BINS

40.12 TONNES OF E-WASTE DIVERTED FROM LANDFILL
88.14 TONNES OF CARDBOARD AND PAPER RECYCLED
90.14 TONNES OF PAINT DIVERTED FROM LANDFILL
514 TONNES OF METAL RECYCLED
11,985 MATTRESSES SENT TO BE RECYCLED
23,772 GENERAL HOUSEHOLD COLLECTIONS SERVICES
13,393 VISITORS TO THE COMMUNITY RECYCLING CENTRE

COUNCIL COLLECTED:
GENERATING JOBS AND INVESTMENT

THE UNIVERSITY OF WOLLONGONG OFFICIALLY OPENED

$47 MILLION MARINA PLANNED FOR GEORGES COVE

COUNCIL SUPPORTED THE CREATION OF ALMOST 1800 JOBS

MORE THAN $1 BILLION IN DEVELOPMENT APPLICATIONS APPROVED
COMMUNITY FACILITIES

745,295
LIVERPOOL LIBRARY VISITORS

637,713
VISITS TO OUR LEISURE AND AQUATIC CENTRES

54,927
VISITS TO CASULA POWERHOUSE ARTS CENTRE

100%
CHILDCARE CENTRE USAGE RATES

LIVERPOOL ANIMAL SHELTER OPENED
COMMUNITY EVENTS

10,000 PEOPLE CELEBRATED NEW YEAR’S EVE AT CHIPPING NORTON LAKES

WE WELCOMED 485 NEW CITIZENS

20,000 PEOPLE CELEBRATED AUSTRALIA DAY

2,500 PEOPLE CELEBRATED NAIDOC WEEK

4000 PEOPLE AT SPRING EXPO
CUSTOMER SERVICE AND COMMUNICATION

6,326 SECTION 149 PLANNING CERTIFICATES PROCESSED

1,320 DEVELOPMENT APPLICATIONS PROCESSED

WEBSITE HITS 768,496

THIS IS MORE THAN 2,100 HITS EACH DAY

FACEBOOK AUDIENCE GREW 85% TO 98,931 FOLLOWERS

1,460 PEOPLE USED OUR COMMUNITY ENGAGEMENT PLATFORM

LIVERPOOL LISTENS

CUSTOMER REQUESTS ACTIONED
HOW EVERY $100 IS SPENT*

*This is operational expenditure only and does not include capital. Administration costs are spread across each category.
PREFACE
This Annual Report documents Liverpool City Council’s performance over the 2016-17 financial year in relation to the Principal Activities detailed in Growing Liverpool 2023, the Delivery Program 2013-17 and Operational Plan 2016-17.

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 2013-17

**PART 3** - Statutory information

**PART 4** - Council’s audited financial statements


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 2016-17 financial year in relation to the Principal Activities detailed in Growing Liverpool 2023, the Delivery Program 2013-17 and Operational Plan 2016-17.
It is my pleasure to present the Annual Report for the 2016-17 financial year to Council and the community.

This is the final Annual Report on the Community Strategic Plan, Growing Liverpool 2023 and the seven directions created with the community four years ago. The 2016-17 year was an important period to cement Liverpool’s importance as an airport city with a strong emphasis on education.

In May, Liverpool welcomed the Australian Government’s decision to build the Western Sydney Airport at Badgerys Creek. We will continue to lobby for the airport to open with a train station extended from Leppington. The importance of efficient public transport which connects the region with the global economy and employment will be critical to how residents of the South West judge the success of the airport.

The University of Wollongong (UOW) officially opened its South Western Sydney campus in Liverpool in April. At the same time Council committed to fund five $2000 scholarships to financially and/or socially disadvantaged students from Liverpool over the next three years. This represents the UOW’s and Council’s long-shared vision for a university campus in Liverpool to build on the city’s strength as a health and education precinct.

Council developed more opportunities for public engagement in the past financial year. Each month the Mayor and Councillors visited a different suburb as part of the Mobile Office program. We held quarterly forums across six districts to ensure residents have a place to talk with Councillors and staff on local issues.

Liverpool city centre now features a giant screen which shows film, sports and even video games. The digital screen is part of the rejuvenation of Macquarie Mall, which opened at Christmas with a water play area, new paving, trees and overhead lights which are a stunning night-time feature.

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.

One of our significant decisions this year was to take over the operation of Renbury Pound. Council has rebranded the facility the Liverpool Animal Shelter and instituted a no-kill policy. Thank you to the staff and community who have been part of this change and who joined us for a successful open day.

Council’s staff are the backbone of our organisation and I was delighted that a number of them were recognised for their achievements. IT Trainee Ricky Prasad was named the 2016 My Gateway Information Technology Trainee of the Year. Our Economic Development Team won the Local Government Excellence Award for local economic contribution for their work on renewing the city centre. Their approach involved the physical redevelopment of Macquarie Mall combined with community activities as well as leading the conversation on a positive image of Liverpool. The results were outstanding, with the registration of 6,642 new businesses and the occupation of previously vacant shops.

Sadly, we have suffered disappointment as well. The controversial concrete recycling plant at Moorebank was approved and the Moorebank Intermodal will go ahead, despite many submissions and representations on behalf of the community. Council will now shift its focus to minimising the impact and maximising the benefits of these developments.

Since the election of the new Council in September 2016, we have worked closely with the community to develop a new Community Strategic Plan – Our Home Liverpool 2027 – which focuses on four key directions: Creating Community; Strengthening and Protecting the Environment; Generating Opportunity, and Leading through Collaboration. Our new Delivery Program and Operational Plan detail the actions Council will undertake to deliver on the community’s priorities. You can find these on our website www.liverpool.nsw.gov.au.

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.
OVERVIEW OF LIVERPOOL CITY COUNCIL
VISION FOR LIVERPOOL
Liverpool, the vibrant regional city of opportunity, prosperity and diversity

COUNCIL’S MISSION
1. Guide the City into the next century.
2. Provide purposeful and visionary leadership while being consultative, responsive and accessible.
3. Decide on resources required for sustainable growth and community expectations for the future of Liverpool.
4. Protect the City’s reputation and align it with the perceptions of its residents.

COUNCIL’S VALUES
At Liverpool City Council we:
• Value staff by working to enable the recognition of staff performance, encouraging and supporting career development and providing continuous learning. We also recruit competent staff willing to adhere to our values while proactively retaining good staff.
• Work together by contributing towards team goals as identified in work plans and, assisting other team members through cooperative work ethics. We also actively help other units and staff across the organisation.
• Respect people by encouraging an honest, courteous, ethical, fair and equitable workplace. Valuing cultural diversity and understanding the views of other people is also an important component.
• Communicate effectively by providing open, accessible and honest communication with all stakeholders. We also ensure all stakeholders have necessary information at their disposal.
• Show leadership at all levels by being proactive in our approach in providing excellent levels of internal and external customer service, leading by example and showing initiative and innovation.
Liverpool City Council acknowledges the original inhabitants of the Liverpool Local Government area being the Darug and Tharawal Aboriginal People.

We recognise the devastating impact of European invasion and the effects of forced assimilation by the removal and separation of Aboriginal people from their families and communities. The impact has created a loss of culture, language and identity.

We celebrate the survival of Aboriginal people and we acknowledge their right to live according to their own beliefs and culture. We acknowledge that Aboriginal culture continues to strengthen and enrich our community.

We commit ourselves to preserve past, present and future identified Aboriginal sites and cultural landscapes, and to recognise and accept the significance of the Georges River as a ‘Meeting Place’ for the Darug and Tharawal Aboriginal people.

We accept Aboriginal history as integral part of Australian history.

We acknowledge the contribution of Aboriginal servicemen and women in the defence of our country.

The Liverpool City Council supports and encourages Aboriginal and non Aboriginal people working together towards reconciliation.

We recognise the diversity of many cultures who share the values of tolerance and respect for one another, and their rights together with all Australians to live according to their own beliefs and culture.

Liverpool City Council adopts the Council for Aboriginal Reconciliation’s Vision Statement;

A united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage; and provides justice, and equity for all.
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 2016 was more than 214,000 people with a diverse range of backgrounds.

The Greater Sydney Commission has identified Liverpool City as a strategic centre for South West Sydney. Council is actively facilitating the ongoing development of Liverpool as a strategic centre through various initiatives including a strategic economic development strategy, the Building our New City project, and the development of policies and plans which support culture and the arts.

In February 2017, the first wave of students at the University of Wollongong started their tertiary education at the Liverpool campus. It is expected to accommodate more than 7000 students by 2030. Western Sydney University is also securing more than 3000 square metres of campus space in the new Brydens Law Building on Macquarie Street and will offer courses from 2018.

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 TAFE and a teaching hospital). The health and education precinct provides an excellent opportunity for future growth and investment attraction. Liverpool incorporates a significant part of the South West Growth Centre and will undergo significant urban development. It is projected that the population of Liverpool will reach more than 331,000 by 2036.

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 is also the soon-to-be home of Sydney’s second airport at Badgerys Creek. Construction for the airport is expected to be finished by 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.

In June 2016 Council resolved to proceed with the development of a new Civic Place at Scott Street, Liverpool. This will be a mixed-use development which will include Council offices, a new library and the University of Wollongong. Development is expected to start in 2018 with practical completion by 2020. The precinct will act as an anchor for the southern end of town, attracting further investment including jobs and recreational facilities for the city.
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, which is reflected in the table below.

- Aboriginal Consultative Committee
- Access Committee
- Budget Review Panel
- Casula Powerhouse Arts Centre Board
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Strategic Panel
- Youth Council

- Budget Review Panel
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Strategic Panel
- Youth Council

- Badgerys Creek Taskforce
- Budget Review Panel
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Heritage Advisory Committee
- Multicultural Advisory Committee
- Strategic Panel
- Joint Regional Planning Panel
- Strategic Panel

MAYOR WENDY WALLER
COUNCILLOR TINA AYYAD
COUNCILLOR GUS BALLOOT
COUNCILLOR TONY HADCHITI
COUNCILLOR MAZHAR HADID
- Budget Review Panel
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Strategic Panel

COUNCILLOR NATHAN HAGARTY
- Badgerys Creek Taskforce
- Budget Review Panel
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Liverpool Migrant Resource Centre
- Multicultural Advisory Committee
- Strategic Panel

COUNCILLOR PETER HARLE
- Badgerys Creek Taskforce
- Budget Review Panel
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Environment Advisory Committee
- Floodplain Management Association
- Georges River Combined Councils Committee
- Heritage Advisory Committee
- Joint Regional Planning Panel (as an alternate)
- Macarthur Bushfire Management Committee
- Macarthur Zone Bushfire Liaison Committee
- Strategic Panel

COUNCILLOR CHARISHMA KALIYANDA
- Budget Review Panel
- Casula Powerhouse Arts Centre Board
- Civic Advisory Committee
- Community Safety and Crime Prevention Committee
- Liverpool Sports Committee
- Strategic Panel
- South West Sydney Academy of Sport
- Youth Council
• Audit and Risk Committee
• Budget Review Panel
• Civic Advisory Committee
• Community Safety and Crime Prevention Committee
• Liverpool Migrant Resource Centre
• Multicultural Advisory Committee
• Strategic Panel

• Audits and Risk Committee
• Budget Review Panel
• Civic Advisory Committee
• Community Safety and Crime Prevention Committee
• Liverpool Migrant Resource Centre
• Multicultural Advisory Committee
• Strategic Panel

• Aboriginal Consultative Committee
• Audit and Risk Committee
• Budget Review Panel
• Civic Advisory Committee
• Community Safety and Crime Prevention Committee
• Joint Regional Planning Panel (as an alternate)
• Strategic Panel
• Western Sydney Regional Organisation of Councils

• Aboriginal Consultative Committee
• Audit and Risk Committee
• Budget Review Panel
• Civic Advisory Committee
• Community Safety and Crime Prevention Committee
• Joint Regional Planning Panel (as an alternate)
• Strategic Panel
• Western Sydney Regional Organisation of Councils (as an alternate)
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 - along with all meeting agendas, reports and minutes - on Council’s website.

**July to August 2016 (prior to elections in September 2016)**
Two Council meetings were held during this period.

<table>
<thead>
<tr>
<th>COUNCILLOR</th>
<th>COUNCIL MEETINGS ATTENDED</th>
<th>EXTRAORDINARY COUNCIL MEETINGS ATTENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor Ned Mannoun</td>
<td>2</td>
<td>No extraordinary meetings were held during this period</td>
</tr>
<tr>
<td>Deputy Mayor Tony Hadchiti</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Gus Balloot</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Mazhar Hadid</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Peter Harle</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Ali Karnib</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Sabrina Mamone</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Peter Ristevski</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Geoff Shelton</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Councillor Wendy Waller</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**September 2016 to June 2017**
Nine Council meetings and one Extraordinary Council meeting was held during this period.

<table>
<thead>
<tr>
<th>COUNCILLOR</th>
<th>COUNCIL MEETINGS ATTENDED</th>
<th>EXTRAORDINARY COUNCIL MEETINGS ATTENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor Wendy Waller</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Deputy Mayor Ali Karnib</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Tina Ayyad</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Councillor Gus Balloot</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Tony Hadchiti</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Mazhar Hadid</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Nathan Hagarty</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Peter Harle</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Charishma Kaliyanda</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Karress Rhodes</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Councillor Geoff Shelton</td>
<td>9</td>
<td>1</td>
</tr>
</tbody>
</table>
Aboriginal Consultative Committee
Audit and Risk Committee
Badgerys Creek Taskforce
Budget Review Panel
Casula Powerhouse Arts Centre Board
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
Intermodal Committee
Strategic Panel
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 2017, is shown below.

**RESIDENTS AND RATEPAYERS**
**BUSINESS**
**WORKERS AND STUDENTS**
**GOVERNMENTS**
**PARTNERS AND NEIGHBOURS**

**OUR PRINCIPLES**

- **LEADERSHIP**
- **EXCELLENCE**
- **PARTNERSHIP**
- **INNOVATION**
- **EQUITY**
- **SUSTAINABILITY**

**OUR DIRECTIONS**

- **Direction 1:** Vibrant Prosperous City
- **Direction 2:** Liveable Safe City
- **Direction 3:** Healthy Inclusive City
- **Direction 4:** Proud Engaged City
- **Direction 5:** Natural Sustainable City
- **Direction 6:** Accessible Connected City
- **Direction 7:** Leading Proactive Council
### AWARDS & RECOGNITION

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>AWARD RECIPIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government NSW Environment Awards - Climate Change Action</td>
<td>Traffic and Transport team - Light Years Ahead project</td>
</tr>
<tr>
<td>Local Government Excellence Awards - Excellence in Local Economic Contribution</td>
<td>Economic Development team - The Changing Face of Liverpool</td>
</tr>
<tr>
<td>My Gateway Annual Apprentice and Trainee Awards - IT Trainee of the Year</td>
<td>Ricky Prasad</td>
</tr>
</tbody>
</table>
Council’s commitment to ethical conduct is demonstrated by its review and adoption of the following governance policies during 2016-17:

- Civic Expenses and Facilities Policy
- Code of Meeting Practice
- Councillor Briefing Procedure
- Liverpool City Council Corporate Sponsorship (Outgoing) Policy
- Internal Audit Charter
- Ethical Governance: Gifts and Benefits Policy
- Ethical Governance: Secondary Employment Policy
COMMUNITY ENGAGEMENT

Council used a number of strategies to engage with the community during 2016-17, including:

- Conducting 27 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 four Mayoral Mobile Offices at Wattle Grove, Green Valley, Austral and Bringelly.
- Placing draft plans, strategies and policies on public exhibition.
- Ensuring information on the website is relevant and up to date.
- Distributing three issues of the Liverpool Life newsletter to Liverpool’s libraries, community centres and Customer Service Centre. Soft copies of the newsletter are available on the Liverpool City Council website.
- Facilitating Council committees.
- Establishing and managing District Forums each quarter.
- Using social media forums such as Facebook and Twitter.
WHERE THE MONEY COMES FROM

In 2016-17 Council’s income increased by 3 per cent from $274.9m to $284.1m. This was attributed to an increase in operating and capital grants, contributions, and rates and annual charges – 42 per cent of Council’s income – which increased by 5.2 per cent from $113m to $118.8m.

- Rates & Annual Charges (42%)
- User Charges & fees (7%)
- Interest & Investment Revenue (2%)
- Other Revenues (4%)
- Grants & Contributions - Operating (7%)
- Grants & Contributions - Capital (38%)
WHERE THE MONEY WAS SPENT

In 2016-17 Council’s operating expenditure increased by 3.2 per cent, from $173m to $178.6m. This increase is attributed to a 40.6 per cent increase in Other Expenses from $10.4m to $14.7m and a 1.4 per cent increase in employee costs from $59.2m to $60.1m.
MANAGING COUNCIL’S ASSETS

INTRODUCTION

Liverpool City Council is responsible for the management, care and control of a wide range of infrastructure assets. These include public roads and other transport-related assets, floodplain and drainage networks, parks, reserves and recreational facilities and property and buildings, with a combined replacement cost of more than $2.1 billion.

The asset categories and value of assets managed by Council are shown in the chart below. Additional details regarding each category of these assets are provided in the Condition of Assets table that follows.

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

Council is continually improving its asset management planning to encourage best practice across all assets. Council’s adopted suite of strategic asset management plans, policy and strategy provide an effective decision-making framework to ensure assets are cost-effective and continue to provide required levels of service over time.

Council’s Asset Management System (Assetic AMS) facilitates a systematic approach to planning, programming and implementing the wide range of activities associated with the effective management of Council’s infrastructure assets. The AMS includes systems and processes for data collection, storage and analysis to support optimal operation, maintenance, rehabilitation, upgrading and reconstruction of infrastructure assets.

ASSET CONDITION

Council has a comprehensive database of asset information for planning and valuing its assets. Ongoing asset surveys provide valuable data to objectively determine asset condition and performance. This enables Council to develop maintenance and renewal strategies and programs that are responsive and cost-effective.

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

![Condition of Infrastructure Assets](image)
INFRASTRUCTURE REPORT CARD

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads Assets</td>
<td>$1,067,955,544</td>
<td>$37,673,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Bridges</td>
<td>$57,008,621</td>
<td>$1,421,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Footpaths</td>
<td>$133,630,270</td>
<td>$739,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Stormwater Drainage</td>
<td>$502,075,337</td>
<td>$7,845,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Buildings</td>
<td>$324,752,922</td>
<td>$4,338,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Parks</td>
<td>$92,788,573</td>
<td>$2,262,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
<tr>
<td>Total</td>
<td>$2,178,211,200</td>
<td>$54,278,000</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
<td>![Green]</td>
</tr>
</tbody>
</table>

Key:
- Green: In Control
- Yellow: Monitor
- Red: Action Required

ASSET RENEWAL AND REPLACEMENT

Council continued its capital works program to renew and replace infrastructure assets to ensure services that relied on those assets could continue to be provided.

Works were funded from a range of income sources, which enabled an accelerated renewal program as well a number of new projects to be completed. Funding sources included:

- general rate revenue;
- special rate variation;
- stormwater management service charge;
- environmental levy;
- grants from Commonwealth and State governments for a range of infrastructure projects; and
- Section 94 developer contributions.

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

Council is responsible for the care, control and management of over 906 kilometres of formed roads. Approximately seven kilometres of this network is unsealed and 36 kilometres has regional road status. The combined value of Council’s road and transport assets is more than $1.2 billion. During 2016/17, an additional 12 kilometres of new roads was added to the network as a result of new subdivisions, mostly in the Edmondson Park, Middleton Grange, Moorebank (New Brighton Golf Club area), Austral and Carnes Hill urban release areas.

Council continued to implement its adopted road pavement management strategies to progressively upgrade assets that are in poor condition while placing a significant focus on preventing assets that are in average or good condition from falling into the poor category.

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

Some of the key issues that will continue to affect Council’s road assets are:

- Many roads and associated infrastructure built in the 1970s and 1980s are now approaching the end of their serviceable lives. These assets require significant improvements and renewal to bring them up to satisfactory standards;
- The road network is expected to grow by approximately 180 kilometres or 20 per cent over the next 10 years. This will increase the volume of service which Council is required to provide;
- Development in the rural areas is leading to increased traffic loads unsuitable for the existing rural road pavements, placing additional pressure on constrained maintenance budgets; and
- Many of Liverpool’s declining rural roads are within the South West Priority Growth Area. Council will implement low-cost strategies to maintain these roads in reasonable condition until full reconstruction as part of future residential and commercial development. Examples of this approach include Cross Street, Herbert Street, Pratten Street and Western Road in Kemps Creek, Fourteenth Avenue, Fourth Avenue and Eighth Avenue in Austral.
ACHIEVEMENTS FOR THE YEAR

Around $15 million was spent preserving, restoring and enhancing Council’s road and transport-related infrastructure during the year. This resulted in the reconstruction and rehabilitation of some of the major roads within the network such as Greendale Road, Ramsay Road, Devonshire Road, Governor Macquarie Drive and Green Valley Road.

Key achievements include:

- Substantial completion of detailed design and tender documentation for the $30 million extension to Bernera Road to service new release areas including Edmondson Park Town Centre;

- Completion of the $12 million revitalisation of Macquarie Mall to create a central community space for the Liverpool city centre which showcases and connects the diverse mix of shops in the surrounding streets;

- Road pavement renewal and rehabilitation works to a value of $10 million were completed on 28 streets with a combined length of 16 kilometres. The works will extend pavement life and improve riding conditions;

- Resurfacing of the following rural streets was completed, covering an area of over 56,000 square metres to preserve road pavement;
  - Ramsay Road, Rossmore
  - Cross Street, Kemps Creek
  - Pattern Street, Kemps Creek
  - Herbert Street, Kemps Creek
  - Severn Road, Bringelly
  - Gurner Avenue, Kemps Creek
  - Orient Road, Greendale
  - Exeter Road, Kemps Creek

- Council continued its program to improve accessibility and mobility through shared paths and footpaths across the city. More than 16 kilometres of new paved pathways and shared paths were provided across 38 locations in the established and older release areas of Liverpool.

- Provided 31 additional car spaces at Bathurst Street Carpark;

- Completed significant improvements to Woodward Park netball courts so that it could host state championships;

- The following new and upgraded traffic facilities were provided to improve pedestrian and traffic safety:
  - Roundabout at the intersection of Cartwright Avenue and Willan Drive, Miller
  - Roundabout at the intersection of Jedda Road and Lyn Parade, Prestons
  - Roundabout at the intersection of Pine Road and Cedar Road, Casula
  - Raised threshold at Stockton Avenue, Moorebank
  - Raised threshold at Campbell Street, Liverpool
  - Raised threshold outside school in Wilson Road, Hinchinbrook.
DRAINAGE ASSETS

Council’s drainage assets include more than 675 kilometres of piped drainage systems and associated pits, gross pollutant traps, flood retention basins, formed channels and waterways with a combined value of $502 million. The drainage network is projected to grow at a rate proportionate with the growth in the road network.

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

Analysis of the inspection data has enabled Council to identify the following drainage renewal and replacement activities, improving hydraulic performance and significantly extending the lifetime of the asset:

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

- Restoring the piped drainage system through the application of structural patches to isolated failures within pipes using the trenchless method.

Both these programs utilise technology that has been transferred from the water and sewer industries. Liverpool is one of a few councils that has embarked on a large-scale planned stormwater pipe renewal program using this technology. This work was presented at the 2016 Stormwater Australia Annual Conference.

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

Council’s Stormwater Management Service Charge, which generates approximately $1.4 million each year, has provided Council a sustainable funding source for its stormwater management program.

Some of the key issues that Council faces in managing its stormwater assets include:

- The existing drainage system is comprised predominantly of underground pipes and pits, which can only be assessed properly using CCTV. This method of collecting data is costly and time consuming. With only 10 to 12 kilometres of the piped network able to be assessed each year, the condition of the remaining drainage network will continue to be estimated from collected data for asset management and valuation purposes;

- The drainage network and associated infrastructure is expected to grow by another 100 kilometres or 20 per cent over the next 10 years; and

- Current initiatives towards water-sensitive urban designs have introduced new types of assets and devices for stormwater quality improvement, requiring the adoption of more structured and sometimes more intensive maintenance practices.
ACHIEVEMENTS FOR THE YEAR

This year Council spent more than $2.7 million preserving, restoring and enhancing drainage infrastructure including:

- Commenced detailed planning and design for a 48-megalitre flood detention basin to facilitate land filling and occupation of lands within Edmondson Park, an area that would otherwise remain flood-prone and unable to be developed;

- Substantially completed the final link of the City Centre trunk drainage system along Elizabeth Street with remaining works to be completed by October 2017;

- Council renewed and rehabilitated more than 2.6 kilometres of Council’s piped drainage system covering a drainage network over 10 kilometres;

- Council implemented a substantial program of works involving erosion protection and creek bank stabilisation. These works will not only protect and enhance existing assets but also improve the quality of water at the following locations across Liverpool:
  - Pasquale Minnici Park, Prestons;
  - Elourea Bushland, Liverpool; and
  - Seventeenth Avenue, Austral.

- Council installed one gross pollutant trap in Mawson Drive, Cartwright to capture pollutants and control the quality of stormwater reaching Cabramatta Creek.
PARKS AND RECREATION FACILITIES

Council manages a portfolio of more than 500 open space reserves, including regional, district and local open space made up of active and passive reserves and natural bushland. The portfolio includes 214 recreational and sporting facilities including soccer, rugby, cricket fields, netball courts, tennis courts, cricket nets and skate and boat ramps. These assets cover more than 1400 hectares of land and have a combined replacement cost of more than $93 million.

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

ACHIEVEMENTS FOR THE YEAR

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 138 of its 178 playgrounds.

Works to revitalise and upgrade Bigge Park were approximately 70 per cent completed. Some of the key elements, such as the water play area, were completed and opened. The $10 million project aims to provide users with a unique urban landscape setting, exciting recreational opportunities and a strong sense of community.

The following playgrounds were upgraded during the year at a total cost of more than $880,000. Works included the installation of new children’s play equipment, recycled rubber softfall surfaces, seats and shade structures:

- Woolway Park, Cecil Hills – playground upgrade;
- Park, Montella Place, Preston – playground upgrade;
- Park, Solander Avenue, Carnes Hill – playground upgrade;
- James Park, Lurnea – playground upgrade;
- Woodside Park (rubber only), Hinchinbrook;
- Hoxton Park Reserve (rubber only), Hoxton Park;
- Black Muscat Park (rubber only), Chipping Norton;
- Black Muscat Park Playground, Chipping Norton – installation of shade;
- Greenway Park playground, Carnes Hill – installation of shade;
- Woodside Park playground, Hinchinbrook – installation of shade; and
- Woodward Park Fitness Gym, Liverpool – installation of shade.
Council’s program of improving key suburb and local parks continued with refurbishment and enhancement works at the following parks at a total cost of more than $909,000:

- Miller Park, Miller – key suburb park upgrade;
- Tharawal Park, Casula – local park upgrade;
- Hazel Bradshaw Park, Casula – local park upgrade;
- Hurley Park, Horningsea Park – landscape renewal program; and
- Liverpool Pioneers’ Memorial Park – Interpretive Signage Strategy.

Council’s renewal and upgrade program for sports fields continued with the following improvement works completed at a total cost of more than $815,000:

- Bringelly Reserve – netball courts;
- Wheat Park – floodlighting;
- Stanwell Oval – floodlighting;
- Brownes Farm Reserve – picket fence;
- Cirillo Reserve – design of active sport complex; and
- Stante Reserve – design of passive recreation facility.

Council’s program of improving lighting within its key suburb parks continued with solar light installation completed during the year at a total cost of more than $190,000:

- Miller Park, Miller;
- Gough Park, Cecil Hills;
- Greenway Park, West Hoxton;
- Hart Park, Warwick Farm;
- Cameron Park, Holsworthy;
- Macleod Park, Prestons; and
- Collimore Park, Liverpool.
BUILDINGS

Council owns and maintains 210 building assets covering its commercial, operational, community, recreational, cultural and heritage services, with a combined current replacement cost of more than $325 million. The building age and types are varied - many were built in the late 1950s and 1960s and there are specialised structures including parking stations, large aquatic centres and heritage buildings.

Council continued its programmed inspection of building assets to optimise maintenance and renewal. Condition surveys were completed for:

- Child care centres (10);
- Aquatic centres (6);
- Community centres (38);
- Parks buildings (110); and
- Heritage buildings (12).

Condition surveys will provide data to support future maintenance, rehabilitation and upgrades.

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

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

- Approximately 3 percent of the building portfolio requires maintenance or renewal to restore serviceability;
- Malicious damage to sports amenity buildings requires higher than normal maintenance; and
- The majority of Council’s buildings do not generate any income that could be used to offset the cost of maintenance and renewal.

ACHIEVEMENTS FOR THE YEAR

During the year, Council spent $5.9 million renewing, refurbishing and improving many of its existing properties including leisure centres, child care and community centres, amenity buildings and car parks. Some key achievements for the year include:

- Completed a new $1.2 million fire station at Middleton Grange for the Rural Fire Services;
- Completed the multi-staged program of major structural repairs to the two multi-storey car parks at Northumberland Street and Warren Serviceway at a cost of $2.4 million;
- Completed a foyer upgrade at Council’s Moore St Administration Centre to replace three elevators, improve lighting sustainability and create a modern design at a cost of $1 million;
- Completed upgrades of:
  - Wattle Grove Children Services Centre
  - Wattle Grove Community Centre
- Completed solar panel system installations to the following buildings at a total cost of $50,000:
  - Holsworthy Children Services Centre
  - Chipping Norton Community Centre
  - Casula Children Services Centre
  - Wattle Grove Community Centre
- Commenced major river bank stabilisation works and soil remediation works at the Davy Robinson Reserve at cost of $500,000.
**CONDITION OF ASSETS**

The following table provides 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.

Total estimated cost to bring the assets to a satisfactory standard has been reduced from $57.1 million last year to $54.2 million this year. The addition of four new buildings (more than $24 million) and disposal of some amenity buildings in poor condition, shows a net condition improvement of the building portfolio and hence reduced backlog. With increased renewal funding, and a targeted renewal program based on modern asset management principles and an effective asset maintenance strategy, Council aims to gradually reduce this backlog to below $46.9 million by 2018/19.

Despite the reduction in the overall infrastructure backlog, Council’s backlog on road and transport asset has increased. This is mainly due to the increase in the value of the assets. As Council has significantly increased renewal funding in the past few years and plans to continue the level of funding in the future, it is expected that the road asset condition data will show significant improvement when the comprehensive condition assessment is undertaken in 2017/18.
<table>
<thead>
<tr>
<th>Asset Description</th>
<th>Quantity</th>
<th>Current Replacement Cost (Note 1)</th>
<th>Average Condition as at June 2017 (Note 2)</th>
<th>Estimated Cost to Bring to Satisfactory Standard (Note 3)</th>
<th>Estimated Annual Cost of Maintaining Asset at That Standard (Note 4)</th>
<th>Annual Maintenance Expenditure 2016-17 (Note 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROAD AND TRANSPORT</td>
<td></td>
<td>$1,258,594,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads (km)</td>
<td>906</td>
<td>$748,078,000</td>
<td>Good</td>
<td>$36,505,000</td>
<td>$6,733,000</td>
<td>$7,924,000</td>
</tr>
<tr>
<td>Kerb and gutter (km)</td>
<td>1,408</td>
<td>$214,583,000</td>
<td>Good</td>
<td>$522,000</td>
<td>$1,073,000</td>
<td>$202,000</td>
</tr>
<tr>
<td>Footpath and cycleways (km)</td>
<td>788</td>
<td>$133,630,000</td>
<td>Good</td>
<td>$799,000</td>
<td>$1,203,000</td>
<td>$607,000</td>
</tr>
<tr>
<td>Bridges and Major Culverts (No)</td>
<td>117</td>
<td>$57,009,000</td>
<td>Good</td>
<td>$1,421,000</td>
<td>$513,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Road furniture and structures (No)</td>
<td>11,240</td>
<td>$82,425,000</td>
<td>Good</td>
<td>$300,000</td>
<td>$577,000</td>
<td>$477,000</td>
</tr>
<tr>
<td>Off street car parks (No)</td>
<td>116</td>
<td>$22,870,000</td>
<td>Good</td>
<td>$346,000</td>
<td>$114,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>FLOODPLAIN AND DRAIN-AGE</td>
<td></td>
<td>$502,075,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Piped Drainage (km)</td>
<td>675</td>
<td>$391,393,000</td>
<td>Good</td>
<td>$7,845,000</td>
<td>$735,000</td>
<td>$568,000</td>
</tr>
<tr>
<td>Pits (No)</td>
<td>24,664</td>
<td>$53,947,000</td>
<td>Good</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headwalls and minor Culverts (No)</td>
<td>2,009</td>
<td>$13,890,000</td>
<td>Good</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retarding Basins and Wetlands (No)</td>
<td>88</td>
<td>$32,731,000</td>
<td>Good</td>
<td>$0</td>
<td>$295,000</td>
<td>$38,000</td>
</tr>
<tr>
<td>Gross Pollutant Traps (No)</td>
<td>186</td>
<td>$10,115,000</td>
<td>Good</td>
<td>$0</td>
<td>$253,000</td>
<td>$151,000</td>
</tr>
<tr>
<td>BUILDING ASSETS</td>
<td></td>
<td>$324,753,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin Building</td>
<td>1</td>
<td>$50,067,000</td>
<td>Average</td>
<td>$0</td>
<td>$651,000</td>
<td>$562,000</td>
</tr>
<tr>
<td>Aquatic Centres (buildings)</td>
<td>6</td>
<td>$42,729,000</td>
<td>Good</td>
<td>$602,000</td>
<td>$555,000</td>
<td>$629,000</td>
</tr>
<tr>
<td>Bush Fire/SES</td>
<td>10</td>
<td>$4,015,000</td>
<td>Good</td>
<td>$434,000</td>
<td>$52,000</td>
<td>$79,000</td>
</tr>
<tr>
<td>Childcare Centres (buildings)</td>
<td>10</td>
<td>$12,686,000</td>
<td>Good</td>
<td>$0</td>
<td>$165,000</td>
<td>$210,000</td>
</tr>
<tr>
<td>Commercial Properties</td>
<td>2</td>
<td>$11,255,000</td>
<td>Average</td>
<td>$0</td>
<td>$146,000</td>
<td>$51,000</td>
</tr>
<tr>
<td>Community Centres (buildings)</td>
<td>40</td>
<td>$63,293,000</td>
<td>Good</td>
<td>$892,000</td>
<td>$823,000</td>
<td>$559,000</td>
</tr>
<tr>
<td>Heritage Buildings</td>
<td>12</td>
<td>$37,875,000</td>
<td>Good</td>
<td>$0</td>
<td>$492,000</td>
<td>$129,000</td>
</tr>
<tr>
<td>Libraries, Museums</td>
<td>4</td>
<td>$31,240,000</td>
<td>Good</td>
<td>$0</td>
<td>$406,000</td>
<td>$564,000</td>
</tr>
<tr>
<td>Multi Level Car Parks</td>
<td>2</td>
<td>$26,191,000</td>
<td>Good</td>
<td>$0</td>
<td>$340,000</td>
<td>$158,000</td>
</tr>
<tr>
<td>Parks Buildings / Structures</td>
<td>109</td>
<td>$37,561,000</td>
<td>Good</td>
<td>$530,000</td>
<td>$488,000</td>
<td>$135,000</td>
</tr>
<tr>
<td>Works Depot (buildings)</td>
<td>14</td>
<td>$7,840,000</td>
<td>Average</td>
<td>$1,879,000</td>
<td>$102,000</td>
<td>$320,000</td>
</tr>
<tr>
<td>PARKS AND RECREATION</td>
<td></td>
<td>$92,789,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sporting Fields, Ovals and Courts (No)</td>
<td>214</td>
<td>$19,309,000</td>
<td>Good</td>
<td>$916,000</td>
<td>$714,000</td>
<td>$2,062,000</td>
</tr>
<tr>
<td>Parks Infrastructure (no of Parks)</td>
<td>511</td>
<td>$45,800,000</td>
<td>Good</td>
<td>$366,000</td>
<td>$1,176,000</td>
<td>$2,577,000</td>
</tr>
<tr>
<td>Playground Equipment (No)</td>
<td>178</td>
<td>$27,679,000</td>
<td>Good</td>
<td>$979,000</td>
<td>$318,000</td>
<td>$515,000</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td>$2,178,212,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notes to table

1. Current replacement cost - estimated cost to replace existing asset with modern equivalent which will deliver same service potential.

2. Average condition - an overall assessment of the average condition of assets within an asset category, selected from one to five condition levels comprising excellent, good, average, poor and very poor or unserviceable.

3. Estimated cost to bring to Satisfactory Standard - estimated cost required to bring assets within an asset group to a condition level equal to or better than “good” (satisfactory) as required by the Division of Local Government’s Planning and Reporting Manual for Local Governments in NSW – 2010 and independent assessment of Council’s Asset Management Plan by Morrison Low.

   a) Average condition of buildings are based on a comprehensive survey undertaken during 2014/15 and 2017. Most of the amenities/toilet blocks in parks and reserve are considered to be fit for the intended purpose with a lower maintenance requirement. Most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.

   b) Approximately 120km of the rural road network lie 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 required 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.
INFRASTRUCUTRE PROJECTS STATUS REPORT

This year Council spent $44.4m on public infrastructure capital projects with 133 of the 159 planned projects being completed.

<table>
<thead>
<tr>
<th>PROGRESS BY DEPARTMENT</th>
<th>CIVIL CONSTRUCTION AND ASSETS</th>
<th>BUILDING CONSTRUCTION</th>
<th>OPEN SPACE CONSTRUCTION</th>
<th>INFRASTRUCTURE SPECIAL PROJECTS</th>
<th>INFRASTRUCTURE AND ENVIRONMENT TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Budget</td>
<td>$20,516,317</td>
<td>$15,169,749</td>
<td>$13,839,949</td>
<td>$3,059,050</td>
<td>$52,585,065</td>
</tr>
<tr>
<td>Actual Expenditure</td>
<td>$18,806,465</td>
<td>$13,626,937</td>
<td>$9,262,465</td>
<td>$2,687,928</td>
<td>$44,383,794</td>
</tr>
<tr>
<td>Total Projects</td>
<td>90</td>
<td>32</td>
<td>27</td>
<td>10</td>
<td>159</td>
</tr>
<tr>
<td>Projects Completed</td>
<td>82 (91%)</td>
<td>21 (66%)</td>
<td>25 (93%)</td>
<td>5 (50%)</td>
<td>133 (84%)</td>
</tr>
<tr>
<td>Projects that will not be completed</td>
<td>8 (9%)</td>
<td>11 (34%)</td>
<td>2 (7%)</td>
<td>5 (50%)</td>
<td>26 (16%)</td>
</tr>
</tbody>
</table>
The 10-year plan for Liverpool, Growing Liverpool 2023, concentrates on seven 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.

Direction 1: Vibrant Prosperous City
Direction 2: Liveable Safe City
Direction 3: Healthy Inclusive City
Direction 4: Proud Engaged City
Direction 5: Natural Sustainable City
Direction 6: Accessible Connected City
Direction 7: Leading Proactive Council
DIRECTION 01

VIBRANT PROSPEROUS CITY

This direction is about developing and supporting a robust local economy and vibrant and dynamic public spaces that attract business, jobs and investment.
10 YEAR STRATEGIES

1a) Position Liverpool as the destination of choice to attract business and investment in South Western Sydney.

1b) Activate the city centre and develop vibrant places that attract people to Liverpool.

1c) Assist existing businesses to grow, innovate and become competitive.

1d) Improve the availability of a diverse range of jobs and increase workforce participation rates.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Economic Development
Two actions were completed/on track.

Strategic Communication and Research
One action was completed/on track.

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macquarie Mall Revitalisation</td>
<td>Complete</td>
</tr>
<tr>
<td>Bigge Park Improvements and Upgrades</td>
<td>Delayed</td>
</tr>
<tr>
<td>Investment in the health and education sector</td>
<td>Complete</td>
</tr>
<tr>
<td>Georges River Masterplan</td>
<td>On hold</td>
</tr>
</tbody>
</table>

10-YEAR COMMUNITY GOALS

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

10,000 ADDITIONAL JOBS IN LIVERPOOL
Council supported the creation of 1799 additional jobs in Liverpool.

REDUCED UNEMPLOYMENT RATE
5.45% as at March 2017
(Source: Liverpool Economy.id.com.au, Unemployment, 30 June 2017)

INCREASED GROSS REGIONAL PRODUCT (GRP)
$9.27 billion at 30 June 2016
(Source: Liverpool Economy.id.com.au, Economic Profile, 30 June 2017)
MACQUARIE MALL
As part of the Building Our New City initiative, Macquarie Mall was completed and opened on 8 December 2016. Macquarie Mall now features a water play area, catenary lighting, outdoor dining structures, tree-lined walkways and a large LCD screen. The screen has been used for movie nights and the State of Origin decider. The screen also regularly plays specially selected content to keep children entertained.

BIGGE PARK
The improvement of Bigge Park aims to provide an unrivalled recreational experience in the city centre. The upgrade, which was delayed due to weather conditions, is now expected to be finished in October 2017. The children’s water play facility was completed and fitness stations, new park lighting and street furniture were added to the park.

INVEST LIVERPOOL 2016
The Invest Liverpool event was held on 15 August 2016 and attracted more than 180 developers and businesses to hear from a range of guest speakers. The free event featured guests from organisations such as KPMG, the University of Wollongong, the Greater Sydney Commission, Property Council of Australia, Knight Frank Australia and Healthcare Real Estate.

SMALL BUSINESS WEEK
Council hosted Small Business Week in September 2016. Michael Clarke was a keynote speaker in the Power of Branding event, while the Young Entrepreneurs event included Time Out Australia CEO Michael Rodrigues, Knafeh Bakery Founder Ameer El-issa and speakers from the Western Sydney University Launchpad. The events attracted more than 50 businesses.
SOUTHERN STRENGTH

The Southern Strength Manufacturing Network – Liverpool Chapter was launched in February 2017. Southern Strength has been formed to enhance the economic development of the manufacturing industry in the Liverpool region and develop new trading and business streams for the region from local, state, national and international opportunities. Council facilitated three Manufacturing Roundtable meetings with more than 10 local manufacturing businesses participating in each meeting.

MAKING THE CONNECTION

Making the Connection aims to connect local schools to local businesses. In 2016-17 Making the Connection connected more than 100 participants from secondary education institutions and not-for-profit organisations with local businesses in the Building and Construction and Transport and Logistics industry sectors.

WOMEN IN BUSINESS PROGRAM

The Women in Business Program was developed to support local women at all stages of their business journey. The program connects local women with resources and services relevant to their current level of business activity. A workshop was held to discuss ideas and solutions for supporting women in business.
### Direction 1.1: Economic Development

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of business leads developed</td>
<td>236</td>
<td>200</td>
</tr>
<tr>
<td>Total number of jobs created</td>
<td>1477</td>
<td>1500</td>
</tr>
<tr>
<td>Number of activation programs delivered in the City Centre</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Number of businesses participating in the Shopfront Upgrade Program</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Number of initiatives delivered to strengthen Liverpool’s economic base</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Number of events hosted and facilitated</td>
<td>29</td>
<td>10</td>
</tr>
<tr>
<td>Number of businesses attending events</td>
<td>527</td>
<td>300</td>
</tr>
<tr>
<td>Number of projects completed versus scheduled</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Direction 1.2: Marketing and Communications

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Facebook followers of Council</td>
<td>9893</td>
<td>5000</td>
</tr>
<tr>
<td>Total Twitter followers of Council</td>
<td>3102</td>
<td>2670</td>
</tr>
<tr>
<td>Number of newsletters produced and distributed</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Dollar amount of positive and neutral media coverage</td>
<td>$1 million</td>
<td>$1 million</td>
</tr>
<tr>
<td>Number of speeches provided</td>
<td>83</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of media releases</td>
<td>114</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of media responses</td>
<td>86</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of banner campaigns designed and produced</td>
<td>8</td>
<td>N/A</td>
</tr>
</tbody>
</table>
The total value of all DAs approved in 16/17 once again exceeded $1 billion, an increase from 15/16 of 1% or $13.9 million.
MAJOR DEVELOPMENTS

Council has worked hard to attract growth and investment in Liverpool. Large developments approved by Council in 2016-17 include:

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of a mixed-use development comprising a 32-storey tower and two 8-storey buildings, containing a total of 307 residential units and two commercial premises, four levels of basement parking, landscaping and ancillary site works, at 311 Hume Highway, Liverpool.</td>
<td>$72.8m</td>
</tr>
<tr>
<td>Consolidation of five existing lots, demolition of five existing structures and construction of two residential flat buildings, comprising 233 dwellings, with three levels of basement parking and associated landscaping at 17 Bigge Street, Liverpool.</td>
<td>$60.8m</td>
</tr>
<tr>
<td>Construction of two residential flat buildings comprising 144 units, underground carparking, demolition of structures, and site works at 28 Shepherd Street, Liverpool.</td>
<td>$48.2m</td>
</tr>
<tr>
<td>Construction and operation of a Marina (Georges Cove Marina). The development consists of a maritime building, a function centre, tourist, entertainment, recreation and club facilities, a petrol storage tank and a diesel storage tank. It also includes a wet-berth facility, parking and all associated works and support infrastructure including power, water and sewerage.</td>
<td>$47.1m</td>
</tr>
<tr>
<td>Demolition of existing buildings and structures plus excavation works. Construction of a mixed-use building comprising three levels of basement, with ground floor comprising six commercial tenancies and residential lobby and 162 residential units above at 387 Macquarie Street, Liverpool.</td>
<td>$46.5m</td>
</tr>
<tr>
<td>Construction of a mixed-use development comprising a residential flat building containing 134 units and one neighbourhood shop including demolition of existing building and landscaping works at 21 Atkinson Street, Liverpool.</td>
<td>$37.9m</td>
</tr>
<tr>
<td>Construction of an 11-storey commercial building with four levels of basement car parking comprising 95 car spaces to be used by Family and Community Services at 25 Scott Street, Liverpool.</td>
<td>$33.8m</td>
</tr>
<tr>
<td>Construction of a mixed-use development incorporating the construction of a five-storey shop-top housing development including 63 apartments and associated car parking, a supermarket, restaurant and commercial premises on proposed Lot 5 at 501 Cowpasture Road, Len Waters Estate.</td>
<td>$29.9m</td>
</tr>
<tr>
<td>Consolidation of four existing lots, demolition of existing structures and tree removal. Construction of a nine-storey residential flat building comprising 102 units and two levels of basement parking at 17 Goulburn Street, Liverpool.</td>
<td>$29.1m</td>
</tr>
<tr>
<td>Clearing of vegetation, bulk earthworks, temporary stormwater and drainage works and removal of services at Lot 1, Campbelltown Road, Edmondson Park.</td>
<td>$23m</td>
</tr>
<tr>
<td>Demolition of existing structures, removal of trees and the construction of two residential flat buildings containing 94 units pursuant to State Environmental Planning Policy (Affordable Rental Housing) 2009 at 24-26 George Street, Liverpool.</td>
<td>$22.8m</td>
</tr>
</tbody>
</table>
STRATEGIC PROJECTS

MACQUARIE MALL REVITALISATION

The Macquarie Mall revitalisation project aimed to improve the quality of public domain. The project was delivered in 13 months by a team of five staff and was the location of the Christmas tree lighting on 8 December 2016.

Macquarie Mall now includes modern granite pavers, overhead lighting, water play areas, modern street furniture and a large LCD TV screen among many other improvements.
BIGGE PARK IMPROVEMENTS AND UPGRADES

The Bigge Park Improvement and Upgrade Project aims to provide unrivalled living, working and recreational experiences for the community. The revitalised park will provide residents and visitors with a unique urban landscape setting, exciting recreational opportunities and a strong sense of community.

The project is 70 per cent complete. Works were delayed in February and March due to extreme weather conditions. The southern end of the park has been reopened and now includes a water play facility, new lighting, landscaping and pathways, a children’s playground and the War Memorial.

Works are expected to be completed by October 2017.
INVESTMENT IN THE HEALTH AND EDUCATION SECTOR

Liverpool City Council is committed to offering world-class facilities for health, wellbeing, life sciences and learning in Liverpool. This project aims to attract businesses and institutions in the health and education sectors to establish and maintain strategic partnerships with local stakeholders to jointly promote Liverpool. It also aims to promote opportunities in Liverpool to internal and external investors through direct and tailored approaches.

In 2016-17, Council has worked to establish and maintain key partnerships with their Invest Liverpool events, the launch of the Women in Business Program, the launch of the Southern Strength Manufacturing Network – Liverpool Chapter and the Health and Education Precinct Committee.

Council has been working with Western Sydney real estate agencies to attract key developers and businesses to the area and has also completed an Industrial Land Study. A joint partnership with external stakeholders was delivered to attract local and international educational institutions to Liverpool.

GEORGES RIVER MASTERPLAN

This project will conduct feasibility assessments to implement a Masterplan for a precinct on the Georges River. The outcomes of this plan would incorporate a review of the Liverpool Local Environment Plan (LLEP) and the development of the Development Control Plan (DCP).

The background studies including land use and urban design studies were completed in the first quarter. Further work has been placed on hold until clarification of Collaboration Areas under the South West District Plan of the Greater Sydney Commission.
DIRECTION 02

LIVEABLE SAFE CITY

This direction is about planning for sustainable urban development, and revitalising Liverpool’s towns and public spaces to create liveable and safe neighbourhoods that connect and bring people together.
10 YEAR STRATEGIES

2a) Deliver an efficient planning system which embraces sustainable urban renewal and growth.
2b) Create clean and attractive public places for people to engage and connect.
2c) Improve the community’s sense of safety in Liverpool.
2d) Facilitate affordable and diverse housing options.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Civil Maintenance, Parks, and Emergency and Protective Services
There were no actions to report on.

Community Standards
There were no actions to report on.

Development Assessment
There were no actions to report on.

Strategic Planning
All two actions were not completed

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Sydney Priority Growth Area Steering Group</td>
<td>On track</td>
</tr>
<tr>
<td>Liverpool Environmental Plan</td>
<td>On hold</td>
</tr>
<tr>
<td>ePlanning Portal</td>
<td>On hold</td>
</tr>
</tbody>
</table>

10-YEAR COMMUNITY GOALS

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

85% OF PEOPLE REPORT BEING SATISFIED OR BETTER WITH CLEANLINESS OF PUBLIC SPACES
46% of people as at February 2017.
(Source: LCC Telephone Survey)

85% OF PEOPLE REPORT FEELING SAFE IN THE COMMUNITY
80% were moderately or highly satisfied with safety.
(Source: LCC Telephone Survey 2017)

AN INCREASE IN DIVERSE HOUSING OPTIONS
There has been a 32% increase in semi-detached dwelling development applications approved in 16/17 compared to 15/16. There has been a 41% increase in the number of multi-dwelling housing developments approved in 16/17 compared with 15-16.
(Source: Development Application Reporting System)

COMMUNITY SATISFACTION WITH CITY CENTRE PARKS AND GARDENS
58% of people as at February 2017.
(Source: LCC Telephone Survey)
UPDATES TO ePLANNING
A new phase of ePlanning was implemented with the FastTrack option expanded from 6000 to 44,000 properties. An ability to investigate historic properties, including relevant applications and to search historic applications was added along with technical enhancements to functionality and performance.

LIVERPOOL ANIMAL SHELTER
At its July 2016 meeting, Council resolved to take over operation of the Liverpool Animal Shelter (formerly Renbury Farm) and introduce a no-kill policy. Council officially opened the facility in May with a launch that included a performance by the Wonder Dogs, free microchipping and discount adoption prices.

GEORGES COVE MARINA
Council has approved a development application for the construction and operation of the Georges Cove Marina. The project, which is being developed by Mirvac, includes the construction of a maritime building, function centre, recreation facilities and residential buildings.
WESTERN SYDNEY PRIORITY GROWTH AREA
Liverpool is part of the Western Sydney Priority Growth Area that includes the site for the Western Sydney Airport at Badgerys Creek. This year it was announced that the first tenant at the Western Sydney Airport would be Northrop Grumman Corporation, an American global aerospace and defence company.

The Western Sydney Priority Growth Area Steering Group attended meetings with the Department of Planning and the Great Sydney Commission to participate in Strategic Planning for the area.

KEEP MY HOME SAFE
Council’s Keep My Home Safe – Break and Enter Project was delivered for its third year. Council initiated and supported a number of local community engagement projects including information sessions, self-defence workshops and the distribution of microdot kits. Rebates of $400 were provided to 30 victims of break-and-enter crimes.

ASSAULT STATISTICS
Since 2010, non-domestic assault incidents in Liverpool have steadily declined from 899 to 609 in 2015. However, in 2016 there was a 16% increase in non-domestic assault incidents.

ASSAULT STATISTICS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>899</td>
</tr>
<tr>
<td>2011</td>
<td>863</td>
</tr>
<tr>
<td>2012</td>
<td>746</td>
</tr>
<tr>
<td>2013</td>
<td>776</td>
</tr>
<tr>
<td>2014</td>
<td>741</td>
</tr>
<tr>
<td>2015</td>
<td>609</td>
</tr>
<tr>
<td>2016</td>
<td>708</td>
</tr>
</tbody>
</table>
## Performance on Ongoing Actions

### Direction 2.1 Civil Maintenance, Parks and Emergency and Protective Services

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer requests and planned works for maintenance and repairs of road and road-related infrastructure are completed within the specified timeframe</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Customer requests and planned works for maintenance and repairs of footpath, cycleway and kerb and gutter are completed within the specified timeframe</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Customer requests and planned works for maintenance and repairs of street furniture, traffic facilities and line markings are completed within the specified timeframe</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Restoration program</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Minimum down time and maximum availability of plant and vehicle</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Making quarterly payments in a timely manner to emergency and protective services organisations</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Maintenance carried out as per the maintenance manual for emergency and protective services plant and equipment</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Works program for maintenance and repairs of emergency and protective services accommodation</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

### Direction 2.2 Community Standards

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Construction Certificates issued within 28 days</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of Building Certificates issued within 40 days</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>Percentage of swimming pool inspections completed</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of Planning &amp; Building customer complaints actioned within 7 days</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of food safety assessments completed</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of non-complying retail food businesses that meet safe food handling practises at the first reinspection</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Percentage of Health customer complaints actioned within 7 days</td>
<td>97%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of Rangers/Parking customer complaints actioned within 7 days</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>
## Direction 2.3 Development Assessment

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of development applications determined within 40 days</td>
<td>47.74%</td>
<td>40%</td>
</tr>
<tr>
<td>Percentage of Fast Track applications decided within 10 days</td>
<td>100%</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of Assess Smart applications decided within 20 days</td>
<td>23%</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of information requests issued within 10 days</td>
<td>100%</td>
<td>95%</td>
</tr>
<tr>
<td>Percentage of Development Applications lodged electronically</td>
<td>6.4%</td>
<td>20%</td>
</tr>
<tr>
<td>Percentage of DAs lodged that have had a pre-DA meeting</td>
<td>13%</td>
<td>70%</td>
</tr>
<tr>
<td>Applications that require notification/advertising completed</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Direction 2.4 Strategic Planning

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of proposals sent to Council for determination within 18 months</td>
<td>66%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of DCPs processed within 12 months</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of Section 94 Plans Minor processed within 3 months</td>
<td>None proposed</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of Section 94 Plans Major processed within 3 years</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of planning agreements processed within 18 months</td>
<td>Information not available</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of DA referrals processed within 10 days</td>
<td>Information not available</td>
<td>80%</td>
</tr>
</tbody>
</table>
WESTERN SYDNEY PRIORITY GROWTH AREA STEERING GROUP

The Western Sydney Priority Growth Area Steering Group (WSPGA) provides direction on the preparation of the NSW Government’s draft Land Use and Infrastructure Strategy (the strategy) planned around the Western Sydney Airport. The strategy will guide new infrastructure investment, identify new homes and jobs close to transport and coordinate services in the area to ensure the Western Sydney Airport is fully integrated into future surrounding land uses.

The WSPGA Steering Group has held all meetings and liaised with Council, the Department of Planning and the Greater Sydney Commission. The process has been delayed and is expected to make significant progress over the next two quarters.

LIVERPOOL CBD LOCAL ENVIRONMENTAL PLAN

Council proposes rezoning the Liverpool City Centre from fully commercial to mixed-use to promote a more vibrant city centre with a residential presence. Council initiated this project in 2015-16 and two initial studies have been completed.

All background studies have been completed and a draft Strategic Vision is pending following discussion with Councillors.

The draft Warwick Farm Precinct Strategy is pending following discussion with Councillors.

ePLANNING PORTAL

The ePlanning Portal project aimed to develop a rapid online lodgement system which would provide 24/7 access to all elements that are required to lodge a successful development application in one place.

During the year Council engaged with business owners to identify popular applications to add to their ePlanning Portal. Applications for Private Certifiers, Minor Works on Heritage items, swimming pool compliance certificates and Onsite Sewage management systems have been developed and are waiting implementation.
DIRECTION 03

HEALTHY INCLUSIVE CITY

This direction is about creating a harmonious community which values and respects diversity and embraces the opportunities it provides. Equity and inclusion will underpin all of Council’s service delivery as it strives to build community strength and ensure social inclusion.
10 YEAR STRATEGIES

3a) Foster social inclusion that strengthens the local community and increases opportunities for people who may experience barriers to inclusion.

3b) Celebrate and respect Liverpool’s rich cultural and social diversity and embrace the opportunities it provides.

3c) Improve health and wellbeing and encourage a happy, active community.

3d) Plan, support and deliver high quality and accessible services, programs and facilities.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Children’s Services
Four actions were on track/completed and one action was delayed.

Community Planning and Development
Eight actions were on track/completed, one action was delayed, and two actions were not completed.

Community Facilities Management
All three actions were on track/completed.

Customer Services
One action was not delivered.

Infrastructure Delivery – Community Facilities
Five actions were on track/completed and four actions were delayed.

Infrastructure Delivery – Recreational Facilities
Four actions were on track/complete and one action was delayed.

Libraries and Museum
All six actions were on track/completed.

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wattle Grove Early Education Centre Refurbishment</td>
<td>Completed</td>
</tr>
<tr>
<td>Strong Children and Communities Project</td>
<td>Completed</td>
</tr>
<tr>
<td>Arts and Dementia Program</td>
<td>Completed</td>
</tr>
<tr>
<td>Carnes Hill Community and Recreation Precinct</td>
<td>Completed</td>
</tr>
<tr>
<td>National Arts and Refugee Forum</td>
<td>Completed</td>
</tr>
<tr>
<td>Multiculturalism and Civic Leadership</td>
<td>Completed</td>
</tr>
</tbody>
</table>

10-YEAR COMMUNITY GOALS

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

90% OF PEOPLE FEEL THAT LIVERPOOL IS A HARMONIOUS SOCIETY WHICH RESPECTS CULTURAL DIVERSITY

71% of people as at 2017.
(Source: LCC Telephone Survey 2017)
10-YEAR COMMUNITY GOALS CONTINUED

AN INCREASE IN THE NUMBER OF PEOPLE WHO PARTICIPATE IN REGULAR PHYSICAL ACTIVITY
35.6% of people in 2016, a decrease from 48.1% in 2013.
(Source: South Western Sydney District, Health Stats NSW, 2016. Please note that the 2013 figure is based on the Liverpool Local Government Area Profile. This profile has now been merged into the South Western Sydney District for 2016)

85% OF PEOPLE BELIEVE THAT THERE IS A SENSE OF COMMUNITY IN LIVERPOOL
54% of people as at 2017.
(Source: LCC Telephone Survey 2017)

90% OF PEOPLE EXPRESS SATISFACTION OR BETTER WITH THEIR CONTACT WITH COUNCIL
73% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH ACCESS TO COMMUNITY CENTRES
66% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH PROVISION AND OPERATION OF LIBRARIES
83% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH LEISURE CENTRES
56% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH PROVISION AND MAINTENANCE OF PLAYGROUNDS, SPORTING OVALS AND FACILITIES
58% of people are satisfied with local parks, gardens and playgrounds as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH SUPPORT FOR AGED PERSONS
58% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH SUPPORT FOR PEOPLE WITH A DISABILITY
58% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH SUPPORT FOR YOUNG PEOPLE
48% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)

COMMUNITY SATISFACTION WITH SUPPORT FOR MULTICULTURAL COMMUNITIES
71% of people are satisfied as at 2017.
(Source: LCC Telephone Survey 2017)
CARNES HILL RECREATION PRECINCT

The Carnes Hill Recreation Precinct was officially opened on 30 July 2016. The precinct includes a skate park, library, community centre, gym, tennis courts and more. The Carnes Hill Recreation Precinct hosted many events throughout the year including Carnes Hill Night Live events, school holiday skate workshops and the Christmas markets.

CHILDREN’S PARLIAMENT

The Children’s Parliament was established in the 2168 postcode area for children aged six to twelve years old. Following workshops held with Western Sydney University, Macquarie University, and 10 schools, 40 children were chosen to be members of the Children’s Parliament. These members have attended multiple workshops on topics such as identity, dignity and leaderships and the parliament was launched in February 2017. The inaugural parliament sitting was held on 21 June 2017.

WHITE RIBBON ACCREDITATION PROGRAM

During the year Council implemented the White Ribbon Workplace Accreditation Program. An Internal Working Group was established to oversee the accreditation process. Activities included two staff surveys, training for People Leaders and a White Ribbon Day Staff Barbecue. The Family and Domestic Violence Workplace Support Program was endorsed by Council in May and evidence for accreditation was submitted to White Ribbon Australia in June.
UPGRADES TO PLAYGROUNDS

More than $720,000 was spent on improving playgrounds across Liverpool. Works included installations of new play equipment, rubber soft-fall surfaces and shade structures to the following sites:

- Woolway Park, Cecil Hills
- Montella Place Park, Prestons
- Solander Avenue Park, West Hoxton
- James Park, Lurnea
- Woodside Park, Hinchinbrook
- Hoxton Park Reserve, Hoxton Park
- Greenway Park, Carnes Hill
- Hart Park, Warwick Farm
- Black Muscat Park, Chipping Norton

MIDNIGHT BASKETBALL

In September 2016, Council signed an agreement with Midnight Basketball Australia to deliver four programs. The first tournament of the new contract was delivered from October to December 2016. More than 408 young people participated.

SOLAR PANELS

Council installed solar panel systems at Chipping Norton and Wattle Grove Community Centres, and Casula and Holsworthy Childcare Centres.
The utilisation remained at 100 per cent for 2016-17. All Early Education and Care Centres and Casula Preschool were rated as Exceeding National Quality Standards for children’s education and care.

CUSTOMER SERVICES

Customer services received an average of 55,680 calls per quarter in 2016-17, an increase of 14 per cent from 2015-16. Requests also increased by 5 per cent per cent from an average 21,912 per quarter in 2015-16 to an average 23,094 per quarter in 2016-17.
**LIBRARY VISITS**

There were 745,295 visits to the library in 2016-17. This is an increase of 8.5 per cent on the 686,829 visits in 2015-16.

**LEISURE CENTRE VISITS**

There were 637,713 visits to the Michael Wenden, Whitlam Centre, Holsworthy and Michael Clarke Recreation Centres in 2016-17. This is a 39 per cent increase on 2015-16 figures.
### PERFORMANCE ON ONGOING ACTIONS

#### Direction 3.1 Children’s Services

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre overall utilisation rate</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td>Cost of services to Council Quarterly budget review</td>
<td>Unable to Report</td>
<td>Budget</td>
</tr>
<tr>
<td>Quality ratings delivered from the Department of Education and Communities Compliance checks and quality improvement plans developed in collaboration with Nominated Supervisor and Manager Children’s Services</td>
<td>All centres and Casula Preschool Exceed National Standards</td>
<td>Meeting National Standards</td>
</tr>
<tr>
<td>User satisfaction rates with children’s services Family Satisfaction Survey</td>
<td>Survey not conducted within the year</td>
<td>80%</td>
</tr>
</tbody>
</table>

#### Direction 3.2 Community Planning and Development

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of safety audits undertaken</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Number of participants</td>
<td>1122</td>
<td>480</td>
</tr>
<tr>
<td>Number of sector interagencies, forums and networks held</td>
<td>56</td>
<td>20</td>
</tr>
<tr>
<td>Number of referrals consisting of weekly snapshot period twice per year to create an average over the year</td>
<td>3011</td>
<td>2500</td>
</tr>
<tr>
<td>Number of partnership projects delivered</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Number of people participating in activities and programs</td>
<td>8958</td>
<td>4000</td>
</tr>
<tr>
<td>Number of community consultations undertaken</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td>Number of volunteers</td>
<td>105</td>
<td>25</td>
</tr>
<tr>
<td>Increased community sense of pride and safety</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>Training session relating to demography delivered to Council staff</td>
<td>Training session was deferred due to release of Census data</td>
<td>1</td>
</tr>
<tr>
<td>Number of volunteer hours contributed towards Council activities</td>
<td>529</td>
<td>500</td>
</tr>
<tr>
<td>Number of participants reported feeling a sense of belonging within the community</td>
<td>59%</td>
<td>75%</td>
</tr>
<tr>
<td>Number of attendees</td>
<td>3190</td>
<td>1800</td>
</tr>
<tr>
<td>Number of development applications reviewed in relation to social impact</td>
<td>63</td>
<td>60</td>
</tr>
<tr>
<td>Actions completed and reported to Council annually</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Number of funding applications submitted</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Grant funding received from submitted applications</td>
<td>398,628</td>
<td>500,000</td>
</tr>
</tbody>
</table>
### Direction 3.3 Community Facilities Management

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website 'hits' (number on page)</td>
<td>23,961</td>
<td>New</td>
</tr>
<tr>
<td>Current client numbers</td>
<td>637</td>
<td>New</td>
</tr>
<tr>
<td>Requests for assistance and support are received - letters, email, telephone, meetings</td>
<td>7236</td>
<td>New</td>
</tr>
<tr>
<td>Visitations to the community facilities (across all community centres) which include memberships, permanent clients</td>
<td>551,510</td>
<td>432,000</td>
</tr>
<tr>
<td>Provide casual hire service (client increase from last year)</td>
<td>50%</td>
<td>Any increase</td>
</tr>
<tr>
<td>Provide permanent hire service (client increase from last year)</td>
<td>28%</td>
<td>Any increase</td>
</tr>
<tr>
<td>Provide a Community Licence Tenancy Agreements &amp; Schedule service (increase from last year)</td>
<td>84%</td>
<td>Any increase</td>
</tr>
<tr>
<td>Provide a community bus service (client increase from last year)</td>
<td>47%</td>
<td>Any increase</td>
</tr>
<tr>
<td>Revenue is derived from community facilities services</td>
<td>Meets budget</td>
<td>Meets budget</td>
</tr>
</tbody>
</table>

### Direction 3.4 Customer Services

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of good or better service rating by customers for counter operations</td>
<td>91%</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of good or better service rating by customers for contact centre operations</td>
<td>Survey not conducted within the year</td>
<td>85%</td>
</tr>
<tr>
<td>Percentage of phone calls answered within 20 seconds</td>
<td>65%</td>
<td>75%</td>
</tr>
<tr>
<td>Percentage of phone calls resolved without transfer</td>
<td>91%</td>
<td>82%</td>
</tr>
<tr>
<td>Reporting Provided monthly</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Direction 3.5 Infrastructure Delivery – Community Facilities

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of projects completed vs no. scheduled for community facilities</td>
<td>76%</td>
<td>95%</td>
</tr>
<tr>
<td>Value of variances vs total budget for community facilities</td>
<td>0%</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>

### Direction 3.6 Infrastructure Delivery – Recreational Facilities

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of projects completed vs no. of projects scheduled for recreation facilities</td>
<td>92%</td>
<td>95%</td>
</tr>
<tr>
<td>Value of variances vs total budget for recreation facilities</td>
<td>0%</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>

### Direction 3.7 Libraries and Museum

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitation (number of people through the doors)</td>
<td>745,295</td>
<td>340,000</td>
</tr>
<tr>
<td>Borrowing rates (number of items lent by the library)</td>
<td>407,766</td>
<td>210,000</td>
</tr>
<tr>
<td>Active library members (members who used their library cards in the reporting period as a percentage of the LGA population)</td>
<td>37%</td>
<td>30%</td>
</tr>
<tr>
<td>Attendance at library events (levels of attendance)</td>
<td>57,115</td>
<td>15,000</td>
</tr>
<tr>
<td>Social media engagement (use of Facebook pages)</td>
<td>54,130</td>
<td>1200</td>
</tr>
<tr>
<td>Library website visits (use of the library website)</td>
<td>177,569</td>
<td>80,000</td>
</tr>
</tbody>
</table>
STRATEGIC PROJECTS

STRONG CHILDREN AND COMMUNITIES PROJECT

The Strong Children and Communities Project is a community capacity-building project that aims to improve outcomes for children (aged 6 to 12) who live or attend schools in the 2168 postcode. The main activity of this project was the establishment and operation of the Children’s Parliament to provide a platform for children to have a voice and influence policy that affects their lives at a local level.

Council partnered with Macquarie University to collate consultation data and facilitate workshops to establish the Children’s Parliament. More than 1200 students from Years 3 to 5 participated in 28 workshops during the consultation period. Council also partnered with Western Sydney University to conduct the consultations through the ‘What Matters?’ workshops.

Forty students from Year 3 to 5 were appointed to the Children’s Parliament, which launched on 28 February 2017. The launch of the Parliament was broadcast on SBS World News. The inaugural sitting of the Children’s Parliament was held on 21 June 2017.
With a rise in refugee numbers across Liverpool local government area and Western Sydney due to recent immigration policies, Council has developed a best-practice framework to support a successful multicultural society.

Council consulted more than 60 representatives from government and non-government agencies to develop a Localised Action Plan to support refugee settlement. The plan was launched in June and programs and initiatives have begun.

The Wattle Grove Early Education Centre Refurbishment aims to create an environment that allows children to explore, experiment, create and express themselves. It also aims to achieve Standard 3.1 of the National Quality Standards that links to the impact the physical environment has on the interaction of children and adults.

In October 2016, the centre floors were replaced and the bathrooms were upgraded. Painting was completed in December 2016.
ARTS AND DEMENTIA PROGRAM

The Education and Public Programs department of the Casula Powerhouse Arts Centre piloted a new Arts and Dementia Program which aims to support people living with dementia in the Liverpool community.

The Arts and Dementia workshop, which was delivered in partnership with the National Gallery of Australia and Liverpool City Council's Community Services, was hosted in the second quarter of the year.
CARNES HILL COMMUNITY AND RECREATION PRECINCT

The Carnes Hill Community and Recreation Precinct aims to create a community meeting place that promotes and enables healthy, active, inclusive and accessible spaces for the growing community of Carnes Hill and surrounds. The facilities include a community centre, library, leisure centre, parklands, a skate park and a café.

The centre was constructed ahead of schedule and was officially opened on July 30, 2016.

NATIONAL ARTS AND REFUGEE FORUM

This project was developed as part of the Refugees Exhibition Program and provides an opportunity for artists, art organisations, humanitarian organisations, community development workers and academics to share their experiences about the interactions between refugees and the arts.

The National Arts and Refugee forum was successfully delivered in the second quarter of the year.
This direction is about community engagement, pride and identity. As a regional city, Liverpool is home to several iconic facilities such as the Casula Powerhouse Arts Centre and Brownes Farm Reserve.
10 YEAR STRATEGIES

4a) Strengthen and celebrate Liverpool’s unique identity.

4b) Engage and consult with the community to enhance opportunities for communication and involvement.

4c) Deliver a range of stimulating and vibrant cultural events, programs and festivals.

4d) Provide first class and iconic facilities and places.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Casula Powerhouse Arts Centre (CPAC)
All three actions were on track/completed.

Events
There were no actions to report on.

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Intermodal Campaign</td>
<td>Changed</td>
</tr>
<tr>
<td>Community Strategic Plan Engagement</td>
<td>Completed</td>
</tr>
<tr>
<td>Film Culture at Casula Powerhouse</td>
<td>Completed</td>
</tr>
<tr>
<td>Children &amp; Young People Development Programs</td>
<td>Completed</td>
</tr>
</tbody>
</table>

10-YEAR COMMUNITY GOALS

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

AN INCREASE IN PEOPLE’S SENSE OF BELONGING IN THEIR CITY
59% of people felt a part of their community in February 2017, an increase from 51%.
(Source: LCC Telephone Survey)

85% OF PEOPLE EXPRESS SATISFACTION OR BETTER WITH COUNCIL’S CONSULTATION WITH THE COMMUNITY
54% of people felt a sense of community in February 2017. (Source: LCC Telephone Survey)

AN INCREASE IN THE NUMBER OF PEOPLE WHO PARTICIPATE IN ARTS & CULTURAL ACTIVITIES
There was a 31% decrease in people who participated in arts and cultural activities at Casula Powerhouse Arts Centre.

COMMUNITY SATISFACTION WITH SUPPORT FOR ARTS AND CULTURAL GROUPS
59% of people as at 2017.
(Source: LCC Telephone Survey)

COMMUNITY SATISFACTION WITH CASULA POWERHOUSE ARTS CENTRE
72% of people as at 2017.
(Source: LCC Telephone Survey)

COMMUNITY SATISFACTION WITH FESTIVALS AND MAJOR EVENTS
69% of people as at 2017.
(Source: LCC Telephone Survey)
DIRECTION 4
HIGHLIGHTS 2016-17

MAYORAL CHARITY BALL
The Mayoral Charity Ball was held in August 2016 at the Liverpool Catholic Club with 175 tickets sold and 150 given to volunteers to attend. Proceeds from the event were donated to the Salvation Army, Miracle Babies and Liverpool Hospital.

SPRING EXPO
Liverpool’s Spring Expo was held at Greenway Park, Carnes Hill in October 2016. More than 4500 people attended the expo which included food trucks, performances, kids’ activities and a variety of stalls.

SENIORS’ CONCERT
The Liverpool Seniors’ Concert was held in November at the Liverpool Catholic Club. More than 900 people attended and Council received positive feedback.

MACQUARIE MALL CHRISTMAS TREE LIGHTING
Coinciding with the opening of the newly renovated Macquarie Mall, Council held a special event to light the Christmas tree in December 2016. The event attracted more than 1000 people and participant surveys indicated that the event would be well received in future years.
**CIVIC RECEPTION FOR GOLD MEDAL WINNER CHLOE ESPOSITO**

Following her gold medal in the Modern Pentathlon at the 2016 Rio Olympics, Council hosted a Civic Reception for Liverpool’s Olympic Heroes and awarded Chloe Esposito with a special plaque to honour her achievements. The event was attended by Liverpool’s Olympic representatives, Councillors and the NSW Minister for Trade, Tourism and Sport Mr Stuart Ayres.

**CIVIC RECEPTION FOR FIJIAN PRIME MINISTER**

In September 2016, Liverpool held a Civic Reception to welcome the Fijian Prime Minister, the Honourable Frank Bainimarama. Liverpool has a large and vibrant Fijian population and the Fijian Prime Minister was welcomed as part of his visit to celebrate Fijian Independence Day.

**PROGRAMS AT CASULA POWERHOUSE ARTS CENTRE**

Casula Powerhouse Arts Centre held a range of exhibitions, performances and programs in the 2016-17 year. The Centre hosted a series of film screenings, programs for youth including the Way Out West Festival for Children, Arts and Dementia workshops for seniors and a range of popular exhibitions.

**AUSTRALIA DAY CELEBRATIONS**

Liverpool hosted more than 20,000 people at Australia Day celebrations in Woodward Park in January. The event included award-winning entertainment, rides, food trucks and free family activities.
### Direction 4.1 Casula Powerhouse Arts Centre

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual visitation rates</td>
<td>54,927</td>
<td>75,000</td>
</tr>
<tr>
<td>Asset updates (including provenance and acquisition information, condition reporting,</td>
<td>928</td>
<td>1,000</td>
</tr>
<tr>
<td>exhibition history and research, location and housing of objects), valuation of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>individual objects, artwork transfers, conservation and storage of objects (total number)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual grant income received</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Website hits</td>
<td>94,120</td>
<td>53,139</td>
</tr>
<tr>
<td>Percentage increase in customers engaging via social media (no. social media contacts</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>+ social media ‘reach’)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total theatre ticket sales as a percentage of house</td>
<td>51%</td>
<td>65%</td>
</tr>
<tr>
<td>Total Facebook page likes</td>
<td>9946</td>
<td>8500</td>
</tr>
</tbody>
</table>

### Direction 4.2 Events

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia Day - attendance</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Australia Day - satisfaction</td>
<td>&gt;90%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Spring Expo - attendance</td>
<td>4500</td>
<td>4000</td>
</tr>
<tr>
<td>Spring Expo - satisfaction</td>
<td>90%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>NYE - attendance</td>
<td>20,000</td>
<td>10,000</td>
</tr>
<tr>
<td>NYE - satisfaction</td>
<td>95%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Christmas Tree in the Mall - attendance</td>
<td>1000</td>
<td>N/A</td>
</tr>
<tr>
<td>Christmas Tree in the Mall - satisfaction</td>
<td>90%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Seniors Concert - attendance</td>
<td>900</td>
<td>900</td>
</tr>
<tr>
<td>Seniors Concert - satisfaction</td>
<td>90%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Mayoral Ball - funds raised</td>
<td>$60,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Mayoral Ball - attendance</td>
<td>Sold 175 and gave 150 tickets to volunteers</td>
<td>250 tickets</td>
</tr>
<tr>
<td>Respond to requests for Sister City visitations as they arise (maximum of 3)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Volunteers dinner- attendance of member organisations (percentage)</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Liverpool Birthday and Order of Liverpool Awards - attendance at event</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Description</td>
<td>Percentage</td>
<td>Note</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>Liverpool Birthday and Order of Liverpool Awards - attendance of award holders</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Mayor and councillors’ community kitchen attendance</td>
<td>95%</td>
<td>N/A</td>
</tr>
<tr>
<td>Civic Functions:</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>• Anzac Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Remembrance Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Park Openings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• SWS Academy of Sport</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Civic Function and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Quota Public Speaking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Heroes function</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mayoral Ball Cheque Presentation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Civic reception for Fijian Prime Minister</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Immigration satisfaction with waiting list</td>
<td>DI satisfied</td>
<td>DI satisfied</td>
</tr>
<tr>
<td>Waiting time from Department of Immigration approval to deliver of certificate</td>
<td>Information unavailable</td>
<td>100%</td>
</tr>
</tbody>
</table>
NO INTERMODAL CAMPAIGN

The ‘No Intermodal’ campaign was devised to stop the proposed Moorebank intermodal project. Council was of the view that the intermodal should be established at the Western Sydney Airport to reduce negative impacts on the amenity and health of local communities, traffic, the Georges River and the natural environment. The No Intermodal Committee was established to lobby against proposed developments.

Unfortunately, the Moorebank Intermodal received approval from the NSW Planning and Assessment Commission for Stage 1 in December. The No Intermodal Committee was dissolved in November 2016 and then reinstated as the Intermodal Committee in February 2017 to respond to the challenges presented by the proposed intermodals.

COMMUNITY STRATEGIC PLAN ENGAGEMENT

The Community Engagement Strategy for the Community Strategic Plan aimed to engage the community to create a vision for Liverpool and review Council’s directions and strategies for the next 10 years.

The Community Engagement Strategy was adopted by Council in August 2016. It outlined the methods staff would use to engage with the community during the six-month period of consultation.

Council implemented the Community Engagement Strategy between August 2016 and March 2017. Activities included pop-up stalls at major events, online surveys, competitions, workshops, social media and more.

The Community Strategic Plan was adopted by Council in April 2017.
CHILDREN AND YOUNG PEOPLE DEVELOPMENT PROGRAMS

The Children and Young People Development programs aim to provide an accessible, inclusive space for children and young people to be introduced to high-quality, contemporary art and culture and encourage the development of creative skills. The program runs under the umbrellas of CPAC Youth and The Casula Kids (as part of the Way Out West Festival for children).

Casula Powerhouse successfully delivered the Art Meets West program and workshops as part of the Way Out West Festival. The CPAC Youth Committee also delivered the Halloween End of Year Wind Down and Inside the Collection.

FILM CULTURE AT CASULA POWERHOUSE

The Film Culture at Casula Powerhouse program aims to develop a relationship between the local community and art film culture through extensive partnerships with various film festival organisations.

During the year, Casula Powerhouse developed a partnership with Sydney Film Festival, Italian Film Screenings and Alliance Francaise. Film screenings were held in each quarter of the year.
DIRECTION 05

NATURAL SUSTAINABLE CITY

This direction is about protecting the environment and ensuring development is sustainable and ecological.
10 YEAR STRATEGIES

5a) Lead the community to develop and implement sustainable practices.
5b) Enhance and protect natural corridors, waterways and bushland.
5c) Reduce adverse environmental impacts for present and future generations.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Floodplain and Water Management
Three actions were on track/completed and two actions were delayed.

Parks, CBD and Waste Services
One action was on track/completed.

Sustainable Environment
Two actions were on track/complete and two actions were delayed.

10-YEAR COMMUNITY GOALS
These are the goals for the city of Liverpool. Many stakeholders have a role in achieving these goals set by Council including state agencies, businesses and community groups.

INCREASED AREA OF NATURAL BUSH LAND RESTORED.
The area of bushland restored increased from 125.6 hectares last year to 132 hectares.

IMPROVED CONDITION OF RIVERS AND WATERWAYS TO B+ OR BETTER.
The overall Georges River freshwater grade is C+.
(Source: Georges and Cooks River Alliance River Health Report Card 2015-2016)

AT LEAST 80% OF DOMESTIC WASTE IS DIVERTED FROM LANDFILL.
68% of community total annual waste was diverted from landfill 2016-17.
(Source: Tonnage Reports)

A YEARLY HOUSEHOLD WATER CONSUMPTION RATE COMPARABLE TO GREATER SYDNEY.
Sydney wide average 219kL per house and 160kL per unit. Liverpool average 239kL per house (9% above Sydney) and 197kL per unit (23% above Sydney). (Source: Sydney Water 2015-16)

COMMUNITY SATISFACTION WITH DOMESTIC WASTE SERVICE
77% of people as at 2017.
(Source: LCC Community Satisfaction Survey)

COMMUNITY SATISFACTION WITH FESTIVALS AND MAJOR EVENTS
69% of people as at 2017.
(Source: LCC Community Satisfaction Survey)

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austral-Leppington Drainage Design</td>
<td>Delayed</td>
</tr>
<tr>
<td>Waste Less, Recycle More Program</td>
<td>Completed</td>
</tr>
</tbody>
</table>

5a) Lead the community to develop and implement sustainable practices.
5b) Enhance and protect natural corridors, waterways and bushland.
5c) Reduce adverse environmental impacts for present and future generations.
ENVIRONMENT VOLUNTEER RECOGNITION

The Annual Environment Volunteer Recognition event was held in December 2016. Volunteers have contributed more than 18,290 hours and planted more than 114,290 native plants over the past 13 years. The event celebrates community volunteers who have contributed their time and skills to care for the environment.

BUSHCARE MAJOR DAY OUT

The Bushcare Major Day Out was held in Middleton Grange in September 2016. The event was attended by ABC Gardening Australia’s Costa Georgiadis, members of the Bushcare Major Day Out Committee and more than 80 community members. At this event Council announced Bringing Back the Buzz – a three-year program aimed at promoting bush regeneration and supporting native pollinators.

MOTHER’S DAY TREE PLANTING

Council celebrated mums and Mother Nature with a special tree planting day held on Mother’s Day. More than 50 volunteers planted locally native trees, shrubs and groundcovers in honour of their mum and enjoyed a barbecue at Hoxton Park Reserve.
BUSHLAND TOUR
In May 2017, flora expert Teresa James led a group of 25 residents on a guided nature walk to explore hidden bushland treasures at Voyager Point. The group enjoyed the opportunity to view flowering plants up close and learn about the significance of the natural area.

GARAGE SALE TRAIL
Council participated in the Garage Sale Trail in October 2016. The event, which is held Australia-wide, attracted a reported 1159 shoppers looking to reuse items and reduce landfill.
### Direction 5.1 Floodplain and Water Management

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of development applications (DA) assessed within 10 days</td>
<td>62.5%</td>
<td>100%</td>
</tr>
<tr>
<td>Design of stormwater management structures for Austral, North Leppington and East Leppington</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>Water quality education and awareness strategy developed</td>
<td>45%</td>
<td>100%</td>
</tr>
<tr>
<td>Length of drainage pipes rehabilitated</td>
<td>100%</td>
<td>95% scheduled program delivered</td>
</tr>
</tbody>
</table>

### Direction 5.2 Parks, CBD and Waste Services

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of kerbside waste diverted from landfill (does not include waste from Community Recycling Centre)</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td>Tonnage of bulky waste collected (including mattresses and metal waste)</td>
<td>5065.3</td>
<td>Increase compared to previous year</td>
</tr>
<tr>
<td>Tonnage of household chemical waste collected</td>
<td>29.4</td>
<td>Increase compared to previous year</td>
</tr>
<tr>
<td>Tonnage of problem waste collected at the Community Recycling Centre</td>
<td>248.7</td>
<td>Increase compared to previous year</td>
</tr>
<tr>
<td>Number of waste events and education programs</td>
<td>18</td>
<td>Attendance at all major Council events</td>
</tr>
<tr>
<td>Percentage of major roads swept daily</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Number of incidences of illegal dumping investigated</td>
<td>3029</td>
<td>400</td>
</tr>
<tr>
<td>Percentage of customer-related amenity requests actioned within 48 hours</td>
<td>94%</td>
<td>80%</td>
</tr>
</tbody>
</table>

### Direction 5.3 Sustainable Environment

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in area of Council land improved through bush regeneration activities</td>
<td>34.2 ha</td>
<td>2 ha</td>
</tr>
<tr>
<td>Area of Council land maintained through bush regeneration activities</td>
<td>495 ha</td>
<td>90 ha</td>
</tr>
<tr>
<td>Total number of Sustainability Workshops delivered</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Number of Environment Volunteer Groups Supported</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Weeds Management Strategy developed and implemented</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of responses within 10 business days</td>
<td>95%</td>
<td>80%</td>
</tr>
<tr>
<td>Assess applications within 10 business days</td>
<td>97%</td>
<td>80%</td>
</tr>
</tbody>
</table>
AUSTRAL-LEPPINGTON DRAINAGE DESIGN

This project involves the development of detailed concept designs of flood detention basins, water quality treatment basins, trunk drainage systems and overland flow paths to facilitate necessary stormwater management measures and ensure adverse impacts of developments are minimised.

Council awarded the tender contract to SMEC Australia to undertake the design works. A preliminary investigation was carried out and a draft design of the trunk drainage system has been completed.

WASTE LESS, RECYCLE MORE

The Waste Less, Recycle More program was funded by the NSW Environment Protection Authority which supports local Councils to work with their communities to increase recycling and reduce illegal dumping and littering.

During the 2016-17 year, Council collected 2916 kilograms of sharps waste from 27 participating pharmacies.

Council also implemented the Top Hot Spots Illegal Dumping Prevention and Management Program and participated in the Garage Sale Trail that attracted 1159 shoppers.
DIRECTION 06

ACCESSIBLE CONNECTED CITY

This direction is about local and global connections. Council will work collaboratively with all relevant partners to improve the connectivity and functionality of Liverpool’s transport systems.
10 YEAR STRATEGIES

6a) Provide safe and easy travel with a high quality road and traffic management network.
6b) Encourage sustainable and alternative transport options such as walking, cycling and public transport.
6c) Collaborate with key stakeholders to maximise community access to emerging technologies.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Asset Planning and Management
Two actions were on track/completed and one action was delayed.

Investigation and Design
All two actions were delayed.

Infrastructure Delivery – Roads, Footpaths and Cycleways
All six actions were on track/completed.

Traffic Transport and Parking
Three actions were on track/completed, two actions were delayed and one action was not completed.

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georges River Bridge Design</td>
<td>Completed</td>
</tr>
<tr>
<td>- Boardwalk and Bridge over Railway Pylons</td>
<td></td>
</tr>
<tr>
<td>Liverpool City Centre Traffic Study</td>
<td>Completed</td>
</tr>
<tr>
<td>Construction of Bernera Road (Former Croatia Ave, Edmondson Park)</td>
<td>On Track</td>
</tr>
<tr>
<td>Bathurst Street Extension</td>
<td>On Track</td>
</tr>
</tbody>
</table>

10-YEAR COMMUNITY GOALS

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

25% OF TRIPS TO WORK ARE MADE BY MODES OTHER THAN PRIVATE CAR
13.9% of people travelled to work on public transport in 2016. (Source: Census Data)

85% OF PEOPLE EXPRESS SATISFACTION IN THE MANAGEMENT OF TRAFFIC OR SAFETY ON LOCAL STREETS
47% of people in February 2017. (Source: LCC Telephone Survey 2017)

95% OF HOMES HAVE ACCESS TO BROADBAND
82% of home in 2016, a significant increase from 66% of homes in 2011. (Source: Census Data)

COMMUNITY SATISFACTION WITH ACCESS TO CYCLEWAYS AND FOOTPATHS
60% of people satisfied with cycle paths and walking tracks as at 2017.
48% of people satisfied with footpaths as at 2017. (Source: LCC Community Satisfaction Survey 2017)

COMMUNITY SATISFACTION WITH ROAD MAINTENANCE IN LIVERPOOL
43% of people as at 2017. (Source: LCC Community Satisfaction Survey 2017)
DIRECTION 6
HIGHLIGHTS 2016-17

LIVERPOOL CITY CENTRE TRANSPORT STUDY

The Liverpool City Centre Transport Study was completed in 2016-17 addressing traffic, public and active transport and car parking. The study has identified a package of key works for future improvement.

ROAD MAINTENANCE

Road pavement renewal and rehabilitation works to the value of $10 million were completed over 28 streets with a combined length of 16 kilometres, which will restore and extend pavement service life and also improve riding conditions.

NEW FOOTPATHS

Council continued its program of delivering shared paths and footpaths to improve accessibility and mobility across the city. Over 16 kilometres of new paved pathways and shared paths were provided across 38 locations in the established and older release areas of Liverpool.

BUS SHELTERS

During 2016-17, Council provided 10 new bus shelters across the local government area. Council also upgraded 90 per cent existing bus stops for accessibility so that all members of the community can use bus services.
CYCLEWAYS
More than $2 million was used to provide cycleways across the local government area. Cycleways were constructed along Newbridge Road, Elizabeth Street, Glenfield Road and the Hume Highway to improve accessibility and mobility across the area.

PARKING IN THE CITY CENTRE
Parking fee revenue from on-street parking in the city centre increased by 1.1 per cent from 2015-16. Revenue from the Northumberland and Bathurst Street car parks increased by 3.7 per cent and 7.6 per cent respectively. Thirty-one more car park spaces were added to the Bathurst Street car park.

PARKING FEE REVENUE

<table>
<thead>
<tr>
<th>CAR PARK</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Centre On-street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northumberland Street Car Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bathurst Street Car Park</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Direction 6.1 Asset Planning and Management

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>All financial and statutory reports are completed to a satisfactory standard within deadline</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Complete predictive modelling of bridges and culverts, kerb and gutter and pipe assets</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Develop Asset Management Plan for Council’s entire building portfolio.</td>
<td>25%</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Direction 6.2 Investigation and Design

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the completed tasks of Design Projects</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Review the completed tasks of Bathurst Street Extension Design</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Review the completed tasks of Georges River Boardwalk and Pedestrian Bridge/Ramp design</td>
<td>50%</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Direction 6.3 Infrastructure Delivery – Roads, footpaths and cycleways

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of projects completed vs no. of projects scheduled for roads, footpaths and cycleways</td>
<td>93%</td>
<td>95%</td>
</tr>
<tr>
<td>Value of variances vs total budget for roads, footpaths and cycleways</td>
<td>5.5%</td>
<td>&lt;10%</td>
</tr>
</tbody>
</table>

## Direction 6.4 Traffic, Transport and Parking

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold six Liverpool Local Traffic Committee meetings and implement recommendations</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Timely response to the MPs and Councillors</td>
<td>100% within 5 days</td>
<td>Within 5 days</td>
</tr>
<tr>
<td>Response to issues and request for improvements</td>
<td>90% within 14 days</td>
<td>Within 14 days</td>
</tr>
<tr>
<td>Internal referral comments and recommended conditions for development applications provided within 10 days</td>
<td>91%</td>
<td>85%</td>
</tr>
<tr>
<td>Provide required response within the set time line</td>
<td>Required responses submitted within timeframe</td>
<td>Responses submitted within required timeframe</td>
</tr>
<tr>
<td>Quarterly report from Endeavour Energy on street light performance</td>
<td>100%</td>
<td>14 days</td>
</tr>
<tr>
<td>Respond to customer requests</td>
<td>98% within 10 days</td>
<td>10 days</td>
</tr>
</tbody>
</table>
The Georges River Boardwalk aims to provide a safe, secure and active connection between the city centre and the Georges River. A preliminary investigation, detailed survey and geomorphological assessment have been completed and the pedestrian bridge design is underway.
LIVERPOOL CITY CENTRE TRAFFIC STUDY

This project comprises three studies to assess existing infrastructure and recommend improvements required to accommodate additional development expected under the proposed amendment to the Liverpool City LEP. The studies include traffic and transport, active and public transport and a parking strategy.

The Liverpool City Centre Traffic Study has been completed and improvement strategies have been discussed and agreed with the Roads and Maritime Services (RMS). This has enabled the RMS and Transport for NSW to support the forecast for additional development under LLEP number 52.

CONSTRUCTION OF BERNERA ROAD

This project was proposed to provide a transport link between the Liverpool-Parramatta Bus Transit Way and Edmondson Park railway station. The existing Bernera Road will be extended along the realigned Croatia Avenue to provide transport access for Edmondson Park and surround suburbs.

This project expands over three years and is currently on track. Designs have been completed and land acquisition is underway. Tender documents have been prepared and are now under review.
BATHURST STREET EXTENSION

Council’s Bathurst Street Extension project was designed in accordance with the Liverpool Ring Road Masterplan. The proposal is to extend Bathurst Street to Terminus Street to enable efficient traffic flow from Liverpool CBD via Newbridge Road.

Traffic modelling for this project has been completed in conjunction with the Liverpool City Centre Traffic Study.
LEADING PROACTIVE CITY

This direction is about Council, its customers and operations. Council will place customer satisfaction, innovation and best practice at the centre of all its operations, continuing to build on its strong financial position by effectively and efficiently managing its resources and assets.
10 YEAR STRATEGIES

7a) Position Council as an industry leader, delivering best practice and innovation.
7b) Lead partnerships and collaboration with community, business and governments.
7c) Provide business excellence and financial sustainability to deliver services that meet community expectations.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

Business Improvement
These actions have been deleted.

Corporate Strategy and Performance
Seven actions were on track/completed and two actions were not completed.

Council and Executive Services
All four actions were on track/completed.

Financial Management
There are no actions to report.

Information and Technology Support
One action was on track/completed, three actions were delayed.

Governance and Legal
Two actions were on track/completed and one action was not completed.

Internal Audit
There are no actions to report.

Information and Technology Support
One action was on track/completed, one action was delayed and two were not completed.

People and Organisational Development
One action was on track/completed and one was delayed.

Property Group
Two actions were on track/completed, three were delayed and one was not completed.

Work Health and Safety
One action was not completed.

10-YEAR COMMUNITY GOALS

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

INCREASED NUMBER OF PEOPLE WHO REPORT SATISFACTION OR BETTER WITH THE OVERALL PERFORMANCE OF COUNCIL
70% of people in 2017.
(Source: LCC Telephone Survey 2017)

90% ORGANISATIONAL CLIMATE SCORE
Council had an organisational climate score of 65.29 in 2012. (Source: 2012 Liverpool City Council Climate Survey)

A FINANCIAL SUSTAINABILITY RATING OF STRONG WITH AND A POSITIVE FINANCIAL OUTLOOK.
Council’s latest assessment from T-Corp was ‘Strong with a Negative outlook.’

COMMUNITY SATISFACTION WITH THEIR CONTACT WITH COUNCIL
73% of people as at 2017.
(Source: LCC Telephone Survey 2017)

STRATEGIC PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Community Strategic Plan and Delivery Program</td>
<td>Complete</td>
</tr>
<tr>
<td>Liverpool Civic Place</td>
<td>On Track</td>
</tr>
<tr>
<td>Southern CBD Masterplan</td>
<td>On Hold</td>
</tr>
</tbody>
</table>
NEW COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM

In the past year, Council undertook extensive community engagement to produce the new Community Strategic Plan. The new plan has condensed the previous seven directions into four directions that directly relate to the quadruple bottom line. The plan was updated in line with the community’s vision.

Council has also updated its Delivery Program to align with the new Community Strategic Plan. The actions of the new Delivery Program and Operational Plan link directly to the long-term goals of the Community Strategic Plan.

GREAT PEOPLE, GREAT WORKPLACE

As part of the Workforce Management Plan, Great People, Great Workplace was launched in September 2016. This strategy aims to implement a new approach to attracting, recruiting and engaging new employees. Great People, Great Workplace has already attracted a significantly higher number of job applications for advertised positions. The strategy highlights employee benefits, career pathways and shares a behind-the-scenes video about what it is like to work for our Council and how our employees can make a difference.

PEOPLE ACHIEVING

People Achieving, Council’s achievement planning and development system was launched in July 2016. The People Achieving program encourages ongoing dialogue between employees and their supervisors to help develop skills and knowledge. It helps individuals to set and achieve goals and encourages personal and professional development to assist in future career prospects.
UNIVERSITY OF WOLLONGONG CAMPUS OPENS

In the previous financial year, it was announced that the University of Wollongong (UoW) would be creating a Liverpool campus. The campus was officially opened in April 2017 by Greater Sydney Commission Chief Lucy Turnbull, UoW Chancellor Jillian Broadbent, UoW Vice Chancellor Professor Paul Wellings CBE and Mayor Wendy Waller. The campus is in Council’s Moore Street building with plans to increase space and student intake in future.

MAYOR AND COUNCILLORS’ MOBILE OFFICE

The Mayor and Councillors’ Mobile Office recommenced in March 2017. The office visits a different suburb every month and is an opportunity for community members to meet their Council representatives.
### Direction 7.1 Business Improvement

**Key Performance Indicators**

<table>
<thead>
<tr>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>This directorate was dissolved as per a Council resolution in May 2016</td>
<td></td>
</tr>
</tbody>
</table>

### Direction 7.2 Corporate Strategy

**Key Performance Indicators**

<table>
<thead>
<tr>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage compliance with legislated time-frames, DP&amp;OP, Budget and Annual Report</td>
<td>100%</td>
</tr>
<tr>
<td>Staff satisfaction at CEO Briefings</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of successful award submissions</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Direction 7.3 Council and Executive Services

**Key Performance Indicators**

<table>
<thead>
<tr>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agendas prepared in accordance with the requirements of Council’s Code of Meeting Practice</td>
<td>100%</td>
</tr>
<tr>
<td>Council resolutions assigned within 48 hours of meeting</td>
<td>100%</td>
</tr>
<tr>
<td>Minutes of Council meeting posted on website within 48 hours</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of requests resolved within agreed time frames (2 working days)</td>
<td>70%</td>
</tr>
<tr>
<td>Outstanding resolutions report provided to the Executive team each month (reduce the number of outstanding resolutions over time)</td>
<td>93%</td>
</tr>
<tr>
<td>Councillor requests report provided to the Councillors and Executive team each month (reduce the number of outstanding requests over time)</td>
<td>71%</td>
</tr>
<tr>
<td>Councillor Briefing Sessions to be arranged and held in accordance with Council guidelines on Councillors briefing sessions</td>
<td>9</td>
</tr>
</tbody>
</table>

### Direction 7.4 Financial Management

**Key Performance Indicators**

<table>
<thead>
<tr>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating performance ratio (Average over 3 years)</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Own source operating Revenue ratio (Average over 3 years)</td>
<td>54%</td>
</tr>
<tr>
<td>Debt service ratio (Average over 3 years)</td>
<td>4.1%</td>
</tr>
<tr>
<td>Asset renewal compared to depreciation (asset renewal expenses/asset depreciation) - (Average over 3 years)</td>
<td>101.2%</td>
</tr>
<tr>
<td>Complete 10-year long term financial plan</td>
<td>100%</td>
</tr>
<tr>
<td>Meeting with directors and managers to discuss forecast and budget changes</td>
<td>82.5%</td>
</tr>
<tr>
<td>Complete Financial Close with 4-5 working days</td>
<td>90%</td>
</tr>
</tbody>
</table>
Direction 7.1 Business Improvement  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of General Debtors outstanding</td>
<td>4.86%</td>
<td>&lt; 5%</td>
</tr>
<tr>
<td>Pay contractor invoices with 15 days (required under Security of Payment Act)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Pay general creditors within trading terms</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Direction 7.2 Corporate Strategy  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage compliance with legislated time-frames, DP&amp;OP, Budget and Annual Report</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Staff satisfaction at CEO Briefings</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of successful award submissions</td>
<td>50%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Direction 7.3 Council and Executive Services  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agendas prepared in accordance with the requirements of Council's Code of Meeting Practice</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Council resolutions assigned within 48 hours of meeting</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Minutes of Council meeting posted on website within 48 hours</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of requests resolved within agreed time frames (2 working days)</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>Outstanding resolutions report provided to the Executive team each month (reduce the number of outstanding resolutions over time)</td>
<td>93%</td>
<td>75%</td>
</tr>
<tr>
<td>Councillor requests report provided to the Councillors and Executive team each month (reduce the number of outstanding requests over time)</td>
<td>71%</td>
<td>60%</td>
</tr>
<tr>
<td>Councillor Briefing Sessions to be arranged and held in accordance with Council guidelines on Councillors briefing sessions</td>
<td>9 Monthly</td>
<td></td>
</tr>
</tbody>
</table>

Direction 7.4 Financial Management  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating performance ratio (Average over 3 years)</td>
<td>-0.3%</td>
<td>≥0%</td>
</tr>
<tr>
<td>Own source operating Revenue ratio (Average over 3 years)</td>
<td>54%</td>
<td>&gt;60%</td>
</tr>
<tr>
<td>Debt service ratio (Average over 3 years)</td>
<td>4.1%</td>
<td>&lt;20%</td>
</tr>
<tr>
<td>Asset renewal compared to depreciation (asset renewal expenses/asset depreciation)</td>
<td>101.2%</td>
<td>100%</td>
</tr>
<tr>
<td>Complete 10-year long term financial plan</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Meeting with directors and managers to discuss forecast and budget changes</td>
<td>82.5%</td>
<td>100%</td>
</tr>
<tr>
<td>Complete Financial Close with 4-5 working days</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Complete balance sheet account reconciliations by 15th day following quarter end</td>
<td>60%</td>
<td>100%</td>
</tr>
<tr>
<td>Audited Financial Statements lodged with OLG within statutory timeline – on or before 31 October</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Lodge Council’s Business Activity Statements on or before 21st of following month</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Lodge Council’s Fringe Benefit Tax Liability on or before 21st of April</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Investment Portfolio return on investment</td>
<td>+1.0%</td>
<td>&gt;BBSW</td>
</tr>
<tr>
<td>Percentage of General Debtors outstanding</td>
<td>4.86%</td>
<td>&lt; 5%</td>
</tr>
<tr>
<td>Pay contractor invoices with 15 days (required under Security of Payment Act)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Pay general creditors within trading terms</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Direction 7.5 Governance and Legal  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of internal legal work – market rates</td>
<td>Data not available</td>
<td>$550,000</td>
</tr>
<tr>
<td>Compliance with statutory reporting requirements for Government Information (Public Access), Public Interest Disclosures, Code of Conduct, and Pecuniary Interest Disclosures</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Number of policy and procedure reviews completed</td>
<td>26</td>
<td>20</td>
</tr>
<tr>
<td>Number of formal and informal GIPA applications, and inter-agency access applications, processed within statutory timeframe</td>
<td>1034</td>
<td>900</td>
</tr>
<tr>
<td>Number of tenders, formal quotes, and informal quotes managed</td>
<td>228</td>
<td>60</td>
</tr>
<tr>
<td>Number of non-conformances with Court, Commission or Tribunal timetables</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Direction 7.6 Internal Audit  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Enterprise Risk Management Review completed in May 2016 for the 2017-18</td>
<td>Complete</td>
<td>N/A</td>
</tr>
<tr>
<td>Internal Audit Plan for 2016-17 completed</td>
<td>On Target</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of planned audits completed</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Direction 7.7 Information and Technology Support  

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage operations and systems uptime</td>
<td>96%</td>
<td>98%</td>
</tr>
<tr>
<td>Percentage of resolutions of IT Help Desk calls</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of staff satisfied with IT service delivery</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Total monthly physical storage cost (all servers, all networks (VDC &amp; WAN))</td>
<td>No change in storage</td>
<td>$657 per Terabyte</td>
</tr>
</tbody>
</table>
### Direction 7.8 People and Organisational Development

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment rate (number of permanent employees recruited as a percentage of permanent FTE)</td>
<td>0.7%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Average time to fill a position (from advertisement to date started)</td>
<td>11.93 weeks</td>
<td>10 weeks</td>
</tr>
<tr>
<td>Applicant rate (applicants for position/total offers accepted)</td>
<td>Not measured</td>
<td>50%</td>
</tr>
<tr>
<td>Developing Our People impact ratio (percentage of employees who attend a learning and development activity as a total of FTE)</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>Not measured</td>
<td>60%</td>
</tr>
<tr>
<td>Turnover rate</td>
<td>3.4%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Reduction in first year turnover rate</td>
<td>2%</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

### Direction 7.9 Property

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Lease transactions completed (new leases, lease renewals, lease surrenders)</td>
<td>8</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of capital renewal projects completed</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of road closures commenced</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of properties acquired and/or sold</td>
<td>7</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of easements granted</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of licences &amp; permits granted</td>
<td>3</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Direction 7.10 WHS

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half yearly planned WHS Management System Audits undertaken in accordance with WHS Audit Schedule</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Half yearly WHS Workplace Inspections undertaken in accordance with schedule</td>
<td>73%</td>
<td>100%</td>
</tr>
<tr>
<td>Corrective Actions completed / actioned in accordance with due action date i.e. &lt;60 days and &lt;90 days.</td>
<td>54%</td>
<td>100%</td>
</tr>
<tr>
<td>Reduction in the number of Workers’ Compensation Claims from the F15/16</td>
<td>18% reduction</td>
<td>20% reduction</td>
</tr>
<tr>
<td>Reduction in Lost Time Injury Frequency Rate (LTI FR) from the F15/16</td>
<td>41% reduction</td>
<td>20% reduction</td>
</tr>
</tbody>
</table>
NEW COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM

In order to comply with legislative requirements relating to the Integrated Planning and Reporting Framework, Council must engage their local communities and plan for the future. By doing so, Council will integrate these documents with all other plans to deliver projects and services for the community.

Following extensive community engagement, Council developed the new Community Strategic Plan *Our Home, Liverpool 2027* which was adopted in April. Council updated the Delivery Program and Operational Plan in line with the new objectives set by the community. The Delivery Program and Operational Plan was adopted in June.

SOUTHERN CBD MASTERPLAN

The Southern CBD Masterplan aims to create synergies between all the major landholdings and guide the redevelopment of this precinct while considering spatial structure, built form and public domain.

The Southern CBD Masterplan was commenced but is now on hold pending the Amendment 52 gazettal to the Local Environmental Plan.

LIVERPOOL CIVIC PLACE

The Liverpool Civic Place development has been identified as a key site to anchor and activate the southern end of the CBD. Liverpool Civic Place will provide new Council offices, library, Council Chambers and mixed use development space.

The University of Wollongong has agreed to take campus space in the Civic Place development. Council has lodged the Masterplan Development Application and expects work to begin in late 2017.
FINANCIALS

This section provides a summary of financial performance and an analysis on the 2016-17 financial results.

A complete set of financial statements, accompanying notes and schedules is published separately on Council’s website. These statements have been prepared in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice and Financial Reporting. These Statements were independently audited by the Audit Office of NSW and lodged with the Office of Local Government as required by s417(5) of the Local Government Act (NSW) 1993.

SNAPSHOT

- Council recorded a deficit net operating result before grants and contributions provided for capital purposes of $2.1 million
- Overall income increased by 3.4% to $284.2 million
- Total expenditure increased by 3.2% to $178.6 million
- Capital expenditure in the year was $64 million (excluding $62.9 million revaluation increments and $54.5 million dedicated assets)
- Total assets increased by 7% to $2.5 billion
- Total liabilities decreased by 4.7% to $86.5 million
- Net assets increased by 7.5% to $2.5 billion
- Infrastructure backlog decreased by 6% to $54.2 million
## Key Financial Management Performance Indicators

<table>
<thead>
<tr>
<th>For the Year Ended 30 June</th>
<th>2017</th>
<th>2016*</th>
<th>2015*</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Performance Ratio</td>
<td>2.4%</td>
<td>-2.6%</td>
<td>-0.7%</td>
<td>-6.8%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Own Source Operating Ratio</td>
<td>54.5%</td>
<td>55.0%</td>
<td>52.4%</td>
<td>70.6%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Unrestricted current Ratio</td>
<td>1.9x</td>
<td>1.8x</td>
<td>2.6x</td>
<td>2.3x</td>
<td>2.1x</td>
</tr>
<tr>
<td>Cash Expense Cover Ratio</td>
<td>8.5 months</td>
<td>7.9 months</td>
<td>10.0 months</td>
<td>12.4 months</td>
<td>10.8 months</td>
</tr>
<tr>
<td>Debt Service Cover Ratio</td>
<td>4.7x</td>
<td>3.7x</td>
<td>4.0x</td>
<td>3.1x</td>
<td>3.6x</td>
</tr>
<tr>
<td>Rates Outstanding</td>
<td>4.30%</td>
<td>4.25%</td>
<td>4.87%</td>
<td>5.41%</td>
<td>5.54%</td>
</tr>
<tr>
<td>Building &amp; Infrastructure Renewals Ratio</td>
<td>115.8%</td>
<td>91.1%</td>
<td>96.7%</td>
<td>84.1%</td>
<td>110.3%</td>
</tr>
<tr>
<td>Infrastructure Backlog Ratio</td>
<td>3.3%</td>
<td>3.8%</td>
<td>3.9%</td>
<td>5.5%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Asset Maintenance Ratio</td>
<td>1.05x</td>
<td>1.06x</td>
<td>1.10x</td>
<td>0.85x</td>
<td>0.83x</td>
</tr>
<tr>
<td>Operating expenses per resident</td>
<td>$842</td>
<td>$832</td>
<td>$823</td>
<td>$758</td>
<td>$739</td>
</tr>
<tr>
<td>Cost to bring assets to agreed service level</td>
<td>2.5%</td>
<td>2.8%</td>
<td>n.a</td>
<td>n.a</td>
<td>n.a</td>
</tr>
<tr>
<td>Capital expenditure per resident</td>
<td>$299</td>
<td>$433</td>
<td>$299</td>
<td>$231</td>
<td>$258</td>
</tr>
<tr>
<td>Own source revenue per resident</td>
<td>$728</td>
<td>$746</td>
<td>$702</td>
<td>$653</td>
<td>$651</td>
</tr>
<tr>
<td>Average residential rate per residential property assessment</td>
<td>$1,138</td>
<td>$1,122</td>
<td>$1,102</td>
<td>$1,070</td>
<td>$1,038</td>
</tr>
<tr>
<td>LGA Population (Estimated for June 2016)</td>
<td>212,232</td>
<td>208,000</td>
<td>204,594</td>
<td>199,706</td>
<td>195,278</td>
</tr>
</tbody>
</table>

*These are restated figures after correction of prior period errors*
In comparison to 2016 Council achieved improved results in six out of seven Fit for the Future performance measurement ratios.

The operating performance ratio at 2.4% is better than 0% benchmark which indicates that the Council is managing its operating expenses within its operating revenue.

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

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 three years.

At 30 June 2017, Council had the capacity to more than eight months of cash expenditure without additional cash inflows.
## FINANCIAL SUMMARY

### FOR THE YEAR ENDED 30 JUNE

<table>
<thead>
<tr>
<th></th>
<th>2017 $'000</th>
<th>2016* $'000</th>
<th>2015 $'000</th>
<th>2014 $'000</th>
<th>2013 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL PERFORMANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income from Continuing Operations</td>
<td>284,183</td>
<td>274,910</td>
<td>279,524</td>
<td>185,884</td>
<td>191,454</td>
</tr>
<tr>
<td>Total Expenses from Continuing Operations</td>
<td>178,621</td>
<td>173,065</td>
<td>168,456</td>
<td>151,429</td>
<td>144,365</td>
</tr>
<tr>
<td>Net Operating Result for Year</td>
<td>105,562</td>
<td>101,845</td>
<td>111,068</td>
<td>34,455</td>
<td>47,089</td>
</tr>
<tr>
<td>Capital Grants and Contributions</td>
<td>107,676</td>
<td>101,501</td>
<td>106,447</td>
<td>42,715</td>
<td>47,084</td>
</tr>
<tr>
<td>Net Operating Result before Capital Grants &amp; Contributions</td>
<td>(2,114)</td>
<td>344</td>
<td>4,621</td>
<td>(8,260)</td>
<td>5</td>
</tr>
<tr>
<td><strong>FINANCIAL POSITION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>90,689</td>
<td>65,565</td>
<td>71,129</td>
<td>128,125</td>
<td>97,394</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td>2,449,036</td>
<td>2,307,516</td>
<td>2,255,871</td>
<td>1,790,786</td>
<td>1,788,935</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>51,545</td>
<td>49,610</td>
<td>38,673</td>
<td>40,827</td>
<td>37,214</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td>34,920</td>
<td>41,087</td>
<td>33,512</td>
<td>34,274</td>
<td>39,873</td>
</tr>
<tr>
<td>Total Equity</td>
<td>2,453,260</td>
<td>2,282,384</td>
<td>2,254,815</td>
<td>1,843,810</td>
<td>1,809,242</td>
</tr>
<tr>
<td><strong>CASH FLOWS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Flows from Operating Activities</td>
<td>89,285</td>
<td>89,326</td>
<td>61,877</td>
<td>56,118</td>
<td>56,292</td>
</tr>
<tr>
<td>Cash Flows from Investing Activities</td>
<td>(66,877)</td>
<td>(109,904)</td>
<td>(36,214)</td>
<td>(40,631)</td>
<td>(65,175)</td>
</tr>
<tr>
<td>Cash Flows from Financing Activities</td>
<td>(6,969)</td>
<td>6,519</td>
<td>(6,118)</td>
<td>(6,328)</td>
<td>2,988</td>
</tr>
<tr>
<td>Cash, Cash Equivalents &amp; Investments at end of Reporting Period</td>
<td>181,288</td>
<td>158,206</td>
<td>151,512</td>
<td>148,819</td>
<td>126,177</td>
</tr>
<tr>
<td><strong>OPERATING COST OF SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration, incl. Governance</td>
<td>42,276</td>
<td>34,194</td>
<td>32,268</td>
<td>34,203</td>
<td>29,102</td>
</tr>
<tr>
<td>Public Health, Order &amp; Safety</td>
<td>6,238</td>
<td>5,601</td>
<td>4,625</td>
<td>4,308</td>
<td>5,432</td>
</tr>
<tr>
<td>Environment</td>
<td>38,272</td>
<td>43,057</td>
<td>32,417</td>
<td>30,261</td>
<td>24,628</td>
</tr>
<tr>
<td>Community Services &amp; Education</td>
<td>8,890</td>
<td>8,526</td>
<td>7,320</td>
<td>8,823</td>
<td>7,771</td>
</tr>
<tr>
<td>Housing &amp; Community Amenities</td>
<td>6,296</td>
<td>5,971</td>
<td>7,052</td>
<td>6,185</td>
<td>4,007</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>38,488</td>
<td>32,568</td>
<td>33,222</td>
<td>25,148</td>
<td>35,594</td>
</tr>
<tr>
<td>Roads, Bridges &amp; Footpaths</td>
<td>25,529</td>
<td>29,551</td>
<td>38,612</td>
<td>34,523</td>
<td>32,475</td>
</tr>
<tr>
<td>Planning for Growth &amp; Investment</td>
<td>12,632</td>
<td>13,597</td>
<td>12,940</td>
<td>7,978</td>
<td>5,356</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>178,621</td>
<td>173,065</td>
<td>168,456</td>
<td>151,429</td>
<td>144,365</td>
</tr>
</tbody>
</table>

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

FINANCIAL PERFORMANCE - INCOME VS EXPENDITURE

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Income from Continuing Operations</th>
<th>Total Expenses from Continuing Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$300m</td>
<td>$200m</td>
</tr>
<tr>
<td>2016*</td>
<td>$250m</td>
<td>$150m</td>
</tr>
<tr>
<td>2015*</td>
<td>$150m</td>
<td>$50m</td>
</tr>
<tr>
<td>2014</td>
<td>$100m</td>
<td>$50m</td>
</tr>
<tr>
<td>2013</td>
<td>$100m</td>
<td>$50m</td>
</tr>
</tbody>
</table>

$m$
HIGHLIGHTS

- Rates & annual charges increased by 5.2% to $118.9 million – 1.8% attributable to IPART approved increase in rate and 3.4% to increase in rateable properties
- User charges increased by 19% to $19.3 million
- Interest & investment revenue decreased by 1% to $5.9 million
- Other revenues decreased by 48% to $10.5 million (2015/16 result included $9.4 million Fair Value increment adjustment to Council’s investment property)
- Operating grants & contributions increased by 19% to $21.2 million
- Capital grants & contributions increased by 6% to $107.7 million

<table>
<thead>
<tr>
<th>FOR THE YEAR ENDED 30 JUNE</th>
<th>2017 $'000</th>
<th>2016* $'000</th>
<th>2015* $'000</th>
<th>2014 $'000</th>
<th>2013 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>118,869</td>
<td>112,950</td>
<td>108,374</td>
<td>101,597</td>
<td>96,934</td>
</tr>
<tr>
<td>User Charges &amp; fees</td>
<td>19,345</td>
<td>16,193</td>
<td>14,073</td>
<td>12,815</td>
<td>12,031</td>
</tr>
<tr>
<td>Interest &amp; Investment Revenue</td>
<td>5,919</td>
<td>5,950</td>
<td>6,768</td>
<td>6,687</td>
<td>6,355</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>10,471</td>
<td>20,145</td>
<td>14,462</td>
<td>9,400</td>
<td>11,807</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Operating</td>
<td>21,167</td>
<td>17,802</td>
<td>23,954</td>
<td>11,613</td>
<td>14,838</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Capital</td>
<td>107,676</td>
<td>101,501</td>
<td>106,447</td>
<td>42,715</td>
<td>47,084</td>
</tr>
<tr>
<td>Net Gain on Disposal of Assets</td>
<td>-</td>
<td>-</td>
<td>5,048</td>
<td>650</td>
<td>1,620</td>
</tr>
<tr>
<td>Net Share of Interests in Joint Venture &amp; Associates</td>
<td>737</td>
<td>369</td>
<td>398</td>
<td>407</td>
<td>785</td>
</tr>
<tr>
<td>Total</td>
<td>284,183</td>
<td>274,910</td>
<td>279,524</td>
<td>185,884</td>
<td>191,454</td>
</tr>
</tbody>
</table>

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

- Employee costs increased by 1.4% to $60.1 million despite a 2.8% general salary increase awarded to all Council staff
- Borrowing costs decreased by 9.2% to $1.9 million
- Materials & Contracts costs decreased by 1.5% to $61.4 million (includes hazardous waste remediation costs of $4.8 million)
- Depreciation expenditure increased by 5% to $34.0 million
- Impairment costs of $1.5 million relates to Council’s operation land at 52 Scott Street
- Other expenses increased by 40.6% to $14.7 million (includes $2.4m fair value decrement of land under road)

<table>
<thead>
<tr>
<th>FOR THE YEAR ENDED 30 JUNE</th>
<th>2017 $’000</th>
<th>2016 $’000</th>
<th>2015 $’000</th>
<th>2014 $’000</th>
<th>2013 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs</td>
<td>60,112</td>
<td>59,283</td>
<td>59,208</td>
<td>54,911</td>
<td>51,273</td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>1,877</td>
<td>2,067</td>
<td>2,259</td>
<td>2,558</td>
<td>2,736</td>
</tr>
<tr>
<td>Materials &amp; Contracts</td>
<td>61,473</td>
<td>62,429</td>
<td>54,792</td>
<td>48,300</td>
<td>46,133</td>
</tr>
<tr>
<td>Depreciation</td>
<td>34,034</td>
<td>33,859</td>
<td>32,579</td>
<td>34,596</td>
<td>32,594</td>
</tr>
<tr>
<td>Impairment of Assets</td>
<td>1,536</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>14,745</td>
<td>10,484</td>
<td>19,618</td>
<td>11,064</td>
<td>11,629</td>
</tr>
<tr>
<td>Nett loss on Disposal of Assets</td>
<td>4,844</td>
<td>4,943</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>178,621</strong></td>
<td><strong>173,065</strong></td>
<td><strong>168,456</strong></td>
<td><strong>151,429</strong></td>
<td><strong>144,365</strong></td>
</tr>
</tbody>
</table>
HIGHLIGHTS
- Cash reserves increased by 14.6% to $181.3 million
- Infrastructure, property, plant and equipment assets increased by 7.2% to $2.3 billion
- Investment property of $16 million was reclassified and included in operational land
- Loan outstanding decreased by 17% to $32.4 million
- Assets revaluation reserve increased by 8.4% to $846 million (includes $62.9 million revaluation of Community land and other structures)

CASH RESERVES

<table>
<thead>
<tr>
<th>FOR THE YEAR ENDED 30 JUNE</th>
<th>2017 $’000</th>
<th>2016 $’000</th>
<th>2015 $’000</th>
<th>2014 $’000</th>
<th>2013 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>181,288</td>
<td>158,206</td>
<td>151,512</td>
<td>150,231</td>
<td>126,177</td>
</tr>
<tr>
<td>Externally Restricted</td>
<td>124,959</td>
<td>98,507</td>
<td>89,358</td>
<td>97,817</td>
<td>85,697</td>
</tr>
<tr>
<td>Internally Restricted</td>
<td>8,093</td>
<td>15,643</td>
<td>28,284</td>
<td>41,290</td>
<td>31,585</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>48,236</td>
<td>44,056</td>
<td>33,870</td>
<td>11,124</td>
<td>8,895</td>
</tr>
</tbody>
</table>
CAPITAL EXPENDITURE

Council’s capital spending decreased by 29 per cent in 2016-17 Financial Year.
PART 3.0

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 Act (General) Regulation 2005.

Mayor Waller, Councillors Balloot and Hadchiti and Council’s Director Community and Culture travelled to Japan on Friday 30 September 2016 for five days to celebrate the 50 year anniversary of the foundation of Toda City (Liverpool’s Sister City since 1992).

Costs of airfares for the Mayor and Council’s Director Community and Culture came to a combined total of $4,413. Councillors Balloot and Hadchiti paid for their airfares, in accordance with Council Policy. Accommodation and other costs were covered by Toda City.

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

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

<table>
<thead>
<tr>
<th>MAYORAL FEES</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Mayor</td>
<td>$63,567</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNCILLORS FEES</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Councillors</td>
<td>$247,425</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MAYOR AND COUNCILLOR EXPENSES</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint Regional Planning Panel allowance</td>
<td>$7,800</td>
</tr>
<tr>
<td>Mobile phone expenses</td>
<td>$16,140</td>
</tr>
<tr>
<td>Postage</td>
<td>$522</td>
</tr>
<tr>
<td>Conference and seminars</td>
<td>$28,650</td>
</tr>
<tr>
<td>Training</td>
<td>$12,600</td>
</tr>
<tr>
<td>Interstate visits</td>
<td>$14,466</td>
</tr>
<tr>
<td>Overseas visits</td>
<td>$4,413</td>
</tr>
<tr>
<td>Partner/spouse expenses</td>
<td>$0</td>
</tr>
<tr>
<td>Provision of childcare</td>
<td>$0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$5,014</td>
</tr>
<tr>
<td><strong>Total Councillor Expenses</strong></td>
<td><strong>$89,605</strong></td>
</tr>
</tbody>
</table>

PRIVATE WORKS AND FINANCIAL ASSISTANCE

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

There were no works on private land.
## CONTRACTS AWARDED BY COUNCIL

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

During 2016-17 Council awarded the following contracts for amounts greater than $150,000 (other than employment contracts).

<table>
<thead>
<tr>
<th>CONTRACT NUMBER AND DESCRIPTION</th>
<th>CONTRACTOR(S)</th>
<th>PAYMENTS OVER CONTRACT TERM (GST INCLUSIVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GA0116 Gas Small Tariff Sites &lt; 10TJ per annum</td>
<td>Origin Energy</td>
<td>Annual Schedule of Rates Greater than $150,000</td>
</tr>
<tr>
<td>RCL2551 Supply and Delivery of Library Materials</td>
<td>Bolinda Publishing Digital Education Service T/A Digitales The Book House</td>
<td>Schedule of Rates - Estimated to be greater than $150,000</td>
</tr>
<tr>
<td>RCL2631 Concrete Footpath Grinding Works</td>
<td>Mastercut Concrete Aust Pty Ltd The Australian Grinding Company Pty Ltd</td>
<td>Schedule of Rates - Greater than $150,000</td>
</tr>
<tr>
<td>ST2518 Off Site Records Storage and Management Services - Portion A</td>
<td>Grace Records Management (Australia) Pty Ltd</td>
<td>Schedule of Rates - Estimated to be greater than $150,000</td>
</tr>
<tr>
<td>ST2528 - Provision of Security Services</td>
<td>Southern Cross Protection Pty Ltd</td>
<td>$575,109</td>
</tr>
<tr>
<td>ST2541 Environmental Health Regulatory Inspections</td>
<td>Food Safety Management Solutions</td>
<td>Schedule of Rates - Estimated $331,466.64</td>
</tr>
<tr>
<td>ST2575 - Austral and Leppington North - Design of Water Management Infrastructure</td>
<td>SMEC Pty Ltd</td>
<td>$1,232,308</td>
</tr>
<tr>
<td>ST2601 Receipt and Processing of Household Cleanup Materials</td>
<td>Benedict Recycling Pty Ltd</td>
<td>Schedule of Rates - Greater than $150,000</td>
</tr>
<tr>
<td>Contract Code</td>
<td>Description</td>
<td>Contractor Details</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>ST2609</td>
<td>Parking Meter Cash Collection Services</td>
<td>Akbar Enterprises Pty Ltd trading as ECS International Security and Investigations</td>
</tr>
<tr>
<td>VP2635</td>
<td>Supply of Diesel Bulk Fuel</td>
<td>Maxi Tankers Pty Ltd T/A Refuelling Solutions Caltex Australia</td>
</tr>
<tr>
<td>VP2650</td>
<td>Microsoft Enterprise Agreement Renewal</td>
<td>Datacom Systems (NSW) Pty Ltd</td>
</tr>
<tr>
<td>WT2617</td>
<td>Supply and Installation of Trash Rack Type GPT at Amalfi Park, Lurnea</td>
<td>Ecosol Pty Ltd</td>
</tr>
<tr>
<td>WT2447</td>
<td>Liverpool Civic Place Project</td>
<td>Built Development Group</td>
</tr>
<tr>
<td>WT2579</td>
<td>Design, Supply and Installation of GPT at Mawson Drive, Cartwright</td>
<td>Ecosol Pty Ltd</td>
</tr>
<tr>
<td>WT2591</td>
<td>Spa Renewal Works at Whitlam Leisure Centre</td>
<td>Crystal Pools Pty Ltd</td>
</tr>
<tr>
<td>WT2592</td>
<td>Irrigation Works - Bigge Park</td>
<td>Never Stop Pty Ltd</td>
</tr>
<tr>
<td>WT2606</td>
<td>Supply and Install Sandstone Retaining Wall – Bigge Park.</td>
<td>HBS Group Pty Ltd</td>
</tr>
<tr>
<td>WT2619</td>
<td>Pleasure Point Wharf Renewal</td>
<td>Landmark Marinas Pty Ltd T/A Clement Marine Constructions</td>
</tr>
<tr>
<td>WT2622</td>
<td>New Automated Amenities Building at Collimere Park, Liverpool</td>
<td>Fabranamic Pty Ltd</td>
</tr>
</tbody>
</table>
**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 2016-17 Council was involved in the following legal proceedings and incurred costs as shown in the table below:

<table>
<thead>
<tr>
<th>CASE</th>
<th>MATTER</th>
<th>STATUS</th>
<th>OUTCOME</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liverpool City Council v R. Ishow</td>
<td>Local Court Prosecution, unlawful transport of waste</td>
<td>Finalised</td>
<td>Withdrawn</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Liverpool City Council v Adam Maley and Others</td>
<td>Class 4 Civil Enforcement in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders including costs payable by first and second respondents</td>
<td>$52,709.80</td>
</tr>
<tr>
<td>Liverpool City Council v Al Amanah College</td>
<td>Local Court Prosecution, not comply with development consent conditions</td>
<td>Finalised</td>
<td>Withdrawn-settled on suitable terms</td>
<td>$8,125.00</td>
</tr>
<tr>
<td>Amarino Pty Ltd v Liverpool City Council</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders made by the court</td>
<td>$6,810.00</td>
</tr>
<tr>
<td>Blue Legend Australia Pty Ltd v Liverpool City Council</td>
<td>Class 6 appeal to Land &amp; Environment Court of NSW. Appealing severity of local court fine</td>
<td>Finalised</td>
<td>Appeal dismissed and costs awarded to Council</td>
<td>$10,215.50</td>
</tr>
<tr>
<td>Container Options v Liverpool City Council</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders made by the court</td>
<td>$38,267.50</td>
</tr>
<tr>
<td>Feilong Pty Ltd v Liverpool City Council</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders made by the court</td>
<td>$11,711.96</td>
</tr>
<tr>
<td>Liverpool City Council v Goundar and Kalayani</td>
<td>Local Court prosecution-unauthorised secondary dwelling</td>
<td>Finalised</td>
<td>Convicted &amp; fined $50,000 (combined) and order to pay $5,000 costs</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Maitland Road Pty Ltd v Liverpool City Council</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders made by the court</td>
<td>$25,757.85</td>
</tr>
<tr>
<td>Martin Coe v Liverpool City Council</td>
<td>Class 1 appeal of an order to cease using a garage as a granny flat (Land and Environment Court</td>
<td>Finalised</td>
<td>Appeal dismissed</td>
<td>$6,743.00</td>
</tr>
<tr>
<td>Case Description</td>
<td>Class of Case</td>
<td>Status</td>
<td>Outcome/Professional Costs</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>---------------</td>
<td>--------</td>
<td>-----------------------------</td>
<td></td>
</tr>
<tr>
<td>Masters Civil Pty Ltd and Dani Michael Geagea v Liverpool City Council</td>
<td>Class 6 appeal to Land &amp; Environment Court of NSW</td>
<td>Finalised</td>
<td>Appeal dismissed and ordered to pay $10,000 costs</td>
<td>$25,100.00</td>
</tr>
<tr>
<td>Liverpool City Council v Standard &amp; Poors (aka McGraw-Hill)</td>
<td>Claim for damages arising from failed investments in various financial instruments rated by the defendant</td>
<td>Ongoing</td>
<td>Not applicable</td>
<td>NIL (private litigation funding in place)</td>
</tr>
<tr>
<td>Moorebank Recyclers v Liverpool City Council and others</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court and Court of Appeal</td>
<td>Finalised</td>
<td>Appeal upheld</td>
<td>$693954.25</td>
</tr>
<tr>
<td>Liverpool City Council v Multipower and Others</td>
<td>Local Court prosecution, unlawful transport waste</td>
<td>Finalised</td>
<td>Convicted and fined $18,000 plus $6,000 professional costs</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Paper Trade Processing (Aust) Pty Ltd v Liverpool City Council</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Ongoing</td>
<td>Set down for hearing 5-8 Feb 2018</td>
<td>$11,305.77</td>
</tr>
<tr>
<td>Cavasinni Constructions Pty Ltd (Groz) v Liverpool City Council</td>
<td>Professional Indemnity Claim for damages</td>
<td>Ongoing</td>
<td>Not applicable</td>
<td>NIL (insurance)</td>
</tr>
<tr>
<td>Calarco P/L v Liverpool City Council</td>
<td>Supreme Court summons for compulsory acquisition of land</td>
<td>Ongoing</td>
<td>Awaiting judgment</td>
<td>$21,953.31</td>
</tr>
<tr>
<td>King and Anors v Liverpool City Council</td>
<td>Supreme Court class action</td>
<td>Ongoing</td>
<td>Not applicable</td>
<td>$117,633.55</td>
</tr>
<tr>
<td>Liverpool City Council v Richard Paul Matthews</td>
<td>Local Court prosecution, unlawful transport of waste</td>
<td>Finalised</td>
<td>Dismissed</td>
<td>$13,035.00</td>
</tr>
<tr>
<td>Liverpool City Council v Van den Heuvel</td>
<td>Local Court prosecution - pollution to land</td>
<td>Finalised</td>
<td>Convicted and fined $20,000 plus $19,000 professional costs</td>
<td>$12,932.50</td>
</tr>
<tr>
<td>LCC and BCC v Commonwealth</td>
<td>Supreme Court statement of claim for damages</td>
<td>ongoing</td>
<td>Not applicable</td>
<td>$33,911.80</td>
</tr>
<tr>
<td>Australian Consulting Architects v LCC</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Dismissed</td>
<td>$20,012.50</td>
</tr>
<tr>
<td>Prestons Service Centre v LCC</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Finalised</td>
<td>Consent Orders made by the court</td>
<td>NIL</td>
</tr>
<tr>
<td>Kemby &amp; Reptar v LCC</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Ongoing</td>
<td>Awaiting conciliation conference</td>
<td>NIL</td>
</tr>
<tr>
<td>LCC v Timova</td>
<td>Class 4 Civil enforcement in Land and Environment Court</td>
<td>Finalised</td>
<td>Court order to demolish unauthorised development</td>
<td>$53,644.06</td>
</tr>
<tr>
<td>Case Description</td>
<td>Legal Proceedings Description</td>
<td>Status</td>
<td>Progress</td>
<td>Outcome</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
<td>--------------------</td>
<td>-----------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Canberra Estates Consortium No 55 Pty Ltd v LCC</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Ongoing</td>
<td>Awaiting conciliation conference</td>
<td>NIL</td>
</tr>
<tr>
<td>Crownland Leppington v LCC (Class 1 Appeal – Deemed Refusal: 3 sites)</td>
<td>Class 1 Appeal of Development Application in Land and Environment Court</td>
<td>Ongoing</td>
<td>Not applicable</td>
<td>NIL</td>
</tr>
<tr>
<td>Dennis Chand v LCC</td>
<td>Class 1 Appeal of an Order in Land and Environment Court</td>
<td>Ongoing</td>
<td>Not applicable</td>
<td>NIL</td>
</tr>
</tbody>
</table>
## COMMUNITY DONATIONS AND SPONSORSHIP

<table>
<thead>
<tr>
<th>NATURAL DISASTER DONATION</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquake Victims – Embassy of Italy</td>
<td>$10,000</td>
</tr>
<tr>
<td>Flood Victims – Embassy of the Republic of Macedonia</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNITY GRANTS</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Scholarships University of Wollongong</td>
<td>$10,000</td>
</tr>
<tr>
<td>Bonnie Support Services Ltd</td>
<td>$5,000</td>
</tr>
<tr>
<td>City of Liverpool Meals on Wheels Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Diabetes NSW ACT</td>
<td>$5,000</td>
</tr>
<tr>
<td>Liverpool Migrant Resource Centre</td>
<td>$5,000</td>
</tr>
<tr>
<td>Liverpool Women’s Health Centre</td>
<td>$5,000</td>
</tr>
<tr>
<td>Miracle Babies Foundation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Police Citizens Youth Clubs NSW LTD</td>
<td>$5,000</td>
</tr>
<tr>
<td>The Junction Works (Youth Clicks Team)</td>
<td>$5,000</td>
</tr>
<tr>
<td>The Shepherd Centre for Deaf Children</td>
<td>$5,000</td>
</tr>
<tr>
<td>The Shepherd Centre for Deaf Children</td>
<td>$5,000</td>
</tr>
<tr>
<td>The Ted Noffs Foundation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Wheels “Towards Independence” Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>The Salvation Army – Follow on Youth Recovery Support Team</td>
<td>$4,927</td>
</tr>
<tr>
<td>KARI</td>
<td>$4,797</td>
</tr>
<tr>
<td>Taste Cultural Food Tours Inc.</td>
<td>$4,060</td>
</tr>
<tr>
<td>Verdic Inc.</td>
<td>$4,000</td>
</tr>
<tr>
<td>Liverpool Warriors</td>
<td>$2,600</td>
</tr>
<tr>
<td>Samoa Victim Support Group Inc.</td>
<td>$1,370</td>
</tr>
<tr>
<td>The City of Liverpool &amp; District Historical Society</td>
<td>$770</td>
</tr>
<tr>
<td>The City of Liverpool &amp; District Historical Society</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$92,724</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNITY MATCHING GRANTS</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Abuse Prevention Service (Sydney) Inc.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Diversity Arts Australia</td>
<td>$15,000</td>
</tr>
<tr>
<td>Diversity Arts Australia</td>
<td>$15,000</td>
</tr>
<tr>
<td>Ferrington Collaborative</td>
<td>$15,000</td>
</tr>
<tr>
<td>Life Education NSW</td>
<td>$15,000</td>
</tr>
<tr>
<td>Liverpool Women’s Health Centre</td>
<td>$15,000</td>
</tr>
<tr>
<td>Liverpool Women’s Health Centre</td>
<td>$15,000</td>
</tr>
<tr>
<td>Organisation</td>
<td>Amount</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Ted Noffs Foundation</td>
<td>$14,400</td>
</tr>
<tr>
<td>Police Citizens Youth Clubs NSW LTD</td>
<td>$14,100</td>
</tr>
<tr>
<td>CNA-Italian Australia Services and Welfare Centre Inc.</td>
<td>$13,800</td>
</tr>
<tr>
<td>Creating Chances</td>
<td>$13,450</td>
</tr>
<tr>
<td>The Shepherd Centre for Deaf Children</td>
<td>$13,321</td>
</tr>
<tr>
<td>City of Liverpool Meals on Wheels Inc.</td>
<td>$12,098</td>
</tr>
<tr>
<td>Liverpool City Robins Sports Club Incorporated</td>
<td>$9,900</td>
</tr>
<tr>
<td>City of Liverpool Meals on Wheels Inc.</td>
<td>$6,964</td>
</tr>
<tr>
<td>Guntawang Aboriginal Resources Incorporated</td>
<td>$6,900</td>
</tr>
<tr>
<td>Chipping Norton Football Club</td>
<td>$3,000</td>
</tr>
<tr>
<td>Moorebank Heritage Group Inc.</td>
<td>$2,500</td>
</tr>
<tr>
<td>Language Festival Association</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$216,433</strong></td>
</tr>
</tbody>
</table>

**COMMUNITY DONATIONS**

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Cut Hairdresser Façade Upgrade</td>
<td>$7,273</td>
</tr>
<tr>
<td>Liverpool Supreme Bakery Façade Upgrade</td>
<td>$7,273</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,819</strong></td>
</tr>
</tbody>
</table>

**QUICK RESPONSE GRANTS**

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headspace Liverpool</td>
<td>$1,000</td>
</tr>
<tr>
<td>Outer Liverpool Community Services Inc.</td>
<td>$650</td>
</tr>
<tr>
<td>The City of Liverpool &amp; District Historical Society</td>
<td>$200</td>
</tr>
<tr>
<td>Hoxton Park High School</td>
<td>$100</td>
</tr>
<tr>
<td>Lurnea High School</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,050</strong></td>
</tr>
</tbody>
</table>

**SPORTS DONATIONS TO INDIVIDUALS**

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>South West Sydney Academy of Sport</td>
<td>$26,260</td>
</tr>
<tr>
<td>Fairfield Liverpool Cricket Club</td>
<td>$5,000</td>
</tr>
<tr>
<td>Moorebank Baseball-Softball Club</td>
<td>$5,000</td>
</tr>
<tr>
<td>All Saints Junior Rugby League Club</td>
<td>$4,647</td>
</tr>
<tr>
<td>Police Citizens Youth Clubs NSW LTD</td>
<td>$3,522</td>
</tr>
<tr>
<td>Austral City Junior Rugby League Club</td>
<td>$3,282</td>
</tr>
<tr>
<td>Special Needs Ability Program Providers</td>
<td>$2,852</td>
</tr>
<tr>
<td>Prestons Robins Little Athletics Club</td>
<td>$2,253</td>
</tr>
<tr>
<td>Moorebank Rugby League Club</td>
<td>$2,000</td>
</tr>
<tr>
<td>Greater West Oztag</td>
<td>$1,444</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$56,260</strong></td>
</tr>
</tbody>
</table>

**CORPORATE SPONSORSHIP**

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends of India</td>
<td>$9,091</td>
</tr>
<tr>
<td>IGBO Community Association Liverpool</td>
<td>$5,000</td>
</tr>
<tr>
<td>Ingham Institute</td>
<td>$5,000</td>
</tr>
<tr>
<td>Liverpool Christian Community Celebration Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Police Citizens Youth Clubs NSW LTD</td>
<td>$5,000</td>
</tr>
<tr>
<td>Organization Name</td>
<td>Amount</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Shree Sanatan Dharam Pratinidhi Sabha of Australia Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Vedic Festival</td>
<td>$5,000</td>
</tr>
<tr>
<td>Southern Distribution</td>
<td>$3,000</td>
</tr>
<tr>
<td>The Eid Festival in the Park</td>
<td>$3,000</td>
</tr>
<tr>
<td>Wattle Grove Public School P&amp;C Association</td>
<td>$3,000</td>
</tr>
<tr>
<td>Congolese Youth</td>
<td>$2,500</td>
</tr>
<tr>
<td>The Eggtober Foundation</td>
<td>$2,500</td>
</tr>
<tr>
<td>Thomas Hassall Anglican College</td>
<td>$2,500</td>
</tr>
<tr>
<td>Samoan Council</td>
<td>$2,273</td>
</tr>
<tr>
<td>Fiji First Australia Association</td>
<td>$2,000</td>
</tr>
<tr>
<td>Sydney Indians</td>
<td>$2,000</td>
</tr>
<tr>
<td>Western Sydney University</td>
<td>$2,000</td>
</tr>
<tr>
<td>The Eid Festival in the Park</td>
<td>$3,000</td>
</tr>
<tr>
<td>Wattle Grove Public School P&amp;C Association</td>
<td>$3,000</td>
</tr>
<tr>
<td>Congolese Youth</td>
<td>$2,500</td>
</tr>
<tr>
<td>The Eggtober Foundation</td>
<td>$2,500</td>
</tr>
<tr>
<td>Thomas Hassall Anglican College</td>
<td>$2,500</td>
</tr>
<tr>
<td>Samoan Council</td>
<td>$2,273</td>
</tr>
<tr>
<td>Fiji First Australia Association</td>
<td>$2,000</td>
</tr>
<tr>
<td>Sydney Indians</td>
<td>$2,000</td>
</tr>
<tr>
<td>Western Sydney University</td>
<td>$2,000</td>
</tr>
<tr>
<td>The Eid Festival in the Park</td>
<td>$3,000</td>
</tr>
<tr>
<td>Wattle Grove Public School P&amp;C Association</td>
<td>$3,000</td>
</tr>
<tr>
<td>Congolese Youth</td>
<td>$2,500</td>
</tr>
<tr>
<td>The Eggtober Foundation</td>
<td>$2,500</td>
</tr>
<tr>
<td>Thomas Hassall Anglican College</td>
<td>$2,500</td>
</tr>
<tr>
<td>Samoan Council</td>
<td>$2,273</td>
</tr>
<tr>
<td>Fiji First Australia Association</td>
<td>$2,000</td>
</tr>
<tr>
<td>Sydney Indians</td>
<td>$2,000</td>
</tr>
<tr>
<td>Western Sydney University</td>
<td>$2,000</td>
</tr>
<tr>
<td>Martial Arts Spirit PTY LTD</td>
<td>$1,100</td>
</tr>
<tr>
<td>A Red Letter Day</td>
<td>$1,000</td>
</tr>
<tr>
<td>Combined Rotary Club of Liverpool</td>
<td>$1,000</td>
</tr>
<tr>
<td>NSW Police Force Green Valley LAC</td>
<td>$1,000</td>
</tr>
<tr>
<td>Precedent Productions</td>
<td>$1,000</td>
</tr>
<tr>
<td>Rotary Club of Liverpool</td>
<td>$1,000</td>
</tr>
<tr>
<td>Angel Babies T.M.</td>
<td>$500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$70,464</strong></td>
</tr>
</tbody>
</table>

**SUSTAINABLE ENVIRONMENT GRANTS**

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anzac Village Preschool Association Incorporated</td>
<td>$5,000</td>
</tr>
<tr>
<td>Australian Foundation for Disability</td>
<td>$5,000</td>
</tr>
<tr>
<td>Busby West Public School</td>
<td>$5,000</td>
</tr>
<tr>
<td>Liverpool Public School</td>
<td>$5,000</td>
</tr>
<tr>
<td>Liverpool Women’s Health Care</td>
<td>$5,000</td>
</tr>
<tr>
<td>Rossmore Public School</td>
<td>$5,000</td>
</tr>
<tr>
<td>St Christopher’s Catholic Primary School</td>
<td>$5,000</td>
</tr>
<tr>
<td>St Christopher’s Catholic Primary School</td>
<td>$5,000</td>
</tr>
<tr>
<td>Wheels “Towards Independence” Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Bringelly Public School</td>
<td>$4,896</td>
</tr>
<tr>
<td>St Therese Primary School</td>
<td>$4,891</td>
</tr>
<tr>
<td>William Carey Christian School</td>
<td>$4,695</td>
</tr>
<tr>
<td>Liverpool Action Group</td>
<td>$4,520</td>
</tr>
<tr>
<td>Miller Public School</td>
<td>$4,311</td>
</tr>
<tr>
<td>Hoxton Park Public School</td>
<td>$4,300</td>
</tr>
<tr>
<td>Dalmeny Public School – Eco Committee</td>
<td>$3,500</td>
</tr>
<tr>
<td>Cartwright Public School</td>
<td>$3,435</td>
</tr>
<tr>
<td>Cecil Hills Public School</td>
<td>$2,780</td>
</tr>
<tr>
<td>All Saints Catholic Primary School</td>
<td>$2,000</td>
</tr>
<tr>
<td>Outer Liverpool Community Services Inc.</td>
<td>$2,000</td>
</tr>
<tr>
<td>Outer Liverpool Community Services Inc.</td>
<td>$820</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$87,148</strong></td>
</tr>
</tbody>
</table>

**OTHER DONATIONS**

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents Against Intermodal Development (RAID)</td>
<td>$100,000</td>
</tr>
<tr>
<td>WSROC Liveability Forum 2017</td>
<td>$909</td>
</tr>
<tr>
<td>WSROC Contribution to the Turn Down</td>
<td>$909</td>
</tr>
<tr>
<td>Pepper’s Place Coffee Car</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$101,918</strong></td>
</tr>
</tbody>
</table>
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 as follows:

<table>
<thead>
<tr>
<th>EXTERNAL COMMITTEE/ AFFILIATED BOARDS</th>
<th>COUNCIL REPRESENTATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floodplain Management Association</td>
<td>Cr Peter Harle</td>
</tr>
<tr>
<td>Georges River Combined Councils Committee</td>
<td>Cr Peter Harle, Cr Geoff Shelton</td>
</tr>
<tr>
<td>Joint Regional Planning Panel</td>
<td>Mayor Wendy Waller, Cr Tony Hadchiti, Cr Peter Harle, Cr Karress Rhodes</td>
</tr>
<tr>
<td>Liverpool Migrant Resource Centre Management Committee</td>
<td>Cr Nathan Hagarty, Cr Ali Karnib</td>
</tr>
<tr>
<td>Liverpool Traffic Committee</td>
<td>Mayor Wendy Waller</td>
</tr>
<tr>
<td>Macarthur Bushfire Management Committee</td>
<td>Cr Peter Harle</td>
</tr>
<tr>
<td>Macarthur Bushfire Liaison Committee</td>
<td>Cr Peter Harle</td>
</tr>
<tr>
<td>The South West Academy of Sport</td>
<td>Cr Charishma Kaliyanda</td>
</tr>
<tr>
<td>Western Sydney Regional Organisation of Councils</td>
<td>Mayor Wendy Waller, Cr Karress Rhodes, Cr Geoff Shelton</td>
</tr>
<tr>
<td>Westpool</td>
<td>Mayor Wendy Waller</td>
</tr>
</tbody>
</table>
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 the unique skills and qualities.

“Encouraging Diversity in the Workplace” is a key result area of Council’s workforce management plan – Our People, Our Workplace, Our Future. This four-year plan also ensures an integrated approach to providing employment and development opportunities to a diverse range of existing employees and to ensure that pathways into the organisation are open, simple to use and accessible to a broad range of potential applicants.

Key strategies implemented for 2016/17 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 on how 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 while 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.

PEOPLE ACHIEVING

This program is Council’s performance management system that has been specifically built to meet the needs of the organisation. In the 2016/17 financial year 70 per cent of the organisation was introduced to this new tool which was designed to ensure a link between individual work plans and Council’s Community Strategic Plan. This new system will require some time to embed. The first year provided an opportunity to review and modify some administrative aspects of the program and build on a firm base in future.

DEVELOPING OUR PEOPLE

A great deal of training effort was dedicated to our two key programs Dignity and Respect and People Achieving in 2016/17. In addition, we continued to welcome new people to the organisation with our 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 Equal Employment Opportunity, bullying and harassment, work health and safety and the Code of Conduct.

We continue to build employee capability with our Study Assistance Program which provides financial and study leave incentives. We were also able to pursue a number of qualification courses through our Talent Pathway Program including a “Change Leadership program” leading into a Diploma of Leadership and Management, a Certificate IV in Project Management, a Diploma of Business and a Certificate III in Civil Construction.
This information is provided in accord with clause 217(1) of the Local Government (General) Regulation 2005.

As at 30 June 2017 the Chief Executive Officer’s and Senior Staff total remuneration, including salary, bonus payments, superannuation and motor vehicle is detailed below:

<table>
<thead>
<tr>
<th>POSITION</th>
<th>REMUNERATION LESS FBT (GROSS+SUPER+CAR)</th>
<th>FBT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>$732,704.25*</td>
<td>$4,812</td>
</tr>
<tr>
<td>Senior Staff Remuneration</td>
<td>$2,208,507</td>
<td>$109,181</td>
</tr>
</tbody>
</table>

*This includes remuneration for three individuals

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

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.

<table>
<thead>
<tr>
<th>PROJECTS PARTLY OR FULLY FUNDED THROUGH STORMWATER MANAGEMENT SERVICE CHARGE</th>
<th>FUNDING FROM STORMWATER CHARGE</th>
<th>TOTAL EXPENDITURE</th>
<th>STATUS AS AT 30 JUNE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood Mitigation</td>
<td>$253,219</td>
<td>$331,134</td>
<td></td>
</tr>
<tr>
<td>Upgrade of stormwater drainage pipe system at Banks Road flood detention basin at Banks Road, Hinchinbrook.</td>
<td>$87,919</td>
<td>$107,919</td>
<td>Completed</td>
</tr>
<tr>
<td>Construction of new stormwater drainage pipe system to eliminate overland flooding of properties at River View Road, Pleasure Point.</td>
<td>$87,018</td>
<td>$145,351</td>
<td>Completed</td>
</tr>
<tr>
<td>Review and updating of Dam Safety Emergency Management Plans of various flood detention basins in urban catchment areas within the LGA.</td>
<td>$78,282</td>
<td>$77,864</td>
<td>Completed</td>
</tr>
<tr>
<td>Stormwater Quality</td>
<td>$51,593</td>
<td>$241,979</td>
<td></td>
</tr>
<tr>
<td>Construction of a new gross pollutant trap (GPT) at Mawson Drive, Cartwright to capture and prevent pollutants entering in to Cabramatta Creek.</td>
<td>$25,000</td>
<td>$214,969</td>
<td>Completed</td>
</tr>
<tr>
<td>Investigation and design of gross pollutant trap at Amalfi Park to capture and prevent pollutants entering Brickmakers Creek.</td>
<td>$26,593</td>
<td>$27,010</td>
<td>Completed</td>
</tr>
<tr>
<td>Drainage Enhanced Maintenance</td>
<td>$110,347</td>
<td>$110,347</td>
<td></td>
</tr>
<tr>
<td>Heavy duty cleaning, CCTV inspection and condition assessment of stormwater pipes in Moorebank area.</td>
<td>$110,347</td>
<td>$110,347</td>
<td>Completed</td>
</tr>
<tr>
<td>Erosion Protection Works</td>
<td>$162,114</td>
<td>$162,114</td>
<td></td>
</tr>
<tr>
<td>Stormwater outlet erosion protection and bank stabilisation works to protect structures from further erosion. Location of works include Elouera Bushland Reserve, Liverpool, Pasquale Minnici Park, Prestons and Charles Throsby Park Casula.</td>
<td>$162,114</td>
<td>$162,114</td>
<td>Completed</td>
</tr>
<tr>
<td>Stormwater Pipe Restoration and Renewal</td>
<td>$541,087</td>
<td>$681,502</td>
<td></td>
</tr>
<tr>
<td>Relining of stormwater pipes to improve hydraulic capacity and to provide extended service life of the pipe systems in Ashcroft and Casula.</td>
<td>$300,487</td>
<td>$335,887</td>
<td>Completed</td>
</tr>
<tr>
<td>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.</td>
<td>$240,600</td>
<td>$345,615</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$1,118,359</strong></td>
<td><strong>$1,527,076</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The difference in the project cost, when it exceeds the stormwater service charge contribution, is funded through other sources including general funds and grants.
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 Charges. Any unpaid debts represent a charge against the rateable property and are recoverable when the property is next sold.

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 $592,814 on Liverpool Animal Shelter and generated $188,329 from the services provided.
- There were 48 dog attacks reported in the 2016-17 year.
- An open day of the Liverpool Animal Shelter was held in May. Free microchipping and vaccinations were offered on the day. A total of 69 cats and 42 dogs were microchipped and 77 cats and 50 dogs were vaccinated.
- Liverpool Animal Shelter took care of 546 cats and 941 dogs during the year.
- A total of 455 dogs and 455 cats were rehomed.

Council has three off-leash areas: Lieutenant Cantello Reserve at Stewart Drive, Hammondville; Hoxton Park Reserve at Wilson Drive, Hinchinbrook; and, Macleod Park at Braidwood Drive, Prestons.
VOLUNTARY PLANNING AGREEMENTS

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

<table>
<thead>
<tr>
<th>PLANNING AGREEMENT</th>
<th>DESCRIPTION OF WORKS</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCC, Lateral Estate Pty Ltd, Autus Properties Pty Ltd, and Lucror Developments Pty Ltd 420-446 Macquarie Street, Liverpool</td>
<td>Restoration works to Collingwood House</td>
<td>Alteration to a development currently underway</td>
</tr>
<tr>
<td>LCC, Barclay Bannister Pty Ltd, Macquarie Learning Centre Pty Ltd, Fadi Hatem, Theresa Hatem, Andrew Elazzi, and Goldstein &amp; Rush Pty Ltd 25, 29 &amp; 35 Scott Street, Liverpool</td>
<td>Monetary contribution for council to acquire land and construct a public laneway for pedestrian access on land.</td>
<td>Development commenced  All monetary contributions plus interest have been paid. Majority for Compulsory Acquisition of 37 Scott Street Proposed laneway upgrade works to follow later this year Currently reviewing programme and funding</td>
</tr>
<tr>
<td>LCC and Tanlane Pty Ltd 146 Newbridge Road, Moorebank</td>
<td>Construction &amp; dedication of:  - Pedestrian access to Newbridge Road  - Bike/pedestrian path  - Open space along Georges River foreshore  - Vegetation management plan  - Drainage channel  - Road bridge over drainage channel</td>
<td>Development has not commenced Works yet to be commenced</td>
</tr>
<tr>
<td>LCC and Syesun Pty Ltd 124 Newbridge Road, Moorebank</td>
<td>Construction &amp; dedication of:  - Open space along Georges River foreshore  - Vegetation management plan  - Bike &amp; pedestrian footpath</td>
<td>Development has not commenced Works yet to be commenced</td>
</tr>
<tr>
<td>LCC and Amarino Pty Ltd Cowpasture Road, Hinchinbrook</td>
<td>Construction &amp; dedication of:  - Soil remediation  - Weed control  - Vegetation regeneration  - Drainage  - Signalised intersection at Cowpasture Road</td>
<td>Development has commenced Works in progress</td>
</tr>
</tbody>
</table>
| LCC and Australian Turf Club  
Munday Street, Warwick Farm | Construction & dedication of:  
• Intersection upgrade of Governor Macquarie Drive & Munday Street | Development has not commenced  
Works yet to be commenced |
| --- | --- | --- |
| LCC and Australian Turf Club  
Coopers Paddock & Inglis, Warwick Farm | Construction & dedication of:  
• Soil remediation, weed control, vegetation regeneration  
• Widen Governor Macquarie Drive to 4 lanes, including 2 new intersections  
• Bike/pedestrian path  
• Open space areas  
• Environmental conservation area | Development has commenced  
Works in progress |
| LCC and Mirvac, New Brighton Golf Club  
180 Nuwarra Road, Moorebank | Construction & dedication of:  
• Bike/pedestrian path  
• Open space along Georges river foreshore  
• Open space & recreation facilities within estate  
• Rehabilitate existing vegetation | Development has commenced  
Works in progress |
| LCC and D Biordi, F Biordi, L Biordi  
220-230 Northumberland Street, Liverpool | Acquisition of land and provision of public car parking in the Liverpool LGA | Development has not commenced  
Contribution yet to be made |
| LCC and Sanfilippo Investments Pty Ltd  
Lot 265 Flynn Avenue, Middleton Grange | Monetary contribution to compensate for lower density yield | In progress |
| LCC and Six Central Avenue Pty Ltd  
Lot 266 Flynn Avenue, Middleton Grange | Monetary contribution to compensate for lower density yield | In progress |
This information is provided in accordance with section 31 of the Public Interest Disclosures Act 1994

Council does not tolerate corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention or local government pecuniary interest contravention.

Council’s Ethical Governance: Internal Reporting (Public Interest Disclosures) Policy provides an internal system for the reporting of disclosures of corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention and local government pecuniary interest contravention by Liverpool City Council, members of Council staff and Councillors.

There were two public interest disclosures received this year and both were finalised within the year.

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.

PUBLIC ACCESS

Council facilitates public access to information in accordance with the Government Information (Public Access) Act 2009 (GIPA). During 2016-17, Council processed 965 informal requests for information, 51 formal requests for information and 147 requests for information from government agencies.

Of the 51 formal applications, eight were refused and six were partially refused. Applications for information are only refused if the application does not comply with the requirements of GIPA or if there is an overwhelming public interest against disclosure.
In July 2007 Council received approval for a permanent environment levy from the Department of Local Government (now Office of Local Government). 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 the Liverpool community. In 2016/17, the Environment Levy raised $1.7 million. The funds are used to deliver a range of programs that include major Bush Regeneration works, support for the Environment Volunteer Program, and delivery of educational programs.

The following table provides a summary of major projects funded through the levy during 2016/17 financial year.

<table>
<thead>
<tr>
<th>PROJECTS FUNDED THROUGH THE ENVIRONMENT LEVY</th>
<th>FUNDING ENVIRONMENT LEVY CHARGE $</th>
<th>STATUS AS AT 30 JUNE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment Restoration Major (Capital) Projects</td>
<td>$509,699</td>
<td>Completed</td>
</tr>
<tr>
<td>The River Walk Riparian Restoration Project – Area 1</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Dunumbral Park Riparian Restoration Project – Area 1</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Fassifern Park Riparian Restoration Project – Area 3</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Throsby Park Riparian Restoration Project – Area 1</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Nelson Phillis Park Bushland Restoration Project – Area 2</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Riverside Park Riparian Restoration Project – Area 2</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Lieutenant Cantello Reserve Riparian Restoration Project – Area 4</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Macleod Park Bushland Restoration Project – Area 1</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Hammondville Park Riparian Restoration Project – Area 1</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Glen Regent Bushland Restoration Project – Area 2</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Peter Miller Bushland Restoration Project – Area 1</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Mannix Park Bushland Restoration Project – Area 3</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Tepper Park Bushland Restoration Project – Area 3</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Bill Anderson Park Bushland Restoration Project – Area 1</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Pye Hill Bushland Restoration Project – Area 1</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Lehmanns Oval Riparian Restoration Project – Area 2</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Brickmakers Creek Riparian Restoration Project – Area 2</td>
<td>Works in progress</td>
<td></td>
</tr>
<tr>
<td>Brickmakers Creek Riparian Restoration Project – Area 3</td>
<td>Works in progress</td>
<td></td>
</tr>
</tbody>
</table>
The River Walk Riparian Restoration Project – Area 3  |  Works in progress
Voyager Point Bushland Restoration Project – Area 2  |  Works in progress
Dwyer Oval Riparian Restoration Project – Area 2  |  Works in progress
Lake Moore Riparian restoration Project – Area 2  |  Works in progress
Lot 10 Heathcote Road Riparian Restoration Project – Area 2  |  Works in progress
Clinches Pond Riparian Restoration Project Area 1  |  Works in progress

| Other Environment Restoration Projects  | $765,037  |
| Education, Consultants, and Coordination  | $435,035  | Ongoing
| Bush Regeneration Maintenance  | $330,002  | Ongoing
| Grand Total  | $1,274,736  |

The balance of the funds not expended in 2016/17 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 both 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.

Thirty nine workers compensation claims were lodged in the period 1 July 2016 to 30 June 2017.

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

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 2016-17 are listed in the table below.
<table>
<thead>
<tr>
<th>PROGRAM/PROJECT DESCRIPTION</th>
<th>SRV BUDGET $</th>
<th>ACTUAL EXPENDITURE $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Centre Rehabilitation Program</td>
<td>266,808</td>
<td>266,808</td>
</tr>
<tr>
<td>Sports Amenity Building Upgrade Program</td>
<td>62,464</td>
<td>62,464</td>
</tr>
<tr>
<td>Leisure Centre Upgrade Program - Michael Wenden</td>
<td>35,000</td>
<td>35,680</td>
</tr>
<tr>
<td>Whitlam Leisure Centre Spa Renewal</td>
<td>128,200</td>
<td>305,635</td>
</tr>
<tr>
<td>Boating Facilities Renewal Program</td>
<td>0</td>
<td>14,694</td>
</tr>
<tr>
<td>Whitlam Park 3-4 Building Renewal</td>
<td>75,000</td>
<td>42,600</td>
</tr>
<tr>
<td>Leisure Centre Upgrade Program - Whitlam Leisure Centre</td>
<td>200,000</td>
<td>61,929</td>
</tr>
<tr>
<td>Leisure Centre Upgrade Program - Holsworthy Pool</td>
<td>201,000</td>
<td>165,565</td>
</tr>
<tr>
<td>Michael Wenden Roof Renewal</td>
<td>125,000</td>
<td>88,210</td>
</tr>
<tr>
<td><strong>Drainage and Floodplain</strong></td>
<td>420,000</td>
<td>481,498</td>
</tr>
<tr>
<td>Programmed Drainage Renewal</td>
<td>58,000</td>
<td>54,106</td>
</tr>
<tr>
<td>Stormwater Pipe Relining</td>
<td>35,400</td>
<td>35,400</td>
</tr>
<tr>
<td>Stormwater Pipe Structural Patches</td>
<td>64,400</td>
<td>50,909</td>
</tr>
<tr>
<td>Non Prescribed Basins - Restoration &amp; Renewal</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>New GPT in Existing Development</td>
<td>200,000</td>
<td>189,969</td>
</tr>
<tr>
<td>Installation of Aerators in Amalfi Park Wetland</td>
<td>30,000</td>
<td>21,940</td>
</tr>
<tr>
<td>Landscape Mount at Bernera Rd &amp; Yoto Rd, Preston</td>
<td>12,200</td>
<td>109,175</td>
</tr>
<tr>
<td><strong>Parks and Recreation</strong></td>
<td>1,726,528</td>
<td>2,024,028</td>
</tr>
<tr>
<td>Playground Replacement program</td>
<td>570,000</td>
<td>563,215</td>
</tr>
<tr>
<td>Outdoor Fitness Gym Program</td>
<td>275,000</td>
<td>264,544</td>
</tr>
<tr>
<td>Key Suburb Park Program - Miller Park Upgrade</td>
<td>575,000</td>
<td>554,429</td>
</tr>
<tr>
<td>Resurfacing Netball Court Woodward Park</td>
<td>306,528</td>
<td>641,840</td>
</tr>
<tr>
<td><strong>Roads, Bridges and Footpaths</strong></td>
<td>3,894,835</td>
<td>4,072,772</td>
</tr>
<tr>
<td>Pavement Stabilisation &amp; Strengthening</td>
<td>585,000</td>
<td>588,689</td>
</tr>
<tr>
<td>Road Resurfacing Program Resealing</td>
<td>866,650</td>
<td>966,442</td>
</tr>
<tr>
<td>Road Resurfacing Program Rejuvenation</td>
<td>200,000</td>
<td>339,406</td>
</tr>
<tr>
<td>Road Resurfacing Program Programmed Patching</td>
<td>500,000</td>
<td>673,206</td>
</tr>
<tr>
<td>Cunningham Street, Moorebank - Seton to West End</td>
<td>321,540</td>
<td>277,987</td>
</tr>
<tr>
<td>Project Description</td>
<td>Amount 1</td>
<td>Amount 2</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Governor Macquarie Drive, Chipping Norton - Epsom Rd to Georges River Bridge</td>
<td>79,000</td>
<td>44,887</td>
</tr>
<tr>
<td>Jarrah Avenue, Prestons - Box to Bluegum</td>
<td>223,800</td>
<td>189,358</td>
</tr>
<tr>
<td>Mitchell Road, Moorebank - Seton to Cunningham</td>
<td>440,000</td>
<td>368,381</td>
</tr>
<tr>
<td>Tooma Place, Heckenberg - Heckenberg to North End</td>
<td>165,100</td>
<td>150,989</td>
</tr>
<tr>
<td>Weir Crescent, Lurnea - Graham to Webster</td>
<td>184,250</td>
<td>144,333</td>
</tr>
<tr>
<td>Dunbier Avenue, Lurnea - Doran to North End</td>
<td>230,535</td>
<td>230,132</td>
</tr>
<tr>
<td>Green Valley Road, Green Valley - Johns to Chainage 512</td>
<td>98,960</td>
<td>98,960</td>
</tr>
<tr>
<td><strong>Total Infrastructure capital expenditure</strong></td>
<td><strong>7,134,835</strong></td>
<td><strong>7,621,882</strong></td>
</tr>
<tr>
<td><strong>Operating Expenditure (Maintenance Crew)</strong></td>
<td><strong>736,498</strong></td>
<td><strong>736,498</strong></td>
</tr>
<tr>
<td><strong>Total use of special variation income</strong></td>
<td><strong>7,871,333</strong></td>
<td><strong>8,358,380</strong></td>
</tr>
</tbody>
</table>
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 provide to IPART.

### INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>2016-17 Actual</th>
<th>2016-17 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Rates Variation income</td>
<td>8,358,380</td>
<td>7,871,333</td>
</tr>
<tr>
<td>Funding for increased operating expenditure</td>
<td>736,498</td>
<td>736,498</td>
</tr>
<tr>
<td>Funding for capital Expenditure</td>
<td>7,621,882</td>
<td>7,134,835</td>
</tr>
</tbody>
</table>

### EXPENDITURE

<table>
<thead>
<tr>
<th>Type of Infrastructure</th>
<th>2016-17 Actual</th>
<th>2016-17 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>1,043,584</td>
<td>1,093,472</td>
</tr>
<tr>
<td>Drainage &amp; Floodplain</td>
<td>481,498</td>
<td>420,000</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>2,024,028</td>
<td>1,726,528</td>
</tr>
<tr>
<td>Roads &amp; Bridges</td>
<td>4,072,772</td>
<td>3,894,835</td>
</tr>
<tr>
<td><strong>Total SRV Infrastructure Spending</strong></td>
<td><strong>7,621,882</strong></td>
<td><strong>7,134,835</strong></td>
</tr>
</tbody>
</table>
COUNCIL CONTACTS

LIVERPOOL CITY COUNCIL,
GROUND FLOOR,
33 MOORE STREET,
LIVERPOOL

Phone: 1300 36 2170 or 9821 9222
National Relay Service: 133 677 (for hearing and speech impaired callers)

E-mail: lcc@liverpool.nsw.gov.au
Post: P.O. Box 7064, Liverpool BC, NSW 1871
Web: www.liverpool.nsw.gov.au

If you need this information translated call the interpreter service on 131 450 and ask them to call Council on 1300 36 2170