

# ANNUAL REPORT

## 2022-23



# CONTENTS

<b>ACKNOWLEDGEMENT OF COUNTRY</b>	<b>4</b>
<b>MAYOR'S MESSAGE</b>	<b>6</b>
<b>CEO'S MESSAGE</b>	<b>7</b>
<b>PURPOSE OF THE ANNUAL REPORT</b>	<b>8</b>
<b>INTEGRATED PLANNING AND REPORTING</b>	<b>9</b>
<b>PART 1 – INTRODUCTION: OVERVIEW OF LIVERPOOL CITY COUNCIL</b>	<b>11</b>
Vision and Strategic Objectives	12
About Liverpool City	16
Liverpool City	18
Elected Council	20
<b>PART 2 – COUNCIL'S ACHIEVEMENTS AND HIGHLIGHTS</b>	<b>23</b>
Financial Summary	24
Highlights Summary	26
Achievements and Performance by Service Area	28
Strategic Objective 1 - Healthy, Inclusive, Engaging	28
Strategic Objective 2 - Liveable, Sustainable, Resilient	32
Strategic Objective 3 - Evolving, Prosperous, Innovative	35
Strategic Objective 4 - Visionary, Leading, Responsible	37
<b>PART 3 – PUBLIC INFRASTRUCTURE ASSETS REPORT</b>	<b>38</b>
<b>PART 4 – SUMMARY OF COUNCIL'S PROGRESS</b>	<b>56</b>
<b>PART 5 – STATUTORY REPORT</b>	<b>72</b>
<b>PART 6 – COUNCIL'S AUDITED FINANCIAL STATEMENTS (separate cover)</b>	









## ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council acknowledges the traditional custodians of the land that now resides within Liverpool City Council's boundaries, the Cabrogal clan of the Darug Nation. We acknowledge that this land was also accessed by peoples of the Dharawal and Darug Nations.

# MAYOR'S MESSAGE



Our Liverpool community can take great pride in our achievements this year and embrace the growing optimism about the exciting future ahead of us.

I am pleased to announce that Council has, in the last 12 months, turned a previous net operating deficit result of \$11.938 million, into a 2022/23 surplus result of \$535 thousand. This \$12.5 million turn around demonstrates the benefits of implementing more responsible decision-making. Council and a largely new team of directors led by an experienced CEO, who all have personal associations with Liverpool, have revitalised Council's approach and brought our operations into line with community thinking and needs.

The back-to-basics philosophy I began when I was elected continues to resonate with our residents as obvious signs of improvements appear.

Our standards for maintaining our roads, park beautification and our customer services continue to rise to meet the expectations of the community.

We have also made it easier to communicate with council staff. This year our Customer Service Centre answered more than 154,000 phone calls and more than 71,000 requests.

The most popular events staged by Council in the past 12 months were undoubtedly our five cultural festivals that drew thousands of people to the CBD:

- Starry Sari Nights
- Lanterns and Lights night market
- Most Blessed Nights
- Motherland African Festival and
- Winter Blast European Night Market.

The events celebrated Liverpool's cultural diversity and love of life in a colourful and exciting panorama featuring food, drink and entertainment under lights.

The winter blast festival also appeared as a backdrop to Channel 9's weather report during the high rating 6pm news.

Cultural festivals drawing big crowds from inside and outside Liverpool are part of Council's policy of activating key precincts and boosting our local economy.

Our libraries continue to set standards in keeping with our reputation as the education hub of south west Sydney. They recorded more than a million in-person and virtual visitors who accessed 2403 programmes.

The next 12 months will embrace unprecedented change and advancement in Liverpool with dreams and ideas moving from blueprints to reality.

Construction of Western Sydney International Airport and Aerotropolis continues, and the first stage of our classic building Civic Place in the CBD's Scott Street is scheduled for completion early in 2024.

The central platform of my Council's agenda for Liverpool will continue to be serving the community.

Part of that programme will be continuing our back-to-basics schedule that has improved our frontline services, as well as roads, and made our parks and recreational areas more inviting.

None of these successes would be possible without the dedication and commitment of our Liverpool City Council Councillors, staff and our Chief Executive Officer John Ajaka.

Our achievements are a successful collaboration between Council and the people of Liverpool striving to help Liverpool realise its amazing potential and take advantage of opportunities coming our way.

Liverpool City Councillors and I welcome your feedback about the best way to ensure our city maintains its momentum towards the challenges of the 21st Century.

A blue ink signature of Mayor Ned Mannoun, featuring a large, stylized 'N' and 'M' followed by a horizontal line and a vertical stroke.

**MAYOR NED MANNOUN**



# CEO'S MESSAGE



I am pleased to present Liverpool City Council's annual report for 2022-23.

It's a comprehensive overview of Council's major achievements, general expenditure and events that continue our commitment to providing essential services to a growing city like Liverpool.

Council's budget saw expenditure of more than \$233 million on operations and \$286 million on capital works programmes during the year including continuing development of the Civic Place building in Liverpool CBD.

It will be the home of Liverpool City Council, Liverpool Library and other public services when it opens in 2024.

A principal item on Council's agenda in 2022-23 was continuing to expand Liverpool to meet the present and future needs of its diverse population, while retaining its historic links as NSW's fourth oldest settlement after Sydney, Parramatta and Hobart.

Another priority was the successful reduction of Council's backlog of planning applications, after introducing speedier processing.

Our revamped system now includes targeting assessments and determinations of long-standing applications.

In the past financial year Council determined 1035 development applications with a value of \$1.65 billion.

Council also maintained, repaired and resurfaced around 109,500 square metres of road pavement and regraded and maintained 46km of road shoulder area.

In keeping with our policy of endorsing road safety and convenience for pedestrians, Council also delivered around 7100 linear metres of concrete footpath and 1670 linear metres of kerb and guttering.

Council also continued to deliver community priorities including better local streets and improved open space in urban areas.

To improve facilities for families, recreation, sport and exercise, \$7.4 million was directed towards renewing and upgrading existing passive space, playgrounds and sporting ovals.

The financial year's highlights also included:

- The NSW State Government and WestInvest awarding Council more than \$153 million in funding to make Liverpool a showpiece of Sydney's south west with new swimming facilities and upgraded parks and roads.
- Liverpool City Council and the Gandangara Local Aboriginal Land Council (GLALC) signing a deed of agreement to formalise their partnership.
- A creative collaboration between GLALC and 25 First Nations people resulted in two pieces of First Nations artwork being created and installed at Lurnea Community Hub, Phillips Park.
- Liverpool became the first Council in South Western Sydney to partner with Play It Forward Australia and other contributors to create accessible swing seats in 11 local playgrounds.
- Council invested \$46 million in infrastructure renewals, upgrades and construction work, including \$10.3 million to improve existing properties and build new ones and \$21 million for roads and transport infrastructure to provide safer conditions for motorists and commuters.
- Around \$7.3 million was directed toward efficient management of stormwater quantity (flooding) and quality.
- Council endorsed the Liverpool Climate Action Plan and Climate Change Policy in March 2023. The decision endorses Council's response to climate change and supporting the community to reach the target of net zero emissions by 2050.

I would like to thank Liverpool City Council councillors, directors and staff for their dedication in bringing these projects to successful conclusions.

I also encourage feedback from the community about our programmes because your input helps us shape Liverpool for the future.

**HON. JOHN AJAKA**  
**CHIEF EXECUTIVE OFFICER**



# PURPOSE OF THE ANNUAL REPORT

The Annual Report is a comprehensive report to the community that has been prepared in accordance with section 428 of the *Local Government Act 1993*. The report highlights Liverpool City Council's financial and operational progress and achievements in the 2022-2023 financial year and focuses on the activities undertaken against the objectives in Council's Delivery Program 2022-2026 and Operational Plan 2022-23, which was reported to Council biannually.

The Annual Report is made up of six parts:

**PART 1 – Introduction: Overview of Liverpool City Council**

**PART 2 – Council's achievements and highlights**

**PART 3 – Public Infrastructure Assets Report**

**PART 4 – Summary of Council's Progress**

**PART 5 – Statutory Report**

**PART 6\* – Council's audited financial statements**

\*The first five parts are published in this volume. Part six is published separately. All care has been taken to ensure all content is complete and accurate. However, Council does not guarantee it is without error.



# INTEGRATED PLANNING AND REPORTING

The Community Strategic Plan (CSP) is supported by a suite of documents prepared in accordance with the Integrated Planning and Reporting Guidelines for Local Government issued by the State Government known as “*Integrated Planning and Reporting Framework*” (IP&R).

These guidelines require the CSP to be supported by a Resourcing Strategy comprising a 10-year Long-Term Financial Plan, four-year Workforce Management Strategy and 10-year Asset Management Strategy and Plans.

While the CSP provides a road map for the future, the Resourcing Strategy identifies the means to deliver the projects and services identified in the four-year Delivery Program, delivered through the annual Operational Plan and budget. These plans are statutory documents as defined in the *NSW Local Government Act 1993*.

The IP&R Framework requires that Council integrates all its plans to achieve community outcomes, cascading up to the CSP and down to the Operational Plan.

## INTEGRATED PLANNING AND REPORTING FRAMEWORK



## DELIVERY PROGRAM

The Delivery Program is a statement of commitment to the community from a newly elected Council that outlines the Principal Activities that Council will deliver over four years to implement the 10-year Community Strategic Plan.

## OPERATIONAL PLAN

The Operational Plan is Council's annual action plan for achieving the community priorities outlined in the Community Strategic Plan and Delivery Program. The Operational Plan identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program and is a sub-plan of the Delivery Program.

## REPORTING

The IP&R framework requires Council to report on the progress of its plans that form the IP&R framework to monitor progress and performance. The reports include the State of our City Report, prepared at the end of the Council term, and the Annual Report that reports on Council's Operational Plan. Biannual Progress Reports on the Delivery Program and Operational Plan are also prepared for the community and publicly available.

## RESOURCING STRATEGY

The Resourcing Strategy clearly articulates how Council will implement and resource its long-term vision and details the workforce, funding and assets required to implement the strategies set out in the Community Strategic Plan.

The Resourcing Strategy comprises the following plans:

### LONG-TERM FINANCIAL PLAN

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

### WORKFORCE MANAGEMENT STRATEGY

The four-year Workforce Management Strategy outlines the skills, staffing and human resources required to achieve the actions detailed in the Delivery Program and Operational Plan.

### ASSET MANAGEMENT STRATEGY AND PLANS

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



# **PART 1**

# **INTRODUCTION: OVERVIEW OF LIVERPOOL CITY COUNCIL**



# COMMUNITY VISION FOR LIVERPOOL





A vibrant campus scene at sunset. In the foreground, a student in a white t-shirt and dark pants walks on a paved path. The background features a large, modern building with a glass facade, partially obscured by trees. The sun is low on the horizon, creating a warm, golden glow and long shadows. The overall atmosphere is peaceful and lively.

# **A VIBRANT GLOBAL CITY OF LIFESTYLE AND OPPORTUNITY**

# STRATEGIC OBJECTIVES



## SOCIAL

**HEALTHY**  
**INCLUSIVE**  
**ENGAGING**



## ENVIRONMENTAL

**LIVEABLE**  
**SUSTAINABLE**  
**RESILIENT**



## **ECONOMIC**

**EVOLVING  
PROSPEROUS  
INNOVATIVE**

























## **CIVIC LEADERSHIP**

**VISIONARY  
LEADING  
RESPONSIBLE**

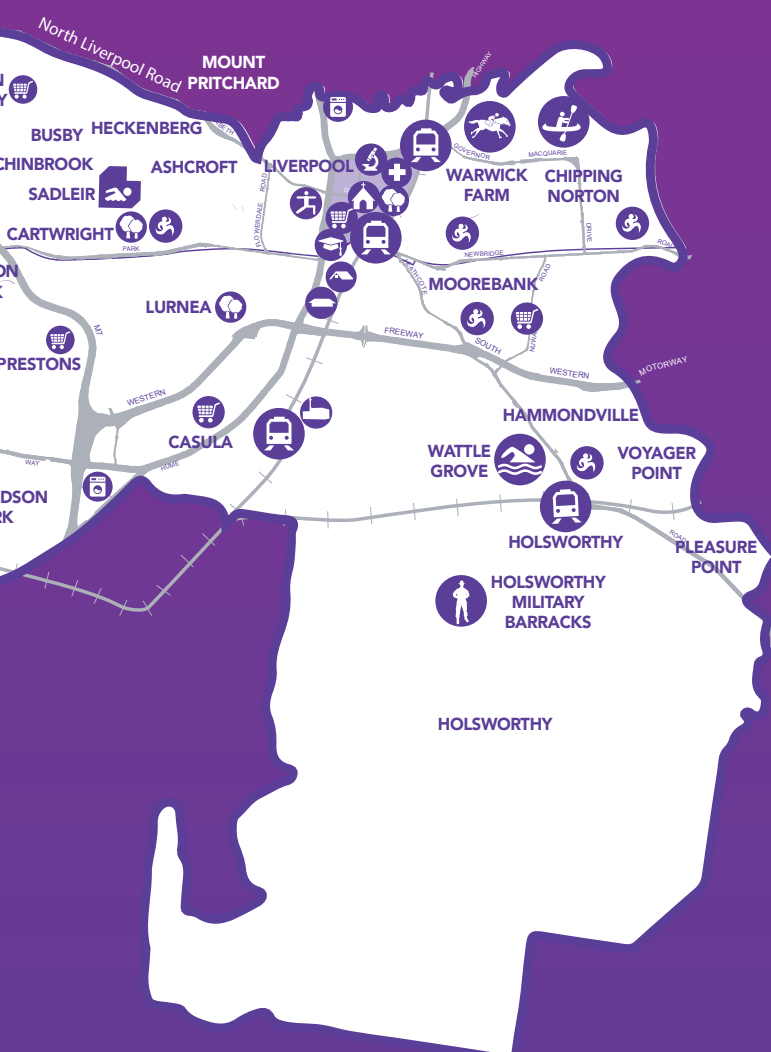
# ABOUT LIVERPOOL CITY



-  Public Recreation Facility
-  Chipping Norton Lakes
-  Warwick Farm Race Course
-  Holsworthy Aquatic Centre
-  Whitlam Leisure Centre
-  Michael Wenden Leisure Centre
-  Local Park
-  Retail Centre
-  Casula Powerhouse Arts Centre
-  Liverpool Regional Museum
-  Bents Basin

-  Collingwood House, Collingwood Precinct Aboriginal Place, Discovery Park
-  Holsworthy Military Reserve
-  Liverpool Hospital
-  Train Station
-  St Luke's Anglican Church
-  Western Sydney Airport
-  Liverpool Animal Shelter
-  Bulky Goods and Retail
-  Western Sydney University University of Wollongong
-  Bradfield City Centre
-  Ingham Institute





Liverpool is a large LGA in the heart of South West Sydney comprising 42 city, suburban and rural suburbs over 305 square kilometres. The Darug (Dharug) and Dharawal (Tharawal) nations are the traditional custodians of the land which forms the City of Liverpool and is now home to more than 240,000 people from more than 140 different backgrounds - one of the most diverse areas in Sydney. Liverpool is experiencing substantial growth, with the population expected to increase by approximately 60% between 2019 and 2036.

As part of South West Sydney's major growth area Liverpool is home to the Western Sydney International (Nancy-Bird Walton) Airport, set to open in 2026. The airport and associated Aerotropolis are expected to generate significant employment and economic opportunities for Liverpool, including knowledge-intensive jobs.

# LIVERPOOL CITY

## POPULATION<sup>1</sup>

245,902

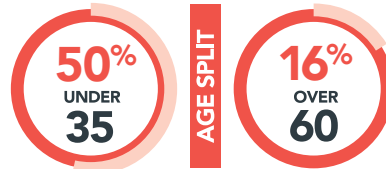
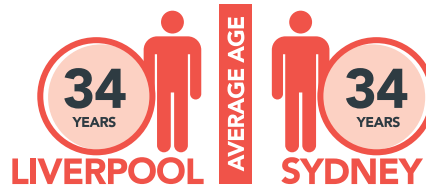


2023



POPULATION FORECAST  
371,303 BY 2041

## DEMOGRAPHIC<sup>2</sup>



## LIVERPOOL AREA<sup>3</sup>

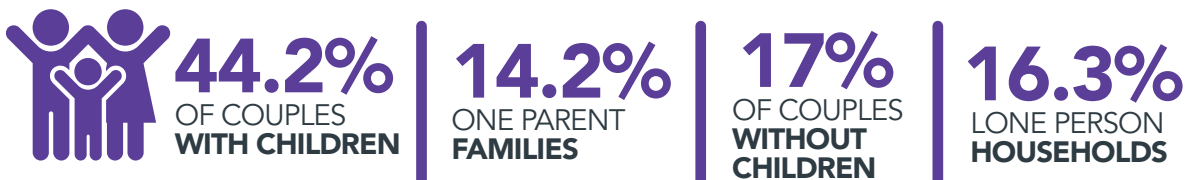


1/3 OF LIVERPOOL IS COVERED IN VEGETATION INCLUDING MORE THAN 500 OPEN SPACE RESERVES

CLIMATE CHANGE PROJECTIONS INDICATE THAT THE LIVERPOOL CITY AREA WILL BECOME



## HOW WE LIVE<sup>4</sup>



<sup>1</sup> Liverpool City Council Population Forecast, Forecast ID, viewed 20 April 2022, <<https://forecast.id.com.au/liverpool>>.

<sup>2</sup> Liverpool City Council Community Profile, Profile ID, <<https://profile.id.com.au/liverpool/about>>.

<sup>3</sup> Local Strategic Planning Statement – Connected Liverpool 2040, Liverpool City Council, viewed 20 April 2022, <<https://www.liverpool.nsw.gov.au/development/liverpools-planning-controls/local-strategic-planning-statement-lsps-connected-liverpool-2040>>.

<sup>4</sup> Liverpool City Council Community Profile, Profile ID, <<https://profile.id.com.au/liverpool/how-do-we-live>>.

## COMMUNITY FACILITIES<sup>5</sup>



**LIBRARIES**



**1,095,331**  
LEISURE CENTRE  
VISITATIONS  
FY 2022/23



**1**  
REGIONAL  
MUSEUM



**2**  
SHOPPING  
CENTRES



**3**  
UNIVERSITIES



**6**  
TOWN  
CENTRES



**537**  
PARKS  
AND OPEN SPACES



**2**  
RIVERS



**217**  
RECREATION SPACES  
INCLUDING SPORTING  
FIELDS, OVALS AND COURTS



## ECONOMY<sup>6</sup>

**39%**  
OF LOCAL  
WORKERS ARE  
LIVERPOOL  
RESIDENTS

**1/3**  
OF SOUTH WEST  
SYDNEY'S  
BUSINESSES  
ARE IN LIVERPOOL

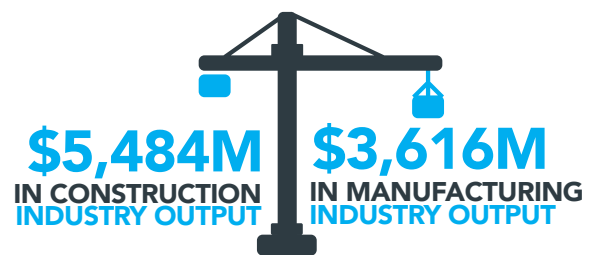


**44,499** 

TRIPS THROUGH  
LIVERPOOL STATION  
FY2022/23


**\$13.59B**  
GROSS REGIONAL PRODUCT

**\$24,590M**  
IN TOTAL OUTPUT



HEALTH CARE AND SOCIAL ASSISTANCE  
IS THE LARGEST EMPLOYER, GENERATING

**12,046**  
FTE JOBS

**73%**   
OF THE POPULATION  
HAVE INTERNET  
CONNECTION

**22,283**  
BUSINESSES  
REGISTERED  
IN LIVERPOOL 

<sup>5</sup> End of Term Report, Liverpool City Council, viewed 20 April 2022, <<https://www.liverpool.nsw.gov.au/council/corporate-information>>.

<sup>6</sup> Liverpool City Council Economic Profile, Economy ID, viewed 20 April 2022, <<https://economy.id.com.au/liverpool>>.

# ELECTED COUNCIL

Liverpool City Council's consists of a Mayor and 10 Councillors elected for a four-year term (2022-2026) by residents to represent their vision and priorities for the LGA.

As members of the elected body, Councillors have endorsed the Community Strategic Plan on behalf of the community and will continue to work directly with the community to refine priorities and ensure that strategic goals are delivered in the coming term.



L-R: Cllr Charishma Kaliyanda, Cllr Mazhar Hadid, Cllr Ali Karnib, Cllr Nathan Hagarty, Cllr Betty Green, Cllr Melhem Goodman, Mayor Ned Mannoun, Cllr Richard Ammoun, Cllr Peter Harle, Deputy Mayor Fiona Macnaught and Cllr Karress Rhodes.



## NORTH WARD COUNCILLORS



**Councillor Melhem Goodman**

0477 217 065 | [CllrGoodman@liverpool.nsw.gov.au](mailto:CllrGoodman@liverpool.nsw.gov.au)

Councillor Goodman is a loving father who prides himself on being a humble and caring resident of the Liverpool LGA for over 20 years. He has an extensive background in the building and construction sector and has participated in various community and youth initiatives. Councillor Goodman has watched our city expand and develop and is excited for the future of Liverpool. He is proud to have been recently elected to Council and will work to ensure the needs of our community are met.



**Councillor Mazhar Hadid**

0414 726 273 | [CllrHadid@liverpool.nsw.gov.au](mailto:CllrHadid@liverpool.nsw.gov.au)

Councillor Hadid was born in Lebanon and has a Diploma in Business Management and Public Relations. He has been a Councillor since 2008 and sits on many boards and committees in Liverpool. Councillor Hadid is committed to improving the Liverpool Local Government Area and he previously served as Deputy Mayor from 2012 to 2014 and 2020 to 2021.



**Councillor Nathan Hagarty**

0428 313 374 | [CllrHagarty@liverpool.nsw.gov.au](mailto:CllrHagarty@liverpool.nsw.gov.au)

First elected in 2016, Councillor Hagarty has spent his entire life in and around the Liverpool area, now living in Green Valley with his family. He has worked across the financial services, education and public sectors in operations, product management and information technology roles. Councillor Hagarty currently sits on several boards in the community services, local government, and superannuation industries. He is passionate about ensuring all of Liverpool's residents and ratepayers benefit from the opportunities that lie ahead.



**Councillor Peter Harle**

0412 736 956 | [CllrHarle@liverpool.nsw.gov.au](mailto:CllrHarle@liverpool.nsw.gov.au)

Councillor Harle was elected to Council in 2008 and has lived in Liverpool since 1954. He studied and taught at TAFE colleges and was persuaded by students and residents to become actively involved in the direction and growth of our City. Councillor Harle wants to make Liverpool a city that our residents can be proud of and the best possible place for his four daughters and twelve grandchildren. Councillor Harle has previously served as Deputy Mayor from 2008 to 2009.



**Councillor Ali Karnib**

0421 160 636 | [CllrKarnib@liverpool.nsw.gov.au](mailto:CllrKarnib@liverpool.nsw.gov.au)

Councillor Karnib is from Green Valley and is a former teacher-trainee who has served as president of the Lebanese Community Council. Councillor Karnib has also previously served as Deputy Mayor from 2016 to 2017, 2018 to 2019, and 2019 to 2020.

## SOUTH WARD COUNCILLORS



**Councillor Karress Rhodes**

0478 834 121 | [CllrRhodes@liverpool.nsw.gov.au](mailto:CllrRhodes@liverpool.nsw.gov.au)

Councillor Rhodes has lived in and around Liverpool since 1974 and has been involved with Liverpool City Council in various ways since the 1980s. She has served on the boards of numerous Liverpool community organisations and has run her own business since 1977, including publishing a Liverpool community magazine. She is passionate about Council engaging and collaborating with the community.



**Councillor Richard Ammoun**

0477 217 039 | [CllrAmmoun@liverpool.nsw.gov.au](mailto:CllrAmmoun@liverpool.nsw.gov.au)

Councillor Ammoun has been a Liverpool resident since the early 1990s and graduated from Casula High. He had a 16-year career with one of Australia's leading car audio, mobile and digital retailers, Strathfield Group Limited, starting at Strathfield Car Radios, Liverpool, and working across various positions. In 2009 Councillor Ammoun established his own company. He believes Liverpool has great cultural diversity, opportunities and potential for its residents.



**Councillor Betty Green**

0488 217 029 | [CllrGreen@liverpool.nsw.gov.au](mailto:CllrGreen@liverpool.nsw.gov.au)

Councillor Green has lived and raised her family in Liverpool for over 40 years and has worked in the women's community health sector locally for 28 years. The principles of social justice have guided her practice in various positions including counsellor, health promotion educator, group facilitator and domestic violence advocate. In April 2023, Councillor Green achieved her doctorate, her work in domestic violence was recognised with the Western Sydney University Community Champion Alumni Award in 2016.



**Councillor Charishma Kaliyanda**

0466 020 544 | [CllrKaliyanda@liverpool.nsw.gov.au](mailto:CllrKaliyanda@liverpool.nsw.gov.au)

Councillor Kaliyanda was raised in Liverpool after migrating to the area with her family as a young girl. She is a registered Occupational Therapist and currently works for Headspace – the national youth mental health foundation, to build awareness of and reduce stigma around mental health and well-being. She has worked with young people across many industries to build skills and capacities in the last 10 years and has a passion and has a commitment to moving Liverpool forward.



**Deputy Mayor Fiona Macnaught**

0487 217 061 | [CllrMacnaught@liverpool.nsw.gov.au](mailto:CllrMacnaught@liverpool.nsw.gov.au)

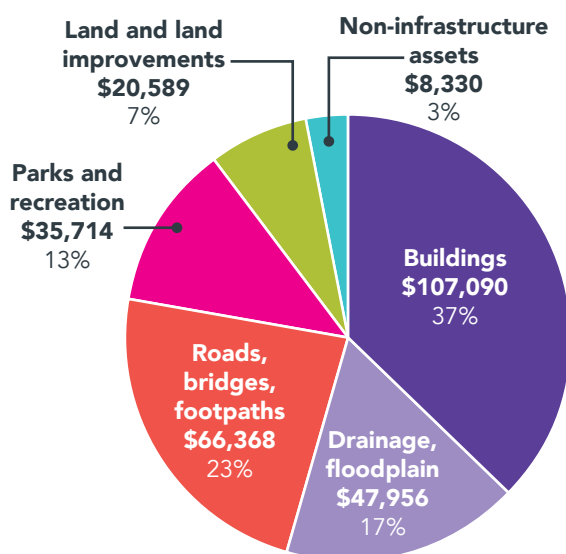
Councillor Macnaught has lived in Moorebank with her family for more than ten years. She is a registered Sonographer and has worked at Liverpool Hospital and radiology practices locally. Over many years, Councillor Macnaught has been involved in numerous community projects advocating strongly for the best outcomes for residents. She believes passionately in a Council that not only provides quality services but listens to and acts on community concerns.



# **PART 2** **COUNCIL ACHIEVEMENTS AND HIGHLIGHTS**

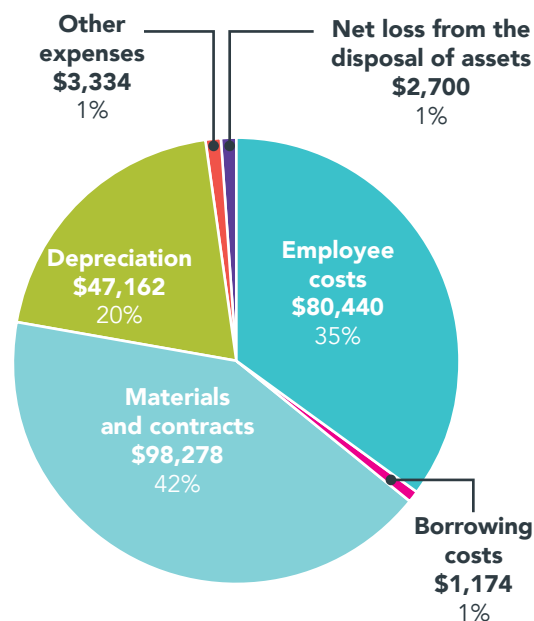
# FINANCIAL SUMMARY

## CAPEX SUMMARY



Summary by asset class	\$'000	%
Buildings	107,090	37%
Drainage, floodplain	47,956	17%
Roads, bridges, footpaths	66,368	23%
Parks and recreation	35,714	13%
Land, land improvements	20,589	7%
Non-Infrastructure assets	8,330	3%
	<b>286,048</b>	<b>100%</b>

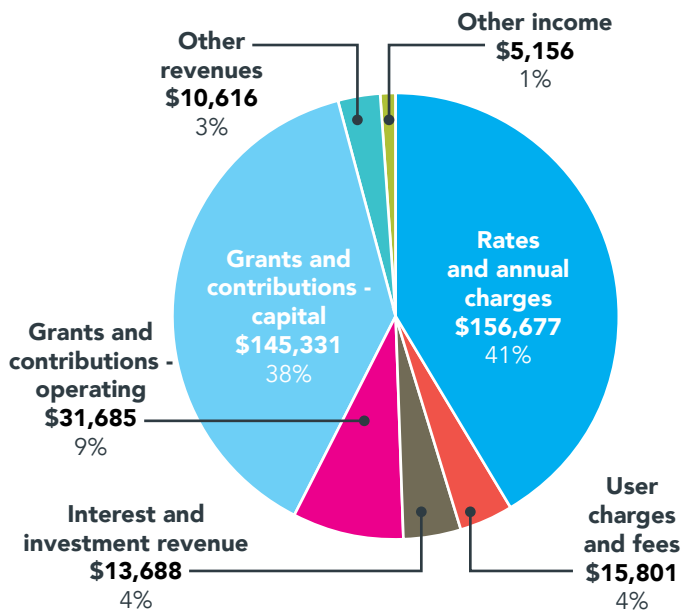
## EXPENDITURE SUMMARY



Summary by expense type	\$'000	%
Employee costs	80,440	35%
Borrowing costs	1,174	1%
Materials and contracts	98,278	42%
Depreciation	47,162	20%
Other expenses	3,334	1%
Net loss from the disposal of assets	2,700	1%
	<b>233,088</b>	<b>100%</b>



## SOURCE OF REVENUE



Income from continuing operations	\$'000	%
Rates and annual charges	156,677	41%
User charges and fees	15,801	4%
Interest and investment revenue	13,688	4%
Grants and contributions - operating	31,685	9%
Grants and contributions - capital	145,331	38%
Other revenues	10,616	3%
Other income	5,156	1%
<b>Total</b>	<b>378,954</b>	<b>100%</b>

## HOW \$100 IS SPENT



# HIGHLIGHTS SUMMARY

## CASULA POWERHOUSE ARTS CENTRE (CPAC)

VISITORS



46,700



528  
PRODUCTIONS



NOTABLE EVENTS

WOW FESTIVAL,  
FLIGHT RETROSPECTIVE

CITIZENSHIP  
CEREMONIES

25  
CEREMONIES



NEW CITIZENS

3073

## PARKS ENHANCEMENT



PUMP TRACK  
SCHOEFFEL PARK

## LURNEA COMMUNITY AND RECREATIONAL HUB



\$17M

### FEATURES



PLAYGROUND



FITNESS  
EQUIPMENT



CAFE



27,800+

VISITORS  
IN 2023-2024

## LIBRARY NETWORK



1million+

LIBRARY VISITATIONS  
(IN PERSON & VIRTUAL)



2403  
PROGRAMS

## LIVERPOOL ANIMAL SHELTER



350

VACCINATIONS



202

ANIMAL MICROCHIPS



140

DOGS REHOMED/  
RECLAIMED

6637



COMMUNITY REQUESTS

\$2.2M


COST

\$1.4M

FUNDING

(AUSTRALIAN GOVERNMENT'S  
LOCAL ROADS AND COMMUNITY  
INFRASTRUCTURE PROGRAM (LRCI).

## INFRASTRUCTURE INVESTMENT


INVESTMENTS  
  
**\$48.5M**

### ALLOCATIONS

ROADS AND PROPERTY  


OPEN SPACES  
  
 STORM WATER

## WASTE MANAGEMENT

 **48,000+**  
CRC VISITORS

### COLLECTION

 CARDBOARD  
 E-WASTE  
 OILS

## COMMUNITY GREEN INITIATIVES

 **3700**  
PLANTS PLANTED

 "CREATING CANOPIES"  
WITH NSW GOVT.

## DEVELOPMENT APPLICATIONS

 **1035**  
APPLICATIONS

VALUE  
**\$1.65B** 

## TOTAL CONTRIBUTIONS

**\$820,990**

  
 GRANTS  
 DONATIONS  
 SUBSIDIES

## ROAD MAINTENANCE AND DEVELOPMENT

 REPAIRED AND  
RESURFACED  
**109,500 M<sup>2</sup>**  
ROAD PAVEMENT

 **7100m**  
FOOTPATHS

KERB &  
GUTTERING  
**1670m** 

## LEISURE SERVICES

  
**3.5million**  
 VISITATIONS TO  
 SPORTS FACILITIES,  
 LEISURE AND  
 COMMUNITY CENTRES

## CUSTOMER SERVICE EXCELLENCE

 **154,500**  
PHONE CALLS

  
**71,000**  
 CUSTOMER  
 REQUESTS

# ACHIEVEMENTS BY SERVICE AREA

## STRATEGIC OBJECTIVE 1

### HEALTHY, INCLUSIVE, ENGAGING



**Our community envisions a vibrant, inclusive city in Liverpool that is deeply woven into their daily lives. This strategic goal centres around nurturing social bonds to cultivate a strong sense of belonging and the capacity to build harmonious communities.**

There are nine service areas within Strategic Objective 1, Libraries and Museum, Events, Recreation and Community Facilities, Community Development and Planning, Children's Services, Arts and Culture, City Planning and Urban Design, Animal Management and City Infrastructure Delivery and Construction. These service areas aim to meet Council's strategic objectives by;

- Improving liveability and quality of life for the community by delivering vibrant parks, places and facilities;
- Promoting a harmonious community that celebrates its diversity;
- Embracing the city's heritage and history;
- Supporting an inclusive community by fostering access and equity for all;
- Delivering great and exciting events and programs for our people and visitors;
- Supporting active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport; and
- Communicating, listening, engaging and responding to the community by encouraging community participation.

### HIGHLIGHTS

- Council staged five major cultural celebrations and a range of secondary events to support its policy of revitalising key precincts and support the local economy. The five major events were Starry Sari Nights, a three-day Lanterns and Lights Night Market, the popular month-long Most Blessed Nights Festival, Motherland African Festival and Winter Blast European Night Market. These events drew more than 450,000 residents and visitors to the Liverpool CBD.
- Council facilitated its Community Hubs Australia program in three local schools providing education, employment and social support to refugee and migrant women with pre-school aged children. This led to more than 125 women from Culturally and Linguistically Diverse (CALD) communities taking part in the CALD Women's Swimming and Water Safety Program. The program was developed in collaboration with the Belgravia Leisure Group and Liverpool Neighbourhood Connections and was recognised by Channel 9 in the 6pm news.
- Council continued to work with First Nations communities and partners to strengthen connections and recognition of native culture and traditions in a modern world. Liverpool City Council and the Gandangara Local Aboriginal Land Council (GLALC) signed a deed of agreement to formally recognise the partnership between the two organisations.
- A creative collaboration between GLALC, Council and 25 local First Nations people including elders, youth and Tharawal Land Council members resulted in two pieces of First Nations Artworks being created and installed at the Lurnea Community Hub, Phillips Park. The artworks titled 'The Meeting Place – Where All Are Welcome' were unveiled in June 2023.



- Liverpool became the first Council in South-Western Sydney to partner with Play It Forward Australia, Liverpool Chamber of Commerce, local businesses and local schools to improve accessibility at 11 playgrounds across the Liverpool local government area. Council invited local businesses to show their support by sponsoring the replacement of low-backed infant swings with new high-backed updated versions for children of all abilities.
- Council was highly commended by the Local Government Professionals Excellence Awards for staging the 2168 Children's Parliament. Children's Parliament provided a platform for local children to have a voice and be involved in a parliamentary structure while learning how policies are debated and become law.
- Casula Powerhouse Arts Centre (CPAC) welcomed more than 46,700 visitors during the year, delivering 528 productions including exhibitions, shows, film screenings, art workshops and special events. Major events included the Way Out West (WOW) Festival in September 2022 which attracted more than 7600 people across seven days, and the FLIGHT retrospective in January 2023 which was formally opened by the then Minister for the Arts, Hon Ben Franklin.
- Council secured 10 grants for various urban design, heritage and public art related projects and dedicated the funding to 14 new projects. They include upgrades to Macquarie, Scott and Railway Streets Liverpool. The amenity improvements at Bigge Park and repair and restoration works to Liverpool Courthouse, Collingwood House and local monuments and memorials.
- Council opened one of the biggest pump tracks in Australia at Schoeffel Park, Horningsea Park as part of a \$2.2 million project to modernise the park. The project received \$1.4 million in funding under the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.
- In September 2022 the Lurnea Community and Recreational Hub at Phillips Park was opened. The \$17 million facility was co-funded by the NSW Government which invested \$6.5 million to assist in creating the state-of-the-art community precinct. The park has transformed into a modern recreational attraction for the community to enjoy, including a new playground, outdoor fitness equipment, a community hub and café as well as grounds for soccer and cricket, a half basketball court, and First Nation art murals. The venue has taken more than 390 bookings and attracted more than 27,800 visitors.
- Council's library network received more than a million in-person and virtual visitors who accessed 2403 programs during the year. Council received six grants to fund programs and activities including Tech Savvy Seniors and Elders, National Science Week, Seniors Week, Local Priority Grant.
- Decodable Readers were added to the library collection and are designed to encourage children in early stages of reading to acquire core knowledge and build strong foundations of literacy. STEM offerings within youth programs, with a focus on coding, electronics, and robotics increased in attendance and demand at Council libraries.
- Council continued delivering on the NSW Premier's priorities including focusing on improving streets, increasing and improving the quantity and quality of open space in urban areas. As part of this programme, Council activated Liverpool's Railway Street, transforming it as part of a shared spaces trial. The event featured local performers, interactive activities and food trucks. Shared spaces can improve pedestrian access, promote activities and enliven underused communal spaces.
- Council hosted 25 citizenship ceremonies during the period and welcomed 3073 new Australian citizens to the Liverpool Local Government Area.
- The Liverpool Innovation Precinct Prospectus was launched in June 2023 by NSW Treasurer, Hon Daniel Mookhey MLC. It is a unique partnership of 10 major stakeholders in the City of Liverpool who have come together to advocate for, and support, public and private sector investment in the local government area. The Prospectus showcases Liverpool's capabilities in health, education, research, and innovation. The Liverpool Innovation Precinct has secured agreements with companies including Hitachi Australia, GE Health, Samsung, Johnson & Johnson, Circuitwise Electronics, Biomed Technology Australia, Pharmalex, Consortium for Medical Device Technologies, New Zealand and many others.
- The Liverpool Animal Shelter vaccinated 350 animals and microchipped another 202 during its cost-free programme. Council also acted on 6637 requests from the community.
- Council achieved a record number of attendances to its sport, leisure and community venues with more than 3.5 million visitations recorded to a wide range of programs that support the social, physical and mental well being of the community.



### Major Cultural Events

Lanterns and Lights event, Liverpool.



### Liverpool City Council and Gandangara Local Aboriginal Land Council Deed of Agreement

Deed of Agreement signing by Mayor Ned Mannoun, CEO John Ajaka, Chairman of the Land Council Tony Scholes, Land Council CEO Melissa Williams along with former Deputy Mayor Karress Rhodes, Councillors Nathan Hagarty, Betty Green, Charishma Kaliyanda and Peter Harle at Phillips Park, Lurnea.



### Liverpool Innovation Precinct

Mayor Ned Mannoun, Councillor Nathan Hagarty, Councillor Charishma Kaliyanda and Holsworthy MP Tina Ayyad celebrate the launch of the Liverpool Innovation precinct.



### Lurnea Community Hub First Nations Artwork

Mayor Ned Mannoun, Land Council CEO Melissa Williams, Land Council Director Gail Smith and CEO John Ajaka unveiling First Nations artwork at Phillips Park, Lurnea.



### FLIGHT Exhibition

Casula Powerhouse Arts Centre, Casula.



### Council Libraries

Children enjoying programs at Liverpool Library, Liverpool.





### Play It Forward Program

Former Deputy Mayor Karress Rhodes and community members launching the first high-backed disability-friendly swing at Casula Parklands, Casula.



### Way Out West (WOW) Festival

Casula Powerhouse Arts Centre, Casula.



### CALD Community

Royal Life Saving NSW Western Sydney swimming and CPR program graduates pictured with former Deputy Mayor Karress Rhodes.



### Redevelopment of Phillips Park

Community Hub Phillips Park, Lurnea.



### Liverpool Council Libraries offer STEM Programs during school holidays

Students pictured at a Casula Library's Code Club.



### Pump Track In Schoeffel Park

Mayor Ned Mannoun and former Deputy Mayor Karress Rhodes cutting the ribbon at the pump track opening in Schoeffel Park.

## STRATEGIC OBJECTIVE 2

### LIVEABLE, SUSTAINABLE, RESILIENT



**Our community wants a high-quality liveable city that is affordable, well planned, embraces technology, offers an improved transport network and protects and values the city's natural environment. The need for a resilient city to meet the challenges brought on by the uncertainties of climate change and natural disasters was also a community priority.**

There are seven service areas within Strategic Objective 2, City Waste and Recycling, City Maintenance, Strategic Town Planning, Regulatory Compliance, Development Assessment, Environmental Planning and Management and Infrastructure and Floodplain Planning and Management. These service areas aim to meet Council's strategies by;

- Delivering a beautiful, clean and inviting city for the community to enjoy;
- Managing stormwater and drainage infrastructure to mitigate risk to the environment and the community;
- Delivering and advocating for a sustainable, cool and green city;
- Promoting and advocating for an integrated transport network with improved transport options and connectivity;
- Protecting and enhancing our natural environment and increasing the city's resilience to the effects of natural hazards, shocks and stresses;
- Managing waste effectively and maximising recycling; and
- Delivering effective and efficient planning and high-quality design to provide the best outcomes for a growing city.

### HIGHLIGHTS

- Council successfully invested more than \$46 million in infrastructure renewals, upgrades and construction works during the financial year including:
  - \$21 million to upgrade road and transport infrastructure.
  - \$10.3 million to renewing, refurbishing and improving many of its existing properties, along with the construction of new facilities.
  - \$7.4 million to renew and upgrade existing passive open spaces and sporting ovals; and
  - \$7.3 million for the effective and efficient management of stormwater quantity (flooding) and quality.
- Council received more than \$153 million in funding through the State Government's WestInvest program. The funding will be used towards major projects including Carnes Hill Aquatic and Leisure Centre, Scott Street, Railway Street and Macquarie Street upgrades and the redevelopment of Woodward Park at Brickmakers Creek and Light Horse Park.
- Council repaired and resurfaced approximately 109,500 square metres of road pavement and regraded and maintained 46 kilometres of road shoulder areas across various locations in the local government area. Council also delivered approximately 7100 linear metres of concrete footpath and reconstructed 1670 linear metres of kerb and guttering at several locations.
- Council delivered Sustainability Blitz workshops and supported activities including guided nature walks, nighttime nature safaris, nature photography, bird watching, nature drawing, children's nature craft, pollination workshops and community micro bat talks.



- Council delivered several actions from the Environmental Restoration Plan. The Plan included management of water sensitive urban design assets, natural areas, fires and their mitigation, waterway pollution events, biosecurity, internal environmental compliance, mosquito populations and native fauna, and threatened species management.
- Council endorsed the Liverpool Climate Action Plan and Climate Change Policy in March 2023. These documents aim to achieve net-zero carbon emissions from Council's operations and support the community to reach the target of net-zero emissions by 2050.
- Council delivered upgraded equipment to 21 parks within the LGA during the period as part of its Playground Replacement Program. The works include a variety of newly-installed outdoor exercise equipment, monkey bars, shade sails, slides and rubber softfall surfaces.
- Council delivered tree planting initiatives in the local government area with more than 100 volunteers and hosted the NSW Government, Creating Canopies 100,000 tree planting initiative. The volunteers planted over 3700 plants at four parks including Discovery Park, Liverpool, Greenway Park (Francis Lake area), West Hoxton, McLeod Park and Harvard Park, Prestons to cool the city and provide valuable habitat for wildlife.
- Council, in collaboration with the NSW State Emergency Services (SES) Liverpool Unit, responded to a high volume of calls during the severe weather conditions and flooding that occurred in July 2022. More than 70 Council staff and contractors assisted the NSW SES with road closure monitoring and management, traffic control and emergency road and infrastructure repairs. More than 20,000 kilograms of sand was used during emergencies and more than 100 potholes were resurfaced.
- Council continued to provide waste management services, including the operation of the Community Recycling Centre (CRC). The CRC was visited by more than 48,000 vehicles and collected approximately 295 tonnes of cardboard, 227 tonnes of e-waste, and 76 tonnes in oils during the year. More than 58,000 household waste collection bookings were made through Council's online waste collection booking platform.
- Council launched mini community recycling stations at Casula, Carnes Hill, Green Valley, and Moorebank libraries making recycling more accessible to the community. Small appliances without batteries including X-rays, smoke detectors and ink/toner cartridges can now be responsibly disposed of locally.
- Council continued to protect, promote and enhance environmental and public health safety standards in the community by conducting more than 1890 regulatory inspections.
- Council determined 1035 development applications valued at \$1.65 billion in the financial year. Council is also reducing the backlog of applications by improving the process as well as targeting assessments and determinations of long-standing applications.



#### Community Recycling Centre

Council staff at the Liverpool Community Recycling Centre serving community during the festive season.



#### Park Maintenance

Council staff maintaining parks and open spaces.





### Rapid Response Flood Support

More than 70 Council staff and contractors assisted the NSW SES with road closure monitoring and management, traffic control and emergency road and infrastructure repairs.



### Rapid Response Flood Support

More than 20,000 kilograms of sand was used during emergencies and more than 100 potholes were resurfaced.



### Launch of Mini Community Recycling Stations

Mini community recycling bin at Casula Library, Casula.



### Volunteer Planting Initiatives

Volunteers planting in the Liverpool LGA.



### Local Development

Artist's impression of the proposed Carnes Hill Leisure Centre.



### Playground Replacement Program

El Alamein Park, Liverpool.

## STRATEGIC OBJECTIVE 3

### EVOLVING, PROSPEROUS, INNOVATIVE



**Our community aspires to foster a vibrant, thriving, and resilient local economy that provides accessible employment and educational prospects for everyone. It is imperative that all stakeholders collaborate to bolster the economy, enhance and sustain Liverpool's transportation networks and infrastructure, in order to attract a wide range of business prospects and elevate Liverpool's global profile. Our ultimate goal is to cultivate a locale that boasts exceptional liveability and access to essential services.**

There are two service areas within Strategic Objective 3, Economic and Commercial Development and Traffic and Transport Planning. These service areas aim to address Council's strategies by;

- Continuing to invest in improving and maintaining Liverpool's road networks and infrastructure;
- Promoting and delivering an innovative, thriving and internationally recognised city;
- Marketing Liverpool as a business destination attracting investment;
- Implementing planning controls and best practice urban design to create high-quality, inclusive urban environments;
- Facilitating quality local employment, training and education opportunities;
- Developing the economic capacity of local businesses and industries; and
- Maintaining strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the City.

### HIGHLIGHTS

- Council progressed with the construction works on Liverpool Civic Place which is due for completion in 2024. Located at 52 Scott Street, Liverpool, the site is a proposed mixed-use development which will incorporate Council offices, Council chambers, library, childcare and commercial office space. Once complete the site will activate and develop vibrant places that attract residents, visitors and workers to Liverpool.
- Federal and State Government funding was secured and applied to multiple road improvement and upgrade projects in the Liverpool local government area during the year. They included intersection upgrade works at Kurrajong Road/Lyn Parade/Beech Road, Kurrajong Road/Mowbray Street, road widening projects on Governor Macquarie Drive, Bernera Road, north of the intersection with Yarrunga Street, Yato Road intersection to the M7 Motorway off-ramp, and Yarrowa Street intersection.
- Council continued to support local businesses by identifying more than 200 new investment leads and providing referral and information support to more than 250 local businesses. Staging major events in the CBD provided opportunities for Council to further support businesses with exposure and marketing.
- Council continued acquiring basins identified as priorities by the Department of Planning and Environment. They included Basin 14 in Edmondson Park and Basin 29 in Austral, along with the acquisition of the land required for the construction of Basins 5 and 6 in Austral. The acquisitions will provide improved drainage and facilitate the release of residential land to the community.



- Council recognises the potential for increased tourism and economic growth due to the ongoing development of the Western Sydney International Airport. Consequently, Council initiated the creation of a dedicated tourism website for Liverpool and have reviewed the Destination Management Plan. These initial steps position Council to capitalise on the expanding local tourism and business sectors.
- Council adopted the Liverpool Economic Development Strategy 2022-2032 which identifies increased economic opportunities for the city. The strategy will guide Council to position itself as a global centre.



**Basin 14, Edmondson Park – Flood Detention Basin and Parkland**



**Artist impression of Western Sydney International Airport**  
Badgerys Creek.



**Road improvement and upgrades**  
Governor Macquarie Drive, Liverpool.



**Basin 29, Austral – Flood Detention Basin and Parkland**



**Artist's impression of Liverpool Civic Place**

## STRATEGIC OBJECTIVE 4

### VISIONARY, LEADING, RESPONSIBLE



Our community desires a Council that excels in its procedures, providing services to the community efficiently and effectively. The Council aims to be responsible, ensuring financial sustainability, transparency, and ongoing representation of the community through advocacy and engagement.

There are four service areas within Strategic Objective 4, Customer Service, Governance and Corporate Management, Financial Management and Communications. These service areas aim to meet Council's strategies by;

- Placing customer satisfaction, innovation and best practice at the centre of all operations;
- Positioning Council as an industry leader that plans and delivers services for a growing city;
- Ensuring Council is accountable and financially sustainable through the strategic management of assets and resources;
- Demonstrating a high standard of transparency and accountability through a comprehensive governance framework; and
- Embracing Smart City initiatives by improving digital connectivity and smart technology.

### HIGHLIGHTS

- Council's Community Engagement Strategy and accompanying Community Participation Plan were endorsed by Council in December 2022. These documents are used to guide engagement practice across the organisation, aligning Council engagement plans with legislative requirements, industry best practice and the community's priorities.
- The Customer Service Centre received more than 154,500 phone calls and 71,000 customer requests during the year. Council implemented a satellite service at Carnes Hill Library to service the community and enable connection with residents in their local area.
- The Customer Experience team at the Council received recognition at the CX Knowledge Management Awards for their outstanding work on the service area's induction document. This document earned the title of 'Best Authored Knowledge Object' and has demonstrated its effectiveness in enhancing internal practices and benefiting the community. These national awards celebrate customer service centers that achieve exceptional customer outcomes through the utilisation of knowledge management software, with Liverpool being one of them.
- Council developed a risk management improvement program to enhance Council's overall enterprise risk management maturity.



**Council staff at CX Knowledge Management Awards**



**Customer Service Centre satellite service at Carnes Hill Library**



# **PART 3** **PUBLIC** **INFRASTRUCTURE** **ASSETS REPORT**



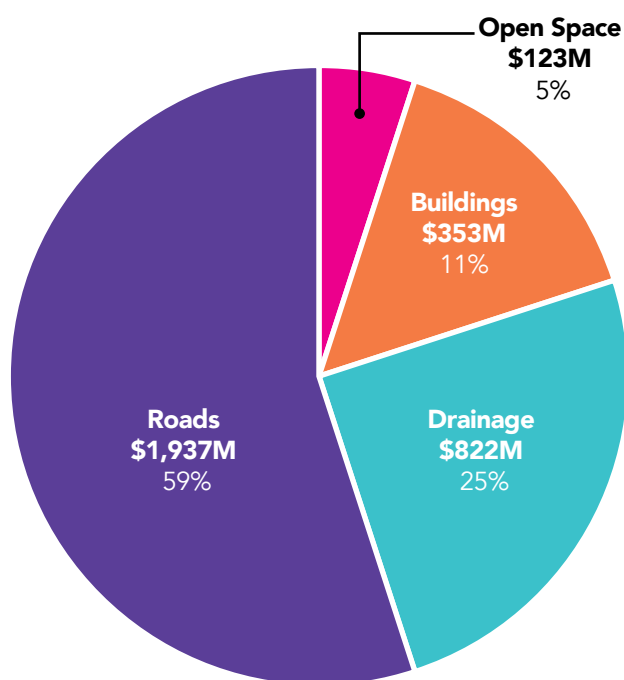
# PUBLIC INFRASTRUCTURE ASSETS REPORT

## Introduction

Council is responsible for the management, care and control of a wide range of infrastructure assets, representing a significant public investment and utility. These include public roads and other transport-related facilities, floodplain and drainage networks, buildings and structures, open space including parks and reserves, and sporting and recreational facilities, with a combined replacement value of more than \$3.2 billion.

The asset categories and the corresponding values of these assets are shown in the diagram below. Additional details regarding each category are provided in the Condition of Infrastructure Assets table that follows.

**Current Replacement Cost  
Infrastructure Assets 2023**



Council's infrastructure assets are used to provide a range of services which aim to deliver social, environmental, and economic outcomes for the community of Liverpool.

## Strategic Asset Management

Council continues to progress its Asset Management (AM) planning to facilitate consistent application of current best AM practices across Liverpool and across all categories of infrastructure assets. Council's adopted Strategic Asset Management (SAM) policy, strategy and plans provide an effective decision-making framework. The application of this framework ensures that Council assets provide the required levels of service to the community.

Council's Asset Management (AM) system also facilitates a systematic approach to the planning, programming and implementation of the wide range of activities associated with the effective management of Council's infrastructure assets. The system includes processes for data collection, data storage and life-cycle analysis, to support decision-making regarding the optimal use of resources for the operation, maintenance, rehabilitation, upgrading and reconstruction of infrastructure assets.

Council's AM systems and processes are developed in accordance with the set guidelines of the International Infrastructure Management Manual (IIMM) and ISO 55,000 for achieving sound Strategic Asset Management outcomes.

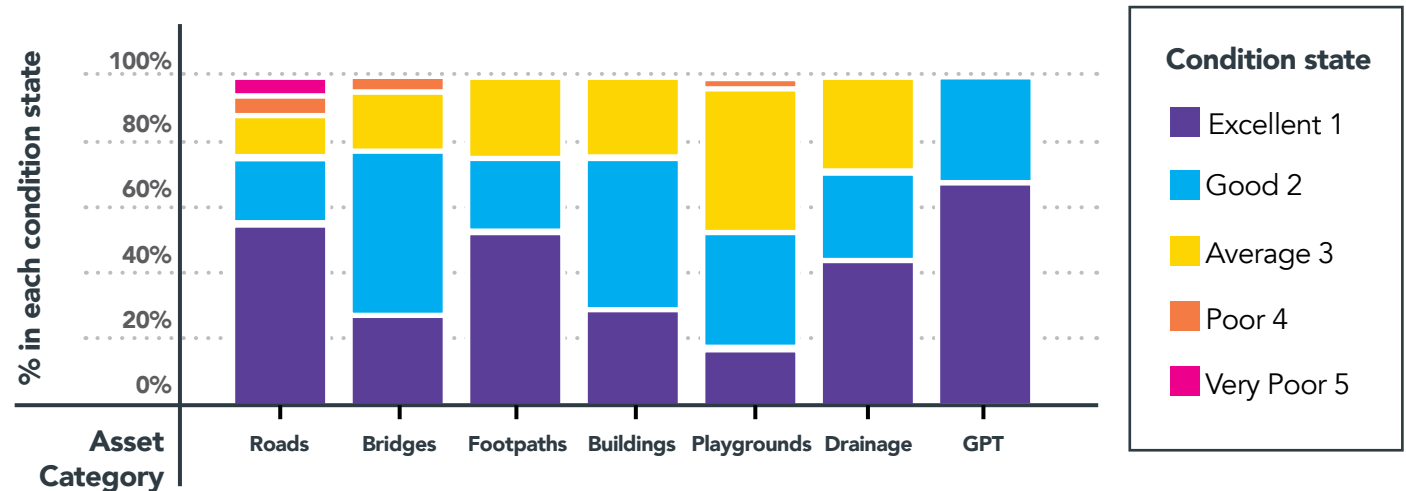
Council's AM system, that operates in the Cloud environment, continues to enhance the standard of AM practices in various aspects including the asset accounting, data accessibility, data security and integration with Geographical Information System (GIS) and Customer Request Management System (CRMS). This has enabled Council to deliver on recommendations provided by the NSW Audit Office.

## Asset condition

Council utilises its comprehensive database of asset information to facilitate the necessary planning and valuation of its assets to a high level of accuracy. Council's ongoing asset surveys continue to provide valuable data to determine the condition of the asset and their performance objective. It has enabled the Council to proactively develop the maintenance and renewal strategies and programs which are responsive and cost-effective.

The condition and performance information for some of the Council's key assets are summarised in the table below:

### Condition of Infrastructure Assets



## Infrastructure Report Card

The table below shows the infrastructure report card indicating the overall situation of each category of Council infrastructure assets. All Council assets have consistently been in an "In Control" position over the years, thus illustrating the effectiveness of the Council's adopted asset management framework, and systems and processes.

### Infrastructure Report Card

Assets	Replacement Cost	Cost to Satisfactory Standard	Asset Rating 2021/22	Asset Rating 2020/21	Asset Rating 2019/20	Asset Rating 2018/19
<b>Roads Assets</b>	\$1,611,761,000	\$47,657,000	In control	In control	In control	In control
<b>Bridges</b>	\$91,394,000	\$1,648,000	In control	In control	In control	In control
<b>Footpaths</b>	\$233,841,000	\$252,000	In control	In control	In control	In control
<b>Stormwater Drainage</b>	\$822,428,000	\$3,484,000	In control	In control	In control	In control
<b>Buildings</b>	\$353,422,000	\$828,000	In control	In control	In control	In control
<b>Parks</b>	\$123,184,000	\$558,000	In control	In control	In control	In control
<b>TOTAL</b>	<b>\$3,236,030,000</b>	<b>\$54,427,000</b>				

**Key**

- In control
- Monitor
- Action required

## Asset renewal and replacement

Council continued its capital works program, renewing and replacing infrastructure assets to maintain satisfactory asset conditions and to ensure services continue to be provided.

Works were funded from a range of income sources, including:

- General rates revenue;
- Special rate variation;
- Stormwater management service charge;
- Environmental levy;
- Grants from Commonwealth and State governments for a range of infrastructure projects; and
- Section 7.11 developer contributions.

Council commenced several major new projects to facilitate the growth of the new urban centres and to manage the demand for expanded services arising from this growth.

## Road and transport infrastructure

Council is responsible for the care, control and management of more than 982 kilometres of formed roads from which approximately seven kilometres are unsealed and 36 kilometres have regional road classification. During the 2022/23 financial year an additional 15 kilometres of new roads were added to the road network as a result of the new subdivisions occurring in Austral, Edmondson Park and Leppington. The combined value of these road and transport assets is more than \$1.8 billion.

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

Earlier intervention, through Council's preservation programs, provides the most cost-effective treatment in slowing down 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 challenges that will continue to impact Council's management of its extensive portfolio of road assets are:

- a. Many roads and associated infrastructure were built in the 1970s and 1980s, meeting the standards at the time, but are now approaching the end of their serviceable lives. These assets require significant improvements and renewal to bring them up to the current satisfactory standards for the community.
- b. The road network is expected to grow by approximately 150 km or around 15 per cent over the next 10 years. This growth will add additional financial and resource pressures due to the need for increased asset maintenance activities.
- c. Development in the rural areas, including the Western Sydney Airport and Aerotropolis is leading to increased traffic loadings unsuitable for existing rural road pavements, placing additional pressure on already constrained maintenance budgets.
- d. Due to its advanced state of deterioration, part of the rural road network will continue to decline even though additional funding has been provided in recent years. These rural roads are predominantly located within the South West Priority Growth Area, and the ensuing residential and commercial development will ultimately result in the need for the full reconstruction, widening and/or upgrades to the majority of these roads. Council will continue implementing its low-cost strategies aiming to hold these rural roads in a reasonable condition until full reconstruction can occur.

## Achievements for the year

Council spent more than \$25 million on the reconstruction and rehabilitation of roads and associated transport infrastructure assets during 2022/23 financial year. This included various works to preserve, restore and enhance Council's roads and transport network.

- Key achievements included:
  - Greenway Drive, West Hoxton – Reconstruction and resurfacing of road;
  - Urban Forest Strategy Phase 2, Liverpool – Planting of trees in the Liverpool City Centre;
  - Nineteenth Avenue, Hoxton Park – Footbridge installation;
  - Georges River Footbridge, Voyager Point – Completion of rehabilitation and painting works;
  - Commuter Carpark at Casula Powerhouse Arts Centre (CPAC) – Expansion of carpark; and
  - Woodbrook Road underpass, Casula – Opening of road.
- Council completed road pavement renewal and rehabilitation works covering 36 streets with a combined length of 13 kilometres (including three kilometres of rural roads) at the total cost of \$12.5 million during the year. The work will extend pavement service life and improve riding conditions.
- Road renewal and rehabilitation works were completed at the following locations:
  - Gill Avenue, Liverpool;
  - Feodore Drive, Cecil Hills;
  - Stockton Avenue, Moorebank;
  - Strickland Crescent, Ashcroft;
  - Sadleir Road, Sadleir;
  - Australis Avenue, Wattle Grove;
  - Delfin Drive, Wattle Grove;
  - Epsom Road, Chipping Norton;
  - Village Way, Wattle Grove;
  - Galloway Street, Busby; and
  - Old Kurrajong Road, Casula.
- A total of 82,000m<sup>2</sup> of the following rural roads received resurfacing treatment, to improve their levels of service:
  - Rejuvenation in Prestons and West Hoxton;
  - Lee and Clark Road, Kemps Creek;
  - Seventh Avenue, Austral; and
  - Herley Avenue, Rossmore.
- Council also continued its program of shared paths and footpaths construction. More than \$1.0 million was spent to construct approximately 4.0 kilometres of new paved pathways and shared paths across 21 locations.
- Council spent more than \$1.2 million on new and upgraded traffic facilities, such as raised thresholds, pedestrian crossings, and bus shelters at the following locations:
  - Installation of six bus shelters at Talana Hill Drive and Gellibrand Road in Horningsea Park, Tweed Court in Wattle Grove, in front of Miller Shopping Central, Cartwright Ave, Miller, Hanover street in Cecil Hills and San Marino Drive in Prestons.
  - Installation of indented parking bays on verges in various narrow width streets;
  - Installation of a pedestrian refuge - Church Road and Heathcote Road, Moorebank;
  - Installation of traffic devices - high pedestrian activity areas in the Liverpool City Centre; and
  - Upgrade of existing roundabout – Aviation Road and Airfield Drive, Elizabeth Hills.



**Roundabout Upgrade – Aviation Road, Elizabeth Hills**



**Road resurfacing (Re-Seal) – Herley Avenue, Rossmore**



**Footpath construction – Thompson Avenue, Moorebank**



**Road reconstruction – Australis Avenue, Wattle Grove**

Council has continued to advance the investigation and design of several major roads to facilitate growth within the new urban release areas. Some of the key achievements for the year include:

- The intersection upgrade works at Governor Macquarie Drive (GMD) and Hume Highway. This project involves the widening of GMD from two-lane to a four-lane carriageway, construction of dedicated slip lanes to and from GMD, and installation of traffic signals and street lighting. A contract for construction was awarded and construction works are expected to commence end of September 2023. The project is funded by the Federal Government's Western Sydney Infrastructure Plan;
- Council engaged a design consultant to undertake the concept and detailed design of a major upgrade to Edmondson Avenue, between Bringelly Road and Fifteenth Avenue. The concept design is currently at 80 per cent completion. The project is funded by the State Government's Special Infrastructure Contribution (SIC) scheme; and
- Council engaged a design consultant to undertake the detailed design of the extension of Middleton Drive to Aviation Road and provision of an underpass of the M7 at Middleton Grange, to improve access into and out of Middleton Grange.



## Floodplain and Water Management

Council's floodplain and water management assets include more than 790 kilometres of piped drainage systems and associated pits, gross pollutant traps, flood detention basins, formed channels and waterways with a combined value of approximately \$759 million. The drainage network is envisaged to grow at a rate commensurate with the growth in the road network.

Council continued to comprehensively inspect its piped drainage network assessing its structural condition and hydraulic performance. Utilising a closed-circuit television system (CCTV) to provide Council with the accurate condition of data and digital imagery of its pipe network.

These inspections enable Council to proactively develop responsive and cost-effective maintenance and renewal strategies and programs. Through analysis of the inspection data, Council has identified the following broad categories of drainage renewal and replacement activities, that improve the hydraulic performance and significantly extend the service lives of these assets:

- Restoring the piped drainage system through the relining of long lengths of existing deteriorated pipes. This trenchless restoration method 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 application of structural patches to the isolated failures within pipes, using the trenchless method.

Council's Stormwater Management Service Charge, which generates approximately \$1.5 million each year, provides a sustainable funding source for Council's stormwater management programs and enables the undertaking of more enhanced maintenance and renewal programs.

Some of the key challenges Council has faced in managing its stormwater assets include:

- The existing drainage system predominantly comprises underground pipes and pits that can only be appropriately assessed using CCTV. This method of collecting data is costly and time-consuming. With only around 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 are expected to grow by another 200 kilometres over the next ten years; and
- The current initiatives relating to Water Sensitive Urban Design (WSUD) introduced new types of assets and devices for stormwater quality improvement, requiring more structured and sometimes more intensive, maintenance practices.

## Achievements for the year

Council spent more than \$2 million on preserving, restoring and enhancing drainage infrastructure with the following achievements made during the year:

- Construction of Basin 6 in Austral and Leppington North at a cost of \$5.5 million;
- Installation of a Gross Pollution Trap (GPT) at Homestead Park, Chipping Norton and Weir Crescent, Lurnea;
- Renewal and rehabilitation of more than 1.5 kilometres of Council's piped drainage system, following assessment of over 10 kilometres of Council's drainage network. This program is funded by Council's Stormwater Management Service Charge; and
- Council purchased three properties from the high-risk flood way of the Georges River at Rickard Road and Newbridge Road in Moorebank under the Moorebank Voluntary Acquisition Scheme. The project has been jointly funded by the Council and the NSW Government under the NSW Government's 'State Floodplain Management' Program.



GPT – Homestead Park, Chipping Norton



Basin 6, Fourth Avenue, Austral



## Building Infrastructure

Council has in its ownership, care and control of approximately 216 building assets covering its commercial, operational, community, recreational, cultural and heritage services, with a combined current replacement cost of more than \$355 million. The age of the buildings and their types are varied, with many built in the late 1950s and 1960s and several are specialised structures including parking stations, large aquatic centres and heritage buildings.

Council programmed inspection of building assets to optimise maintenance and renewal. Condition surveys of these buildings also provide necessary data to support future maintenance, rehabilitation and upgrades.

This year, a proportion of the buildings were found to be at overall average condition. A large proportion of the buildings in this condition relate to secondary buildings, or parts of buildings including storage facilities and public toilets associated with sporting facilities. These facilities are considered to be fit for the intended purpose with lower maintenance requirements.

Some of the key challenges that will continue to impact Council's management of its large portfolio of building assets are:

- Malicious damage to sports amenity buildings due to their location within reserves and inadequate surveillance require higher than normal maintenance; and
- The majority of Council's buildings do not generate income that could be used to offset the cost of maintenance and renewal.

## Achievements for the year

Council spent more than \$6 million on renewing, refurbishing, and improving many of its existing buildings, including community centres. Some of the key achievements for the year include:

- Completion of a new accessible bathrooms at the Whitlam Leisure Centre, Liverpool;
- Completion of roof replacement and refurbishment of the outdoor play area at the Preston's Childcare Centre;
- Refurbishment of the outdoor play area at the Hinchinbrook Childcare Centre;
- Completion of refurbishment of the accessibility outdoor area at the Hinchinbrook, Cecil Hills, and Greenway Park Community Centres;
- Completion of air conditioning and structural stabilisation/drainage upgrade at the Green Valley District Centre;
- Completion of kitchen upgrades at the Green Valley District Centre, Wattle Grove, Liverpool Pipe Band, Orange Grove, Frank Oliveri and Moorebank Community Centres;
- Acoustic upgrades at Hilda Davis, Heckenberg and Wattle Grove Community Centres.
- Installation of a new solar panel system at Liverpool Community Centre and McGirr Park Tennis Amenities Building; and
- Completion of an audit for sports and recreation, and accessibility upgrades, at the Seton Community Centre.



**Accessible Amenity Building – Whitlam Centre, Liverpool**



**Kitchen upgrade – Green Valley District Centre**



**Outdoor Play Area – Hinchinbrook Childcare Centre**



**Acoustic upgrade – Wattle Grove Community Centre**



## Parks and recreation facilities

Council manages a portfolio of more than 500 open spaces, consisting of regional, district and local parks and reserves, and natural bushland areas.

The portfolio includes 222 sporting and recreational facilities including soccer and rugby fields incorporating cricket pitches, netball courts, tennis courts, cricket practice nets, play spaces, skate parks and boat ramps.

These assets cover more than 1400 hectares of land with a combined replacement cost of \$150 million.

The majority of Council's parks do not generate income with the exception of sports fields which charge a small lease fee and are unable to offset the long-term maintenance and renewal cost.

---

## Achievements for the year

This year, Council spent more than \$8 million on new infrastructure, along with renewals and improvements to existing infrastructure, at many of its existing open spaces, including upgrades to sporting fields and play spaces. Some of the key achievements for the year include:

- Completion of concept designs plans, community consultation and detailed designs for upgrades to Cole Park in Moorebank, McGirr Park in Miller, Affleck Park in Middleton Grange, Pye Hill Reserve in Cecil Hills (inclusive play space), Liverpool Pioneers' Memorial Park in Liverpool (Stage 2), and Apex Park in Liverpool (Indigenous Garden);
- Shade structures were provided over four playgrounds and rubber soft-fall surfacing was replaced at five playgrounds at the following locations at a cost of approximately \$575,000:
  - o Apex Park, Liverpool – coloured soft-fall upgrade;
  - o Newgate Park, Cecil Hills – coloured soft-fall upgrade;
  - o Dunbier Park, Casula – coloured soft-fall upgrade;
  - o Woodward Park, Liverpool – coloured soft-fall upgrade;
  - o Liverpool Bicentenary Park, Moorebank – new hyper shade sail;
  - o Retallack Park, Prestons – new hyper shade sail;
  - o Thomas Moore Park, Chipping Norton – new hyper-shade sail; and
  - o Montella Park, Prestons – new hyper shade sail.
- Council continued its program of delivering outdoor gyms to key locations with 36 gyms installed at a cost of over \$224,000 this year. This includes a new outdoor gym and hyper shade sail at Alamein Park, Liverpool.
- Design, refurbishment and enhancement works were undertaken at Gibbs Park in Sadleir, at a cost of \$134,000.
- An accessible footpath and seating were installed at Whitlam Park No. 2, Heckenberg at a cost of \$205,000.
- New solar light installations were completed at a total cost of \$98,000, at the following locations:
  - o Winnal Reserve, Liverpool - pathway lighting; and
  - o Lt Cantello Reserve, Hammondville – access road and pathway lighting.
- Council completed renovation of the Bigge Park Tennis Facility at a cost of \$697,000.





**Synthetic Grass Courts – Bigge Park, Liverpool**



**Acrylic Court – Bigge Park, Liverpool**



**Coloured rubber soft-fall upgrade – Apex Park, Liverpool**



**Colour rubber soft-fall upgrade – Freeburn Park, Luddenham**



**New shade structure – Thomas Moore Park, Chipping**



**Solar pathway lighting – Winnal Reserve, Green Valley**



## Environment Management

Council endorsed its Integrated Pest Management Strategy and Policy in June 2023. These documents establish a progressive framework to guide the management of animal and plant pest species by ensuring that pest control measures are efficient, effective, and appropriately target species that are of the greatest risk to the community, environment, and economy.

Council also endorsed its Liverpool Climate Action Plan and Climate Change Policy in March 2023. These documents set Council's commitment in responding to climate change and building a sustainable city, aiming to achieve net-zero carbon emissions from Council's operations and support our community to reach the target of net-zero emissions by 2050.

## Environment Restoration Plan

Council's environmental volunteering activities, including Bushcare, were well received with multiple bookings made for planting days. In addition, the annual National Tree Day recommenced with 100 residents registered.

The Sustaining Liverpool newsletter which is delivered seasonally, continued to provide reference information on sustainability initiatives, events and programs. The newsletter is available online through Council's website and libraries.

Council's 'Sustainability Blitz' workshop series was delivered. In addition, Council partnered with citizen science programs including the NSW Bats in Backyards program.

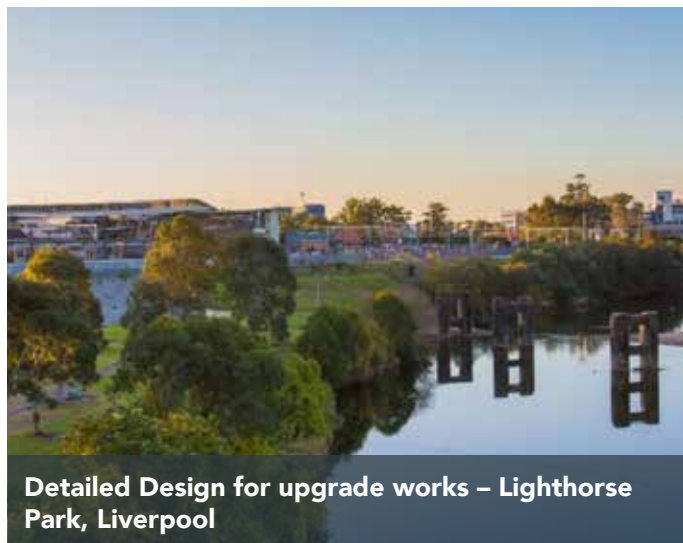


## Asbestos and Contaminated Land Management

Council continues to implement best practice asbestos and contaminated land management, to safely and effectively manage its contaminated lands and ensure they continue to remain fit for their intended purpose.

Council progressed the following projects:

- Angle Park, Chipping Norton - continuing with remediation planning, community consultation and design works;
- Lighthorse Park, Liverpool - remediation planning as part of the design for upgrade works;
- Whitlam Park 5, Heckenberg - footpath construction including remediation and park improvement;
- Kotlash Park, Lurnea - upgrades including remediation and new footpath installation; and
- Paciullo Park, Liverpool – site investigations and remediation planning, to inform potential upgrade works.



## Condition of Assets

The following table provides a summary of the average condition of Council's infrastructure assets, with respective estimated costs to upgrade and maintain these assets, to ensure they continue to provide satisfactory standards of service to the community.

Asset Description	Quantity	Current replacement cost (Note 1)	Average condition as at June 2023 (Note 2)	Estimated cost to bring to satisfactory standard (Note 3)	Estimated annual cost of maintaining asset at that standard (Note 4)	Annual maintenance expenditure 2022-23 (Note 5)
<b>ROAD AND TRANSPORT</b>		<b>\$1,936,996,000</b>		<b>\$49,556,000</b>	<b>\$16,185,000</b>	<b>\$17,864,000</b>
Roads (km)	982	\$1,123,752,000	Good	\$45,678,000	\$10,323,000	\$14,825,000
Kerb and gutter (km)	1531	\$298,882,000	Good	\$569,000	\$1,435,000	\$449,000
Footpath and cycleways (km)	923.6	\$233,841,000	Good	\$252,000	\$1,963,000	\$1,347,000
Bridges and major culverts (no.)	125	\$91,394,000	Good	\$1,648,000	\$928,000	\$186,000
Road furniture and structures (no.)	49437	\$166,146,000	Good	\$1,022,000	\$1,399,000	\$773,000
Off street car parks (no.)	119	\$22,981,000	Good	\$387,000	\$137,000	\$284,000
<b>FLOODPLAIN AND DRAINAGE</b>		<b>\$822,427,000</b>		<b>\$3,484,000</b>	<b>\$1,776,000</b>	<b>\$1,384,000</b>
Piped drainage (km)	792	\$648,142,000	Good	\$2,572,000	\$1,077,000	\$1,038,000
Pits (no.)	30228	\$91,465,000	Good	\$100,000	\$150,000	\$0
Headwalls and minor culverts (no.)	3076	\$19,494,000	Good	\$812,000	\$35,000	\$0
Retarding basins and wetlands (no.)	257	\$45,170,000	Good	\$0	\$105,000	\$69,000
Gross Pollutant Traps (no.)	231	\$18,156,000	Good	\$0	\$409,000	\$277,000
<b>BUILDINGS</b>	<b>216</b>	<b>\$353,423,000</b>		<b>\$828,000</b>	<b>\$3,822,000</b>	<b>\$6,413,000</b>
Administration building	2	\$59,167,000	Good	\$0	\$621,000	\$1,040,000
Aquatic Centres	6	\$30,638,000	Good	\$0	\$376,000	\$880,000
Bush Fire/SES	11	\$4,207,000	Good	\$0	\$44,000	\$896,000
Childcare Centres	10	\$9,387,000	Good	\$281,000	\$113,000	\$331,000
Commercial Properties	2	\$652,000	Average	\$0	\$7,000	\$7,000
Community Centres	39	\$66,958,000	Good	\$0	\$709,000	\$974,000
Heritage Buildings	13	\$46,461,000	Good	\$92,000	\$488,000	\$279,000
Libraries, Museums	4	\$48,403,000	Good	\$0	\$581,000	\$310,000
Multi Level Car Parks	2	\$31,690,000	Good	\$0	\$317,000	\$272,000
Parks Buildings / Structures	114	\$47,682,000	Good	\$455,000	\$484,000	\$724,000
Works Depot	13	\$8,178,000	Average	\$0	\$82,000	\$700,000
<b>OPEN SPACE</b>		<b>\$123,184,000</b>		<b>\$558,000</b>	<b>\$9,433,000</b>	<b>\$9,228,000</b>
Sporting Fields, ovals and courts (no.)	222	\$29,422,000	Good	\$135,000	\$2,768,000	\$3,691,000
Parks infrastructure (no. of Parks)	512	\$63,168,000	Good	\$0	\$5,765,000	\$4,614,000
Playground equipment (no.)	217	\$30,594,000	Good	\$423,000	\$900,000	\$923,000
<b>GRAND TOTAL</b>		<b>\$3,236,030,000</b>		<b>\$54,426,000</b>	<b>\$31,216,000</b>	<b>\$34,889,000</b>

<sup>1</sup> While the overall condition of road is considered to be Average, there are sections of roads that require more intensive rehabilitation and reconstruction works to bring it to a satisfactory level. With increased renewal funding, targeted renewal programs based on modern asset management principles, and effective asset maintenance strategy, Council aims to gradually reduce this backlog over the next few years.

<sup>2</sup> Council's commercial, parks amenity, and works depot buildings are in average condition. However, these buildings are considered to be fit for the purpose with lower maintenance requirements. 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.



## Notes corresponding to Condition of Assets table (page 15)

1. **Current replacement cost** – estimated cost to replace existing asset with modern equivalent, which will deliver the 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, 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 “Average” (satisfactory) as required by the independent assessment of Council’s Asset Management Plan prepared by Morrison Low Consultants.

### Note

a) Condition data is progressively updated as Council continued its programmed inspection of building assets to enable development of optimised maintenance and renewal programs and asset management plans. Condition surveys of these buildings have also provided necessary data to support future maintenance, rehabilitation and upgrade programs. Most of the amenities/toilet blocks located in parks and reserves are considered to be fit for their intended purpose, with lower maintenance requirements. Furthermore, 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 120 kilometres of the rural road network is predominantly located within the South West Priority Growth Area, Aerotropolis, and the ensuing residential and commercial development will ultimately result in the need for full reconstruction, widening and/or upgrades to majority of the roads. Council will continue to implement its low cost road 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 maintenance strategy and methodology.

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.
5. **Annual maintenance expenditure** – Council’s actual expenditure during the financial year, for the purpose of maintaining and preserving assets

The total estimated cost to bring Council’s infrastructure assets to a satisfactory standard has increased by \$3.1 million in the 2022/23 financial year, compared to the previous year. This increase is primarily due deterioration of the condition of existing road pavements. This deterioration was caused by prolonged wet weather over the last year, and the continual increase to road usage which is generated by the significant development occurring within the Liverpool LGA. Council will continue to monitor and adopt appropriate asset management strategies to maintain these roads, until reconstruction of the roads is undertaken.

## Stormwater management service charge

Council continued its program of stormwater rehabilitation and renewal works funded from Council's Stormwater Management Services Charge, which was implemented in July 2008. The charge, which generates approximately \$1.5 million each year, has provided Council with 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 below table provides a summary of projects funded through the Stormwater Management Service Charge this year.

Projects partly or fully funded through stormwater management service charge	Total Expenditure
<b>Flood Mitigation</b>	<b>\$115,228</b>
Site investigations and delivery of recommended remediation works, to address salinity and improve fertility of basin soil, at Amalfi Memorial Park, Lurnea (Basin area).	\$29,691
Detailed design and master planning of channel improvement works, to various areas in Hinchinbrook.	\$44,347
Undergoing new drainage improvement works at Casula Parklands which include demolition and replacing of existing headwalls, construction of new pits and a new Gross Pollutant Trap (GPT) which will prevent pollutants from flowing into the Georges River. This aims to mitigate flooding in the area to enable year round usage of community facilities.	\$41,191
<b>Stormwater Quality</b>	<b>\$55,961</b>
Water quality improvement works at Hinchinbrook and West Hoxton. Works include fabrication and installation of mini trash racks and scour protection works at headwall outlets, to drain out low water flow stagnated water at downstream, and enable periodic inspection and maintenance cleaning operations.	\$55,961
<b>Enhanced Drainage Maintenance</b>	<b>\$226,560</b>
Enhanced drainage maintenance works to piped drainage, including high pressure pipe cleaning in Busby, Hammondville and Holsworthy areas.	\$79,321
Enhanced drainage maintenance works to piped drainage, including high pressure pipe cleaning, CCTV inspection and condition assessments in Busby, Hammondville and Holsworthy areas.	\$147,239
<b>Erosion Protection Works</b>	<b>\$153,802</b>
Completion of an erosion protection project at Harris Park, Holsworthy and Helles Park, Moorebank including drainage improvements and the reconstruction of culvert headwall.	\$65,925
<b>Stormwater Pipe Restoration and Renewal</b>	<b>\$574,517</b>
Stormwater pipe relining works to improve hydraulic capacity and provide extended service life of deteriorated stormwater pipes, at various locations in Green Valley (suburban areas).	\$299,450
Provision of stormwater drainage pipe, and structural repairs and upgrades of stormwater pipes, to improve hydraulic capacity and provide an extended service life of the pipe systems, at various locations in Sadler (suburban areas).	\$275,067
<b>GRAND TOTAL</b>	<b>\$1,009,010</b>

Provided in accord with clause 217(1)(e) of the *Local Government (General) Regulation 2021*.

## Environment levy

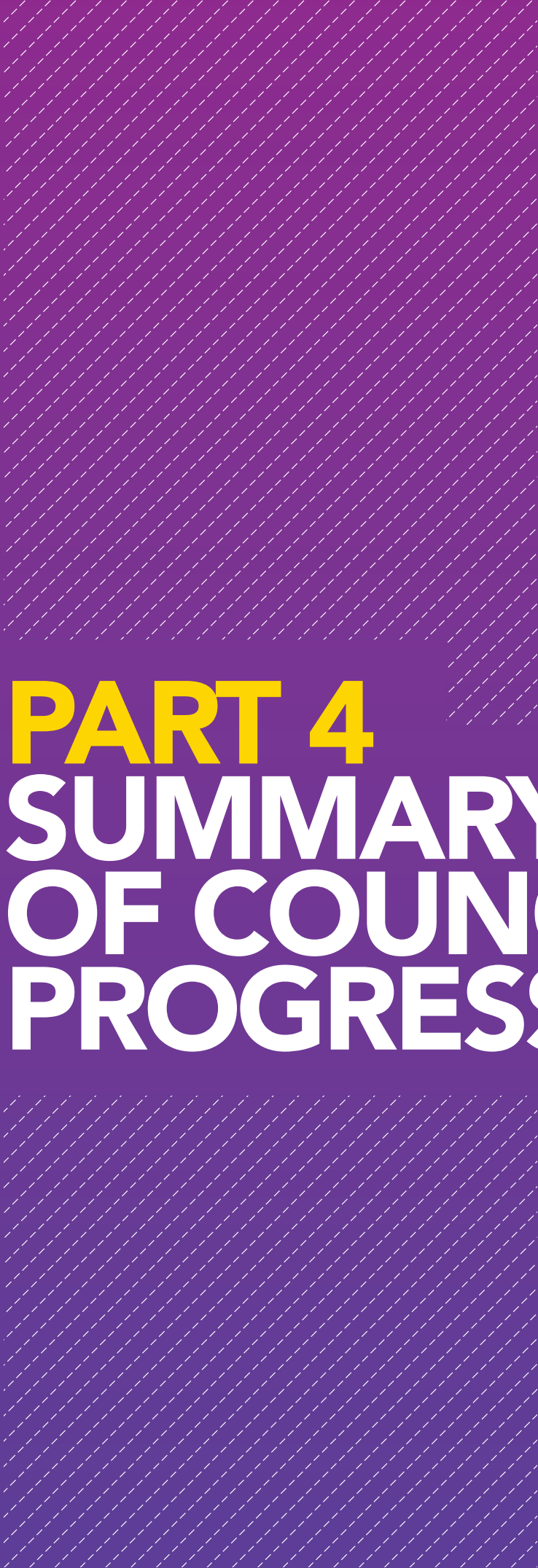
In 2007, Council received approval from the Department of Local Government (now Office of Local Government) to collect an environmental levy from residents. Council's Environment Restoration Plan (ERP) is its adopted program of works, to deliver projects funded by the environment levy. The purpose of the ERP is to provide a framework for the delivery of key environmental projects, programs, and on-ground works, to help improve the natural environment for the long-term benefit of Liverpool and its community.

In the 2022/23 financial year, the environment levy raised, \$2 million. The funds were 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 the 2022/23 financial year.

Projects funded through the Environment Levy	Funding Environment Levy charge \$	Status as at 30 June 2023
<b>Major Projects</b>	<b>\$590,729</b>	
Project Administration	\$156,525	Ongoing
Lake Moore Riparian Restoration Project 3	\$53,339	Commenced
Freeman Oval Wetland Restoration Project 1	\$49,796	Commenced
Starr Park Bushland Restoration Project 1	\$25,997	Commenced
Lieutenant Cantello Bushland Restoration Project 5	\$32,218	Commenced
Rossmore Grange Riparian Restoration Project 3	\$33,732	Commenced
Glen Regent Reserve Bushland Restoration Project 3	\$171,436	Commenced
Casula Parklands Riparian Restoration Project 1	\$42,880	Commenced
Saving our Species - Hibbertia Translocation Project	\$22,180	Ongoing
Environmental Education Centre – Design Competition	\$2,626	On-hold
<b>Environment Restoration Plan Programs</b>	<b>\$788,838</b>	
Environmental Education and Engagement – Administration, consultant and material costs for the development and delivery of community education projects and programs.	\$292,275	Ongoing
Bushland Maintenance – Ongoing maintenance of bushland areas totaling 1,848,248 m <sup>2</sup> .	\$496,563	Ongoing
<b>GRAND TOTAL</b>	<b>\$1,379,567</b>	

The balance of the funds not expended in 2022/23 will be transferred to the Environment Levy Reserve.



# **PART 4** **SUMMARY OF COUNCIL'S PROGRESS**



# SUMMARY OF COUNCIL'S PROGRESS

## Measuring our progress

Council monitors the progress and delivery of actions in the Delivery Program and Operational Plan as legislated under the *Local Government Act (1993)* through Biannual Progress Reports.

Council's long-term priorities, based on its four strategic objectives outlined in the Community Strategic Plan 2022-2032, serve as the framework for community goals.

As of June 2023, Council reported that 20 of the 22 service areas are progressing as planned, while two required further attention.

The table below provides an overview of how Council's progress with its Delivery Program 2022-2026. It shows the annual progress status against 117 Detailed Actions that are presented in the 2022-23 Operational Plan for each strategic objective.

### Overall status



**COMPLETE**



**IN PROGRESS**



**DEFERRED**

## STRATEGIC OBJECTIVE 1 HEALTHY, INCLUSIVE, ENGAGING



1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities

1b – Promote a harmonious community that celebrates its diversity

1c – Embrace the city's heritage and history

1d – Support an inclusive community by fostering access and equity for all

1e – Deliver great and exciting events and programs for our people and visitors

1f – Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport

1g – Communicate, listen, engage and respond to the community by encouraging community participation



**66% COMPLETE**



**33% IN PROGRESS**



**1% DEFERRED**





### 1.1: LIBRARIES AND MUSEUM

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.1.4.1	Raise community awareness of literacy and other program offerings through broader marketing and stakeholder engagements	Increased usage of library services	
1.1.4.2	Seek alternative grant funding options for program delivery within the library and museum services	Three successful grant applications	
1.1.4.3	Deliver digital literacy program for target community groups	Programs delivered for Seniors, Culturally and Linguistically Diverse (CALD), Children / Youth	
1.1.4.4	Introduce an integrated customer satisfaction system to canvas the experience and satisfaction of library users	Customer satisfaction rating is positive	
1.1.4.5	Broaden the delivery of education programs within museum and heritage services	Four education programs delivered on site or as outreach	








### 1.2: EVENTS

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.2.4.1	Deliver key annual events including Australia Day, New Year's Eve Light Up the Sky, Night Markets and activations in Macquarie Mall, Christmas in the Mall, NAIDOC celebrations and Seniors concert	Events delivered, attendance records and customer satisfaction (via on-site and post event surveys)	
1.2.4.2	Deliver key annual ceremonies including ANZAC Day Dawn Service, Remembrance Day Service, citizenship ceremony and five park openings for the community	<ul style="list-style-type: none"> <li>Number of attendees to ceremonies and park openings</li> <li>Number of citizens welcomed into the Liverpool LGA</li> </ul>	





### 1.3: RECREATION AND COMMUNITY FACILITIES

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.3.4.1	Develop Sports and Community Facilities Capital Development Plan including the review of Plans of Management and establish a streamlined mechanism that supports sports clubs in Grant Funding submissions	Priority plan executed	
1.3.4.2	Develop an implementation plan for the future provision of aquatic and leisure centres across the LGA	Implementation Plan adopted by Council	
1.3.4.3	Streamline sport, recreation and community facilities booking processes for permanent and licenced users into a single, streamlined and responsive system	Implementation of refined booking processes for all bookable spaces	
1.3.4.4	Increase access to Council's fleet of community buses to enhance capacity building	Increase number of community bookings	





### 1.4: COMMUNITY DEVELOPMENT AND PLANNING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.4.4.1	Undertake research and community consultation to inform current and future strategies for the advancement of First Nations people in Liverpool	Programs and initiatives delivered	
1.4.4.2	Implement actions from the Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP), Positive Ageing Action Plan, Liverpool Pan Pacific Safe Community Program and Child Safe Workplace Policy	Programs and initiatives delivered	
1.4.4.3	Deliver the National Community Hubs Program (NCHP) in partnership with local schools and Community Hubs Australia	Program delivered as per agreed outcomes with funding body	
1.4.4.4	Convene committee meetings (Youth Council, Aboriginal Consultative, Safety and Access and Liverpool District Forums	Monthly and quarterly meetings convened	
1.4.4.5	Facilitate Council's Grants, Donations and Corporate Sponsorship Program	Number of programs funded by grants	
1.4.4.6	Deliver the 2168 Children's Parliament project	<ul style="list-style-type: none"> <li>Minimum of 10 workshops delivered</li> <li>Two Parliament sittings held</li> </ul>	
1.4.4.7	Deliver social infrastructure planning projects including Miller Social Infrastructure Masterplan and Implementation Plan, Georges River and Chipping Norton Lakes Spatial Framework and Implementation Plan, Cabramatta Creek and Brickmakers Creek Masterplan, Collingwood Visitation Masterplan, Austral District Town Centre Social Infrastructure	Planning for social infrastructure in priority areas are completed	

## 1.5: CHILDREN'S SERVICES











ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.5.4.1	Finalise design, development and construction of Edmondson Park Preschool	Service in operation in early 2023	
1.5.4.2	Partner with Macquarie University in ORICL pilot study - Observe, Reflect, Improve Children's Learning: A tool to enrich pedagogy and practice of infant-toddler educators	Commencement of pilot study and research and data collection with a phased plan of roll out	
1.5.4.3	Partner with CSIRO in the delivery of researched, informed STEM curriculums in Early Childhood	CSIRO will have delivered quality learning materials to educators. Partnership will be used to leverage quality research and data and curriculums will have been developed accordingly. STEM education will be a key focus within all Council services	
1.5.4.4	Work in partnership with Western Sydney University, University of Wollongong and Macquarie University to enhance professional practicums for Early Childhood Students	A program is in place for university students to complete practicums within Council's Children's Services ensuring they have the opportunity to learn in high quality services	

## 1.6: ARTS AND CULTURE



ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.6.4.1	Deliver the annual exhibitions and community/cultural festival programs and film festivals	Attendance, patron surveys, media and publicity coverage	
1.6.4.2	Deliver a diverse Theatre, Music, Matinee and Entertainment Program for various audiences including Seniors, Culturally and Linguistically Diverse (CALD) and young audiences	Delivery of CPAC theatre, matinee and entertainment programs	
1.6.4.3	Deliver on CPAC's objectives for key focus areas from South Western Sydney Health and Arts Strategic Plan 2018 -2023	Delivery of a range of health and arts related programs/workshops	
1.6.4.4	Develop and deliver a tailored prospectus for key segments to generate new business from hiring activities, activations and partnership events	Delivery of a tailored prospectus	

















## 1.7: CITY PLANNING AND URBAN DESIGN

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.7.4.1	Public Art Strategy	Strategy adopted by Council	
1.7.4.2	ANZAC 'Defence not Defiance' Memorial Sculpture project	Project delivered	
1.7.4.3	Liverpool City Centre Public Domain Technical Manual	Draft Technical Manual developed by end of December 2022	
1.7.4.4	Concept and detailed design for the proposed Phillimona Gardens	Completion of concept and detailed design	
1.7.4.5	Liverpool Pioneers Memorial Park Military War Memorial Garden project	Project delivered	
1.7.4.6	Ensure 95% of system availability for the lodgement of applications.	Data Analytics	
1.7.4.7	Process Section 10.7 planning certificates within five business days	Data Analytics	
1.7.4.8	Deliver progressive rollout of online system for assessment of applications	Survey	
1.7.4.9	Ensure legislative amendments are updated on Council's ePlanning Portal	Comparison with Legislative website Operating	
1.7.4.10	Complete integration with the Department of Planning and Environment (DPE) online lodgement portal	Delivery of Integration	

## 1.8: ANIMAL MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.8.4.1	Rehome animals	75% dogs rehomed 40% cats rehomed	
1.8.4.2	Reunite identified animals with their owners	90% of animals reunited with their owners	

## 1.9: CITY INFRASTRUCTURE DELIVERY AND CONSTRUCTION

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
<b>1.9.4.1</b>	Complete the Community Centre Rehabilitation Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.2</b>	Complete the Leisure Centre Upgrade Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.3</b>	Complete the Road Rehabilitation Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.4</b>	Complete the new Footpath Capital Works Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.5</b>	Complete the Playground Replacement Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.6</b>	Complete the Solar Light Program	Successful completion of program to time, cost and quality targets	
<b>1.9.4.7</b>	Finalise design and approvals for Light Horse Park redevelopment and commence construction	Construction works completed to scope	
<b>1.9.4.8</b>	Prepare detailed design and commence approvals for community facility at Light Horse Park, Liverpool	Design completed to project brief	
<b>1.9.4.9</b>	Delivery of the kayak launch and pontoon at Light Horse Park, Liverpool	Final design and construction works completed to scope	
<b>1.9.4.10</b>	Prepare detailed design River Connections – Station Pedestrian Overpass at Light Horse Park, Liverpool	Design completed to project brief	
<b>1.9.4.11</b>	Finalise land acquisition and commence construction delivery for Basin 14, Austral	Complete land acquisition as per project plans, engage construction contractor and commence construction	
<b>1.9.4.12</b>	Prepare detailed design and tender documentation for Middleton Drive/M7 Underpass, Middleton Grange	Design completed to project brief	
<b>1.9.4.13</b>	Develop masterplan and detailed designs for Sinozich Park, Edmondson Park	Masterplan and detailed design documentation completed to scope	
<b>1.9.4.14</b>	Prepare detailed design documentation, gain approvals and commence land acquisition for the upgrade of Edmondson Avenue, Austral	Detailed design documentation completed to scope	

## STRATEGIC OBJECTIVE 2 LIVEABLE, SUSTAINABLE, RESILIENT



- 2a – Deliver a beautiful, clean and inviting city for the community to enjoy
- 2b – Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community
- 2c – Deliver and advocate for a sustainable, cool and green city
- 2d – Promote and advocate for an integrated transport network with improved transport options and connectivity
- 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses
- 2f – Manage waste effectively and maximise recycling opportunities
- 2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city



**59% COMPLETE**










**41% IN PROGRESS**

### 2.1: CITY WASTE AND RECYCLING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.1.4.1	Provide waste disposal services to the community to maximise recovery of materials	<ul style="list-style-type: none"> <li>Percentage of waste diverted from kerbside bin waste from landfill</li> <li>Percentage of waste diverted of kerbside bulk waste from landfill</li> </ul>	
2.1.4.2	Manage the Community Recycling Centre and household problem waste	Continue to manage the Community Recycling Centre and household problem waste	
2.1.4.3	Maintain the cleanliness of public spaces by monitoring illegal dumping throughout Liverpool	<ul style="list-style-type: none"> <li>Maintain 95% of the street sweeping program, spanning 3600 kilometres within schedule</li> <li>Maintain 95% of the public bin servicing and CBD cleaning program within schedule</li> </ul>	
2.1.4.4	Educate the community in waste disposal	<ul style="list-style-type: none"> <li>Deliver education initiatives for Council events and projects</li> <li>Participate in Western Sydney Regional Organisations of Council (WSROC) initiatives</li> <li>Deliver waste education programs including Clean Up Australia Day and Household Chemical Cleanout</li> </ul>	

## 2.2: CITY MAINTENANCE




ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.2.4.1	Deliver the road maintenance and footpath program, including road shoulders, kerb and gutter and sign repairs and CBD maintenance	Customer requests and program works are completed within the specified timeframe	
2.2.4.2	Complete a review of parks operational structure and maintenance requirements	<ul style="list-style-type: none"> <li>• Ensure service levels are in line with community expectations by June 2023</li> <li>• With the correct mapping data to have service times and intervals for all parks service requirements</li> </ul>	
2.2.4.3	Undertake the tree management program, including tree planting and replacement	Satisfactory response of customer requests and feedback	
2.2.4.4	Deliver the bushland environmental restoration program	Meets targets of needs analysis program	
2.2.4.5	Maintain water catchment areas including water sensitive urban design devices to provide clean runoff water into rivers and creek systems	Meets targets of needs analysis program	
2.2.4.6	Ensure Council's facilities meet existing building compliance levels including leisure centres, community centres, childcare centres, heritage buildings, libraries and museum	Annual fire safety statements are up to date	
2.2.4.7	Deliver reactive and emergency maintenance to Council's buildings and community facilities	<ul style="list-style-type: none"> <li>• Number of maintenance requests actioned</li> <li>• Response to emergency requests within 24 hours</li> </ul>	
2.2.4.8	Support the Rural Fire Service and State Emergency Service, including emergency maintenance of facilities	Stakeholder feedback	

## 2.3: STRATEGIC TOWN PLANNING





ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.3.4.1	Liverpool LEP Phase 2 – Implement actions from strategies including the Liverpool LSPS, Local Housing Strategy, Centres and Corridors Strategy, and Industrial and Employment Lands Strategy	Implementation of actions	
2.3.4.2	Develop a Rural Lands Strategy	Strategy drafted by the end of 2022	






## 2.4: REGULATORY COMPLIANCE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.4.4.1	Obtain a list of regulatory inspections	Meets targets of needs analysis program	
2.4.4.2	Allocated applications assessed for compliance with the set requirements	60% of applications determined within 40 days	
2.4.4.3	Action customer requests	80% within 21 days of receipt	




## 2.5: DEVELOPMENT ASSESSMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.5.4.1	Assessment of Development Applications	<ul style="list-style-type: none"> <li>• Prepare assessment reports and refer regionally significant developments to the Sydney Western City Planning Panel for determination within 250 days of lodgement for 90% of applications</li> <li>• Determine development applications where Council is the consent authority within 180 days from lodgement for 90% of applications</li> <li>• Report development application to the local planning panel within four weeks from the request of the panel chair</li> <li>• Determine development applications of a minor nature (dwellings, secondary dwellings, ancillary residential structures) with 40 business days for 90% of applications</li> </ul>	
2.5.4.2	Pre-Development Application (pre-DA) Advice	Provide meeting minutes to applicants within 10 business days of meeting date for 90% of applications	
2.5.4.3	Subdivision works certificates	Complete subdivision work certificates within 60 business days for 90% of applications	
2.5.4.4	Development advice (planning inquiries)	Respond to development advice requests within 10 business days for 90% of applications	

## 2.6: ENVIRONMENTAL PLANNING AND MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
<b>2.6.4.1</b>	Council endorsement of the Liverpool Climate Action Plan and Climate Change Policy	Council Endorsement	
<b>2.6.4.2</b>	Council endorsement of the Integrated Pest Management Strategy	Council Endorsement	
<b>2.6.4.3</b>	Undertake remediation of high priority contaminated sites	Completion of Remediation Action Plans (RAPs) and progress against the RAPs	

## 2.7: INFRASTRUCTURE AND FLOODPLAIN PLANNING AND MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
<b>2.7.4.1</b>	Complete the design for Hopkins Creek improvement works	Design finalised	
<b>2.7.4.2</b>	Undertake road condition survey	Existence of condition survey data	
<b>2.7.4.3</b>	Finalise Wianamatta South Creek Flood study project	Study finalised	

## STRATEGIC OBJECTIVE 3 EVOLVING, PROSPEROUS, INNOVATIVE



- 3a – Continue to invest in improving and maintaining Liverpool's road networks and infrastructure
- 3b – Promote and deliver an innovative, thriving and internationally recognised city
- 3c – Market Liverpool as a business destination and attract investment
- 3d – Implement planning controls and best practice urban design to create high-quality, inclusive urban environments
- 3e – Facilitate quality local employment, training and education opportunities
- 3f – Develop the economic capacity of local businesses and industries
- 3g – Maintain strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the City



**60% COMPLETE**






**40% IN PROGRESS**

### 3.1: ECONOMIC AND COMMERCIAL DEVELOPMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
3.1.4.1	Develop the Liverpool Economic Development Strategy	Council adoption of the Economic Development Strategy	
3.1.4.2	Develop the Small Business Strategy	Council adoption of Small Business Strategy	
3.1.4.3	Implement initiatives from the buy local and support program, including development of an online database of businesses still open in a funding package and a virtual events program	A total of 750 businesses supported by the buy local program	
3.1.4.4	Project manage completion of the construction and commissioning of Liverpool Civic Place	Complete construction within the approved budget	
3.1.4.5	Deliver on the land acquisition program with focus on the prioritised detention basin and open space sites	The number of offers made and number and value of acquisitions completed	
3.1.4.6	Progression of Edmondson Road widening acquisitions	The number of offers made and number and value of acquisitions completed	
3.1.4.7	Progression of land acquisitions associated with Governor Macquarie Drive upgrade and road widening (Stage 1)	The number of offers made and the number and value of the acquisitions completed	

## 3.2: TRAFFIC AND TRANSPORT PLANNING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
<b>3.2.4.1</b>	Hold six Liverpool Traffic Committee Meetings	Six meetings are held, and minutes reported to Council	
<b>3.2.4.2</b>	Make funding submissions under the Federal Black Spot Program.	Funding submissions under the Federal Black Spot Program submitted within the required timeframe	
<b>3.2.4.3</b>	Co-ordinate and provide Council's input on transport for NSW (TfNSW) major transport infrastructure projects in the LGA	Advice provided within timeframes required by TfNSW	



## STRATEGIC OBJECTIVE 4

### VISIONARY, LEADING, RESPONSIBLE



- 4a – Place customer satisfaction, innovation and best practice at the centre of all operations
- 4b – Position Council as an industry leader that plans and delivers services for a growing city
- 4c – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
- 4d – Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
- 4e – Embrace Smart City initiatives by improving digital connectivity and smart technology



**82% COMPLETE**



**18% IN PROGRESS**









#### 4.1: CUSTOMER SERVICE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.1.4.1	Implement a satellite service to improve the transfer of customer calls to Casula Powerhouse Arts Centre and Carnes Hill Library	Customer awareness and visitor data for the two satellite services	
4.1.4.1	Manage customer requests and transactions in line with best practice	Customer transactions	







#### 4.2: GOVERNANCE AND CORPORATE MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.2.4.1	Co-ordinate and deliver Council's monthly meeting agenda papers and meeting minutes	<ul style="list-style-type: none"> <li>Council meeting agenda papers posted on Council's website at least three days before</li> <li>Council meeting, in line with the Code of Meeting Practice</li> <li>Council meeting minutes posted on Council's website within 48 hours of the meeting</li> </ul>	
4.2.4.2	Provide support to Council Committees	Feedback from other Council departments and external representatives	
4.2.4.3	Ensure Council's Integrated Planning and Reporting requirements, including Delivery Program and Operational Plan and associated reports are developed in line with the requirements of the Local Government Act	Deliver Integrated Planning and Reporting within legislated timeframes	
4.2.4.4	Undertake service review of one of Council's nominated service areas	Review completed and progress reported	
4.2.4.5	Deliver on Audit, Risk and Improvement Committee responsibilities	Ensure 95% of Audit Risk and Improvement Committee (ARIC) actions are completed within the required timeframe	








## 4.2: GOVERNANCE AND CORPORATE MANAGEMENT - CONTINUED.

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.2.4.6	Implement Key Result Areas (KRAs) and initiatives of the Workforce Management Plan	Ensure Key Performance Indicators (KPIs) of the Workforce Management Plan are met	
4.2.4.7	Manage Council's complaints process and public interest disclosures	Up-to-date record of complaints received	
4.2.4.8	Manage Council's Privacy Management Plan	Development and implementation of Privacy Management Plan	
4.2.4.9	Implementation of digital transformation of Council's systems	Instalment of digital systems that are current	
4.2.4.10	Install a CCTV network to address illegal dumping in the LGA.	Commence planning, design and procurement of solution	
4.2.4.11	Provide Information Technology support and help desk operations to Council.	Ensure Information Technology services and advice is provided as required	
4.2.4.12	Deliver rate instalments	Distribution of rates yearly and quarterly where required	
4.2.4.13	Provide legal services and advice to Council	Ensure legal services and advice are provided as required	

## 4.3: FINANCIAL MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.3.4.1	Lodge monthly Business Activity Statement Returns	Lodgement of Business Activity Statement Returns within statutory timeframe	
4.3.4.2	Lodge Annual Fringe Benefits Tax Return	Lodgement of Annual Fringe Benefits Tax Return within statutory timeframe	
4.3.4.3	Lodge Audit of Financial Statements with Office of Local Government	Lodgement of Financial Statements within statutory timeframe	
4.3.4.4	Complete Unqualified Audit of Financial Statements report	Completion of Unqualified Audit of Financial Statements report within required timeframe	
4.3.4.5	Prepare Council's Operating Budget and Capital Expenditure Program	Delivery of Operating Budget and Capital Expenditure Program within statutory timeframe	
4.3.4.6	Ensure that Council's investments and reporting obligations comply with the Local Government Act 1993 and Local (General) Regulation 2021	Ensure statutory compliance is adhered	

#### 4.4: COMMUNICATIONS

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.4.4.1	Promote the City of Liverpool through the creation of communication plans linked to major events, initiatives and projects through media releases, social media posts, and content/digital graphics	Media cut through by generated media stories about Council	
4.4.4.2	Deliver eight editions of Liverpool Life to households across the local government area	Circulation of newsletter in community	
4.4.4.3	Promote disability and inclusion awareness within Council's communications to increase overall community awareness	Culturally Linguistic and Diverse (CALD) engagement and analytics	
4.4.4.4	Produce 12 videos to support campaigns	Video views and impressions data insights	
4.4.4.5	Deliver Council's social media presence with four campaigns per month	Data insights from social media platforms and increase followers by 5%	
4.4.4.6	Produce scheduled communications content including media releases, printed newsletters, electronic version, booklets, and pamphlets	<ul style="list-style-type: none"> <li>• Individual campaign analytics, website visits, forms and surveys</li> <li>• Community feedback</li> </ul>	
4.4.4.7	Conduct audits of Council's website on a quarterly basis to ensure information is up to date and meeting the needs of the community	Deliver quarterly audits of Council's website	



# **PART 5** **STATUTORY REPORT**

## 5.1 Service Reviews

As per the Office of Local Governments Integrated Planning and Reporting guidelines, Council is obligated to conduct reviews of selected service areas. These evaluations are aimed at determining the expected service levels, sustainability, relevance, and the most suitable performance measures.

In accordance with the objectives outlined in our Council's Delivery Program, Council has recently completed a comprehensive review of the Development Assessment service area during the specified time frame. The subsequent report presents detailed information concerning the execution of this service review, the outcomes derived from it, and any adjustments that have been implemented regarding the service levels.

Service area	<p>The Development Assessment service area delivers statutory planning and land development engineering services to the community. It is responsible for assessing and determining various applications in a robust manner to enable the creation of liveable communities and environments while also providing development related advice to key stakeholders.</p> <p>Key functions include:</p> <ul style="list-style-type: none"><li>• Assessment and determination of development applications, subdivision work certificates and subdivision certifications;</li><li>• Providing development related advice to the community;</li><li>• Pre-Development Application (Pre-DA) advice;</li><li>• Providing expert planning and engineering reporting and advice to internal and external stakeholders; and</li><li>• Working with the Local and Regional Planning Panels and the Land and Environment Court.</li></ul>
Review	<p>Council completed an independent service review of the Development Assessment service area and presented the outcomes to Council's Governance Committee on 23 May 2023.</p> <p>The review was carried out by Morrison Low consultants who applied a variety of techniques to develop robust insights into the area of development assessment including benchmarking, interviews, workshops with stakeholders, analysis and a review of several Council documents, policies, practices and reports.</p> <p>The review assessed the adequacy and effectiveness of development assessment services and provided insights into the performance of the service, workload management and work culture.</p> <p>The scope of works included:</p> <ul style="list-style-type: none"><li>• Development Assessment (DA) insights;<ul style="list-style-type: none"><li>- Review monthly outstanding Development Applications and Development Applications assessed over the last 4 years.</li><li>- Review DAs that are outstanding in categories based on Construction Index value.</li></ul></li></ul>



	<ul style="list-style-type: none"> <li>• Structure, employment attraction and retention; <ul style="list-style-type: none"> <li>- Review actions that have been taken to resource the Development.</li> <li>- Assessment team (this included team development, training and working with universities).</li> <li>- Review appropriate mechanisms to retain staff.</li> <li>- Review hiring practices assessing they are efficient and effective</li> </ul> </li> <li>• Performance <ul style="list-style-type: none"> <li>- Ensure Key Performance Indicators (KPIs) and service levels set are complete and monitored (in line with Council's Delivery Program and Operational Plan).</li> <li>- Review the effectiveness of processes, structure and technology to ensure quality, transparency and efficiency.</li> <li>- Review the implementation of previous DA review recommendations.</li> </ul> </li> </ul>
Findings	<p>The review identified the following:</p> <ul style="list-style-type: none"> <li>- The challenge of a development assessment backlog has been with Council for several years.</li> <li>- An increasing volume of development applications, coupled with a high staff turnover, a shortage of experienced development assessment planners in NSW and a complex regional growth environment in Western Sydney has resulted in significant challenges for the Development Assessment service area.</li> <li>- The high staff turnover has resulted in a loss of corporate knowledge, an increasing development application backlog, customer frustration, and pressure on internal stakeholders and their ability to provide timely advice.</li> </ul> <p>This review found that Council's strategies to address the backlog would be more effective if they were part of a broader change management plan that considered remedies to the development application backlog as an organisational change program which includes a communication plan, a review and revision process.</p>
Actions	<p>The review identified improvement opportunities grouped under the following priority areas;</p> <ul style="list-style-type: none"> <li>• Recruitment and retention</li> <li>• Workload management and performance</li> <li>• Culture</li> <li>• Customer service</li> <li>• Systems and processes</li> </ul> <p>Council continues to progress with actions respective to each priority area and has implemented 50 per cent of actions in the reporting period with improvements observed. There have been no changes required to the existing service levels.</p>

Provided in accordance with section 428 (3) of the *Local Government Act* and Essential Element 5.3, Integrated Planning and Reporting Guidelines.

## **5.2 Action taken by Council in relation to any issue raised by the Anti-slavery Commissioner during the year.**

Liverpool City Council did not receive any issues raised by the Anti-slavery Commissioner concerning the operations of Council during the 2022-2023 financial year.

Provided in accordance with section 428(4)(c) of *the Local Government Act 1993*.

## **5.3 Statement of steps taken to ensure that goods and services procured by and for Council during the year were not the product of modern slavery withing the meaning of the *Modern Slavery Act 2018***

Liverpool City Council typically purchases goods and services either in accordance with its standard terms and conditions or drawing upon frameworks established by prescribed agencies such as Local Government Procurement and Procurement NSW. Council's terms and conditions oblige the contractor to:

- comply with legal requirements in relation to modern slavery and take reasonable steps to eliminate modern slavery or human trafficking from supply chains;
- provide warranties that the contractor's business is conducted consistent with the principles of the Modern Slavery Act 2018, that no offences have been committed involving modern slavery or human trafficking and that they are not under investigation;
- conduct due diligence over the contractor's supply chain;
- report incidents of modern slavery in the supply chain; and
- provide a copy of any modern slavery statement the contractor is required to prepare.

## **5.4 Environmental upgrade agreements**

Liverpool City Council did not enter into any Environmental Upgrade Agreements in the 2022/23 financial year.

Provided in accordance with section 54P(1) of *the Local Government Act 1993*.

## 5.5 Report on activities funded via a Special Rate Variation (SRV) of general income

A condition of the approval of the SRV was that Council reports in its Annual Report for each rating year up to 2023-2024 on the outcomes achieved as a result of the special variation.

Additional works delivered funded by the special variation are:

Program / Project Description	SRV budget	Actual Expenditure
<b>Buildings</b>	<b>\$2,316,866</b>	<b>\$2,557,573</b>
Implementation of Disability Action Plan	\$315,000	\$524,021
Childcare Centres rehabilitation / renovation	\$200,000	\$273,057
Water and Energy Conservation Delivery Program	\$200,000	\$160,238
Heritage Conservation Program	\$200,000	\$92,103
Sports Amenity Building Upgrade Program	\$200,000	\$208,656
Leisure Centre Upgrade Program - Michael Wenden Aquatic and Leisure Centre	\$250,000	\$261,446
Leisure Centre Upgrade Program – Whitlam Leisure Centre	\$450,000	\$254,200
Library and Museum Rehabilitation Program	\$101,866	\$330,183
Compliance Program	\$200,000	\$166,910
Community centre acoustic upgrades	\$200,000	\$286,759
<b>Parks and Recreation</b>	<b>\$1,700,000</b>	<b>\$1,913,535</b>
Playground Replacement program	\$250,000	\$304,932
Sports courts / facilities	\$70,000	\$519,770
Disability Action Plan	\$210,000	\$204,662
Outdoor Fitness Gym Program	\$180,000	\$224,063
Shade Structure Program	\$190,000	\$195,365
Affleck Garden Park, Middleton Grange – Park Development	\$275,000	\$109,639
McGirr Park, Miller - Key Suburb Park Program	\$325,000	\$221,009
Gibbs Park, Sadleir - Local Park Upgrade Program	\$200,000	\$134,095
<b>Roads, Bridges and Footpaths</b>	<b>\$4,502,500</b>	<b>\$4,542,449</b>
Footpath - Dowling Street - Gould Street to Lycett Avenue, West Hoxton	\$41,000	\$51,583
Footpath - Legana Street and Lauderdale Street, West Hoxton	\$92,000	\$20,751
Footpath - Haerse Avenue, Chipping Norton - End to End	\$126,000	\$212,171
Footpath - Woongarra Avenue - Haerse Avenue to Epsom Road, Chipping Norton	\$22,000	\$29,485
Footpath - Taloma Avenue - Hill Road to Lions Road, Lurnea	\$42,000	\$40,074
Footpath - Lions Avenue - Hill Road, Lurnea to End	\$125,000	\$123,897
Footpath - Thompson Avenue, Moorebank - End to End	\$130,000	\$139,064
Carpark-on Street parking in narrow streets	\$200,000	\$99,034

<b>Program / Project Description</b>	<b>SRV Budget</b>	<b>Actual Expenditure</b>
Seton Road to Heathcote Road, Moorebank – Road reconstruction and resurfacing	\$195,000	\$146,533
Strickland Crescent, Ashcroft- End to End	\$800,000	\$1,000,744
Feodore Drive - Sandringham Drive to Clementina Circuit, Cecil Hills	\$543,000	\$393,522
Macdonald Avenue - Reilly Street to Doran Avenue, Lurnea	\$320,500	\$135,812
Atkinson Street, Liverpool - Highway to East End	\$70,000	\$62,918
Sadleir Road - Maxwells Avenue to Sutton Road, Sadleir	\$443,000	\$813,941
Galloway Street - Jersey Street to Friesian Street, Busby	\$378,000	\$269,922
Bernera Road Extension - Road Construction (Croatia Avenue)	\$164,694	\$192,693
Phase 2 - Urban Forest Strategy	\$315,564	\$315,564
Greendale Road, Bringelly - Road Realignment	\$303,770	\$303,770
Asset reconstruction works	\$190,972	\$190,972
<b>Total Infrastructure Capital Expenditure</b>	<b>\$8,519,366</b>	<b>\$9,013,558</b>
<b>Operating Expenditure (Maintenance Crew)</b>	<b>\$879,417</b>	<b>\$879,417</b>
<b>Total use of special variation income</b>	<b>\$9,398,783</b>	<b>\$9,892,975</b>

#### 5.5.1 Program of SRV Income and Capital Expenditure Compared with Projections

<b>Income</b>	<b>2022-2023 Projection</b>	<b>2022-2023 Actual</b>
Special rate variation income	\$9,398,783	\$9,892,975
Funding for increased operating expenditure (maintenance crew)	\$879,417	\$879,417
Funding for capital expenditure	\$8,519,366	\$9,013,558

Provided in accordance with section 7.1 of the *Special Rate Variation Guidelines*

## 5.6 Amount of rates and charges written off

Pensioner concessions	
Mandatory pensioner rate reductions	\$2,176,545.48
Voluntary pensioner rate reductions	\$209,840.05
Postponed rates written off	\$12,819.15
Other rates and charges written off	
N/A	\$0

Provided in accordance with section 132 of the *Local Government (General) Regulation 2021*

## 5.7 Councillor induction and professional development

- i) **The name of the mayor or councillors that completed any induction training, refresher or supplementary course during the year**

Council did not deliver an induction program during the year, however an induction program will be delivered subsequent to the council elections in September 2024.

- ii) **The name of the mayor and each councillor who participated in any ongoing professional development program during the year**

The Mayor and Councillors Hadid, Harle, Hagarty, Kaliyanda, Rhodes, Goodman, Green, Macnaught and Ammoun participated in an ongoing professional development program during the year.

- iii) **The number of seminars, circulars and other activities provided to the mayor and councillors during the year as part of a professional development program**

A total of seven (7) training sessions and other activities were provided to the Mayor and Councillors during the year as part of a professional development program.

- iv) **The total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.**

A total cost of \$630 was allocated towards induction and professional development activities throughout the year.

Provided in accordance with sections 186 and 217(1)(a1)(iia) of the *Local Government (General) Regulation 2021*



## 5.8 Details of overseas visits by councillors and council staff or personal representing Council

There were no overseas visits undertaken by councillors or council staff during the 2022-23 financial year.

Provided in accordance with section 217(1)(a) of the *Local Government (General) Regulation 2021*

## 5.9 Mayoral and councillor fees, expenses and facilities/ councillors' allowances and civic function costs

Mayoral Fees	\$92,180.04
Councillors Fees	\$348,040.44

Mayor and Councillor Expenses	Amount
Mobile phone and IT expenses	\$3,227.10
Conference and seminars	\$27,662.90
Training and provision of skill development	\$0
Interstate conferences/visits	\$0
Overseas visits (Mayor and Councillors)	\$0
Partner/spouse expenses	\$0
Provision of childcare	\$0
Miscellaneous	\$754.92
<b>Total Councillor Expenses</b>	<b>\$31,644.92</b>

Provided in accordance with section 217(1)(a1) of the *Local Government (General) Regulation 2021*

## 5.10 Contracts awarded by Council exceeding \$150,000 including GST

In the 2022-23 financial year Council delivered 41 new contracts with a combined value of \$82.4 million. This below list excludes employment contracts or contracts less than \$150,000.

Contractor(s)	Description of goods and services	Estimate payments over contract term (GST inclusive)
West Avenue Building Pty Ltd	Roof remediation works at Moorebank Library and Community Centre	\$200,000
Adtrans Hino Pty Ltd	Supply and deliver one (1) 6x4 cab chassis with 13.000 litre water tank with pumping equipment	\$286,000
Adtrans Hino Pty Ltd	Supply and deliver one (1) GVM 16,000 kg GCM 38,000 kg 4x2 tipper with island toolbox	\$253,000
Adtrans Hino Pty Ltd	Supply and deliver one (1) GVM 26,000kg GCM 36,000 kg 6x4 tipper with island toolbox	\$275,000
Garwood International Pty Ltd	Supply and Deliver One (1) 11 cubic meter rear load compactor truck	\$253,000
Hino Motor Sales Australia Pty Ltd	Supply and deliver three (3) Small tippers	\$341,000
Peter Warren Automotive Pty Ltd	Supply and deliver six (6) Utes for Liverpool City Council	\$396,000
Adtrans Hino Pty Ltd	Supply and deliver of six (6) GVM 6,500 kg, 4x2 dual cab tippers with island toolbox	\$792,000
<ul style="list-style-type: none"> <li>Reino International Pty Ltd T/A</li> <li>Duncan Solutions Australia</li> </ul>	Digital solution to capture real-time parking availability for all accessible parking spaces	\$200,000
Duncan Solutions - Portions A and D Park Agility - Portion B Cello Park - Portion C	Maintenance of off-street and on-street parking machines	\$1,700,000
<ul style="list-style-type: none"> <li>Bernipave Road Solutions</li> <li>Borthwick &amp; Pengilly Asphalts Pty Ltd</li> <li>Colas Solutions Pty Ltd</li> <li>D&amp;M Excavations and Asphalting Pty Ltd</li> <li>Downer EDI Works Pty Ltd</li> <li>J &amp; E Asphalt &amp; Civil Pty Ltd</li> <li>NSW Kerbing Pty Ltd</li> </ul>	Road rehabilitation and asphalt services	\$60,000,000

<b>Contractor(s)</b>	<b>Description of goods and services</b>	<b>Estimate payments over contract term (GST inclusive)</b>
<ul style="list-style-type: none"> <li>• Roadworx Group</li> <li>• Planet Civil Pty Ltd</li> <li>• State Asphalt Services Pty Limited</li> <li>• Stateline Asphalt Pty Ltd</li> </ul> Supersealing Pty Ltd		
Australian Hammer Supplies Pty Ltd	Supply two (2) mini-excavators, One (1) 3.5 tonne, & One (1) 5.0 tonne	\$242,000
Australian Hammer Supplies Pty Ltd	Supply of five (5) parks mowers	\$173,000
Ellis and Son's Group Pty Ltd	Shade Structure Program – Manufacture supply and installation of shade structures at various sites in Liverpool LGA	\$150,000
<ul style="list-style-type: none"> <li>• West Avenue Building Pty Ltd T/A</li> <li>• DML Group</li> </ul>	Roof replacement at Prestons Childcare Centre	\$150,000
Taylor Street Advisory Pty Ltd	Advocacy and stakeholder engagement	\$225,000
McGregor Coxall Australia Pty Ltd	Collingwood Visitation Precinct Masterplan	\$250,000
Cockerill Contracting Pty Ltd	Supply and installation of gross pollutant trap at Homestead Avenue, Chipping Norton	\$450,000
Waratah Lawncare & Garden Management Pty Ltd	Urban Forest Strategy - Greening City Tree Planting, Stage 2	\$550,000
Tinsley's Hydraulic Services Pty Ltd	Pool plant and equipment preventative maintenance agreement	\$380,000
Tcubed Consulting Pty LTD	Liverpool Civic Place external project management specialist	\$800,000
Integral Electrical Engineering Co Pty Ltd	Air conditioning replacement works for Green Valley District Centre and Library	\$300,000
Water Technology Pty Ltd T/AS Molino Stewart	Dam safety review, risk report and surveillance review of declared basins	\$420,000
Profloor Epoxy Systems	Pool concourse resurfacing at the Whitlam Leisure Centre	\$200,000
Proludic Pty Ltd	Manufacture, supply, and installation of Playground Equipment, Pye Hill	\$375,000
Azbuild Pty Ltd	Supply and installation of gross pollutant trap at Weir Crescent	\$547,800
Convil Group Pty Ltd	Woodbrook Road upgrades	\$680,000

Contractor(s)	Description of goods and services	Estimate payments over contract term (GST inclusive)
Plantabox Pty Ltd	Railway Street shared spaces demonstration project	\$250,000
Auscape Pty Ltd	Local Park upgrade, Gibbs Park	\$195,000
Australia Pacific Values Pty Ltd	Valuation of Council's transport, drainage, and open space assets	\$225,000
ECS International Security and Investigations	Cash collection and banking services	\$220,000
Burton Contractors Pty Ltd	Upgrade of Governor Macquarie Drive between Hume Highway and Munday Street, Warwick Farm	\$7,300,000
Growth Civil Landscapes Pty Ltd	Grimson Park upgrade	\$550,000
<ul style="list-style-type: none"> <li>• O'Connor Marsden &amp; Associates Pty Limited</li> <li>• Centium Pty Ltd</li> <li>• Arcblue Consulting Trust T/A Arcblue Consulting (Aus) Pty Ltd</li> <li>• Wozniak Family Trust T/A Anaiwan Advisory Pty Ltd</li> <li>• Procure Group Pty Ltd</li> <li>• M &amp; R Robinson Pty Ltd T/A The Shop Consulting</li> <li>• InConsult Pty Ltd</li> </ul>	Provision of probity advisory services - panel	\$300,000
Mason Blackadder ANB 60661788389	Recruitment services - directors	\$150,000
Landscape Synergy Pty Ltd	Urban Forest Strategy (Stage 1)	\$220,000
Integral Electrical Engineering Co Pty Ltd	New LED lighting system for Northumberland Carpark	\$182,000
Havencord Pty Ltd T/A Floodlighting Australia	Supply, delivery and installation of solar lights at various sites	\$190,000
GCM Enviro Pty Ltd	Procurement of a mattress shredder	\$1,375,000
Durkin Constructions Pty Ltd	2023-24 FY - Pavement investigation works	\$170,000
Netcorp GPS Pty Ltd	Chain of responsibility - telematics equipment's	\$490,000

Provided in accordance with section 217(1)(a2)(i)(ii) of the *Local Government (General) Regulation 2021*

## 5.11 Amounts incurred in relation to legal proceedings

A summary of the amounts incurred by Liverpool City Council in relation to legal proceedings taken by or against Council during the 2022/23 period follows:

Proceedings	Cases	Costs
Proceedings against Council	222	\$1,359,025.00
Proceedings brought by Council	15	\$21,440.80
Expenses paid in out-of-court settlements	0	\$0
Expenses received by Council in out of court settlements		(\$26,000)
Recovery of costs		(\$20,904)
<b>Total expenses</b>		<b>\$1,333,561.80</b>

### Summary of legal proceedings

Tabled below is a summary of the number and status of legal proceedings undertaken by Council in 2022-23. Council was also involved in three (3) public liability claims and 10 workers compensation matters during the financial year.

Legal Proceedings	No. of cases	Status	
		Ongoing	Finalised
Class 1 Appeals	83	40	43
LEC Class 2,3,4 and 5 Matters	7	4	3
Federal Court Matters	2	2	0
DCO - Class 1 Appeals	6	3	3
Local Court Prosecutions	15	5	10
Court Elected Penalty Infringement Notices	124	34	90
<b>Total</b>	<b>237</b>	<b>88</b>	<b>149</b>



## Summary of proceeding outcomes

Results	Court approved consent	Appeal dismissed	Discontinued	Orders made by court	Penalties imposed	Dismissed
Class 1 Appeals	37	2	3	0	0	N/A
LEC Class 2,3,4 and 5 Matters	1	0	1	1	0	N/A
DCO - Class 1 Appeals	0	0	3	0	0	N/A
Federal Court Matters	N/A	N/A	0	0	0	0
Local Court Prosecutions	N/A	N/A	5	0	4	1
Court Elected Penalty Infringement Notices	N/A	30	23	0	37	N/A

Provided in accordance with section 217(1)(a3) of the *Local Government (General) Regulation 2021*

### 5.12 Works carried out on private land

Liverpool City Council did not charge less than an approved fee to carry out works on private land in 2022-2023 and made no resolutions to charge less than the approved fee under section 67(2)(b) of the *Local Government Act 1993*.

### 5.13 Amount contributed to financially assist others

Community Donations, Grants and Sponsorships		
Description	Number Awarded	Total Value
Community Grants	34	\$97,278
Matching Grants	8	\$108,550
Liverpool Young Achievers Awards	4	\$2,200
Sustainable Environment Grants	10	\$42,953
Community Sponsorship Grants	13	\$139,870
Sporting Donations Program	8	\$7,000
Sporting Grants Program	1	\$31,259
<b>Total Community Donations, Grants and Sponsorships</b>		<b>\$429,110</b>

<b>Donations, Subsidies and other Contributions</b>	
Community Facility Hire Fee Subsidy	\$48,365
Façade upgrade	\$22,405
Liverpool Innovation Precinct contribution	\$57,700
Aquatopia passes for all Year 6 students in the Liverpool LGA	\$54,769
Sponsorship for University of Wollongong	\$30,000
Sponsorship - NextGen West Event	\$10,000
Regional Affordable Housing Strategy	\$10,000
Sponsorship - Western Sydney business women networking lunch	\$5,000
Sponsorship - Future Cities event	\$5,000
Sponsorship Local Business Awards	\$4,000
Refurbishment of Moorebank Netball Courts - matching grant	\$70,000
LCC contribution to Western Sydney Planning Partnership	\$74,640
<b>Total Donations, Subsidies and Other Contributions</b>	<b>\$391,879</b>
<b>Total Grants, Donations, Subsidies and Other Contributions</b>	<b>\$820,990</b>

<b>In Kind Sponsorship</b>	
Remembrance Day	\$8,039
ANZAC Day	\$9,560
<b>Total In Kind Sponsorship Awarded</b>	<b>\$17,599</b>

Provided in accordance with section 217(1)(a5) of the *Local Government (General) Regulation 2021*

#### **5.14 Partnerships and corporations**

##### **i) External body delegations**

There were no external bodies exercising Council functions.

##### **ii) Controlling Interest in External bodies**

Council held no controlling interests in corporations, partnerships trusts, joint ventures, syndicates or other bodies.

##### **iii) Participation in external bodies**

Council staff and councillors actively participated in various external committees that addressed matters affecting Liverpool.

<b>External committee/affiliated boards</b>	<b>Council representatives</b>
Civic Risk Mutual Ltd Members Assembly	June 2022 to February 2023 – Mayor Mannoun Alternate - Councillor Hagarty  February to June 2023– Mayor Mannoun and Councillor Rhodes
Georges River Combined Councils Committee (GRCCC)	Councillor Macnaught and Councillor Harle
Liverpool Pedestrian, Active Transport and Traffic Committee	June 2022 to February 2023 – Mayor Mannoun  February – June 2023– Councillor Rhodes and Councillor Goodman
Macarthur Bushfire Management Committee	Councillor Harle
NSW Metropolitan Public Libraries Association (NSW MPLA)	Councillor Green
Sydney Western City Planning	June 2022 to February 2023 Mayor Mannoun and Councillor Harle Alternates - Councillor Rhodes, Councillor Hagarty and Councillor Hadid February to June 2023– Mayor Mannoun and Councillor Rhodes Alternate - Councillor Harle
South West Academy of Sport (SWSAS)	June 2022 to February 2023 – Councillor Kaliyanda February to June 2023 – Councillor Kaliyanda Alternate - Councillor Rhodes
Western Sydney Regional Organisation of Councils (WSROC)	June 22 – February 2023 – Mayor Mannoun and Councillor Rhodes Alternates - Councillor Kaliyanda and Councillor Harle  February to June 2023 – Councillor Rhodes and Councillor Macnaught.

Provided in accordance with section 217(1)(a6)(a7) and (a8) of the *Local Government (General) Regulation 2021*

## 5.15 Equal Employment Opportunity Management Plan

Equal Employment Opportunity (EEO) plan initiative	Activities undertaken
Employees are accountable for workplace equity and diversity.	<ul style="list-style-type: none"> <li>• A values-based corporate induction is delivered for all new Council employees. Corporate Induction introduces Council's six values, Authentic, Ambitious, Courageous, Collaborative, Decisive and Generous and their behaviours and provides opportunity for new employees to connect and adopt these values.</li> <li>• Council's Working with Dignity and Respect in the Workplace e-learning module is incorporated into the essentials learning for all employees. The essentials learning platform includes a course titled Anti-Discrimination and Equal Employment Opportunity.</li> <li>• Position descriptions are checked to ensure that upon review or creation, they include the knowledge of work health and safety practices, the principles of equal employment opportunity, ethical practice and multi-cultural diversity.</li> </ul>
Workplace Relations are based on respect for others and the workplace is free from discrimination, bullying, harassment and victimisation.	<ul style="list-style-type: none"> <li>• Council employees undertake Dignity and Respect in the Workplace training, which addresses acceptable and unacceptable conduct within the workplace. The training and Council's corresponding policy addresses bullying and harassment in the workplace as key elements.</li> </ul>
All recruitment and selection processes are conducted based on merit.	<ul style="list-style-type: none"> <li>• Positions are advertised and applicants are required to respond to specific criteria both within their application and at interview. A selection panel of three members ask all applicants the same questions and rate them against a standard scale against the position requirements.</li> <li>• Selection training is provided to hiring managers to reinforce merit-based selection.</li> <li>• Internal applicants have access to position application training to ensure that they understand how to respond to merit-based selection criteria and conduct themselves in interviews.</li> </ul>
Develop appropriate recruitment strategies to encourage a diverse range of applicants and target groups to apply for positions.	<p>Council refers to various platforms when sourcing talent including:</p> <ul style="list-style-type: none"> <li>• Recruitment platforms (job boards, career pages)</li> <li>• Social media (Facebook, LinkedIn)</li> <li>• Relevant industry forums (e.g. – Arts Hub, Planning Institute of Australia, etc)</li> <li>• Council also advertises position vacancies through a range of recruitment agencies that specialise in diversity and inclusion.</li> </ul>

Equal Employment Opportunity (EEO) plan initiative	Activities undertaken
Workplace provides appropriate employment and development opportunities for target group.	<ul style="list-style-type: none"> <li>Council recruits through various pathways including traineeships, apprenticeships, graduates and work experience.</li> <li>All employees have the opportunity of being able to identify and work towards development plans through the annual People Achieving Plan process.</li> <li>In 2023 a new program for front line leadership has been introduced that will provide specific identification of individuals in target groups for future leadership and succession planning.</li> </ul>
Equitable skill development and career progression is enabled and employees from target groups are retained.	<ul style="list-style-type: none"> <li>Council has an annual People Achieving Plan that enables open discussion regarding employee development opportunities. Council also facilitates and / or supports further training.</li> </ul>
Equity and diversity principles are integrated into Councils corporate plans.	<ul style="list-style-type: none"> <li>The principles of equity and diversity are embedded into Council's corporate plans, and are considered in the development of new plans</li> <li>Council is currently undertaking the preliminary planning and development of an organisational cultural transformation program which includes a foundational component dedicated to diversity, equity and inclusion.</li> </ul>
Diversity of Council's workforce reflects the diversity of the NSW community.	<ul style="list-style-type: none"> <li>Council's workforce is made up of a diverse range of people consisting of different groups, ethnicity, religious and age groups.</li> <li>Council has commenced proactively collecting diversity data when staff are recruited to inform the organisation of the makeup of its workforce across all diversity groups and to enable more specific targeting of programs for workforce segments that are under-represented in the council workforce.</li> </ul>

Provided in accordance with section 217(1)(a9) of the *Local Government (General) Regulation 2021*

#### 5.16 Senior staff remuneration

Position	Remuneration Less FBT (Gross+Super+Car)	FBT
Chief Executive Officer	\$486,525	\$6,817
Senior Staff	\$2,694,018	\$52,582
Termination Payments	\$1,163,934	-

Provided in accordance with section 217(1)(b) and (c) of the *Local Government (General) Regulation 2021*



### 5.17 Statement of total number of persons who performed paid work on Wednesday 23 November 2022

Description	Number
<b>Persons directly employed by Council</b>	
Permanent full-time basis	614
Permanent part-time basis	75
Casual basis	72
Under a fixed-term contract	64
The number of persons employed by the council who are "senior staff" for the purposes of the <i>Local Government Act 1993</i> .	6
The number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person.	88
The number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.	13

### 5.18 Stormwater Management Services

A statement detailing the stormwater management services is available on page 54 of the report.

### 5.19 Companion animal management

#### Administration

Council has eight (8) positions dedicated to companion animal management within the Community Standards Business Unit. The total funds spent on this service in 2022-2023 was \$1,230,628.

#### Enforcement and compliance activities

Council responds to companion animal customer requests with investigations and necessary follow-up compliance action. A total 1711 requests were actioned in the year.

#### Community education and promotion of desexing programs

Council provided free desexing and microchipping and worked with RSPCA to conduct microchipping, desexing and vaccinations events for companion animals in the Liverpool LGA. In addition, Council delivered education campaigns in relation to responsible pet ownership throughout the year.

Statistically the following was achieved:

- 19 residents obtained desexing subsidy;
- 202 animals microchipped for free; and
- 350 animals vaccinated.

### **Alternatives to euthanasia of unclaimed animals**

Council operates a no kill animal shelter with a full-time rehoming officer. A total of 140 dogs were rehomed/reclaimed during the year. No cats were rehomed.

### **Reporting Details**

Council reported 52 dog attacks during the year.

Six (6) cats and 416 dogs were impounded.

A total of 33 notifications for dangerous/menacing or restricted dogs were issued during the year.

### **Dog off leash areas**

1. Cirillo Reserve, Middleton Grange;
2. Miller Park, Miller;
3. Macleod Park, Prestons;
4. Hoxton Park Recreation Reserve, Hinchinbrook;
5. Casula Parklands, Casula;
6. Lieutenant Cantello Reserve, Hammondville and
7. Shale Hills Dog Park (located within Western Sydney Parklands).

Provided in accordance with section 217(1)(f) of the *Local Government (General) Regulation 2021*

## **5.20 Support for carers**

Liverpool City Council recognises the valuable social and economic contribution that carers make to the community and the people they care for in accordance with the Carers Recognition Act 2010.

Council provided support for carers including:

- Events hosted for Carers Week and International Day of People with Disability;
- The Disability Inclusion Action Plan (currently under review) reflects Council's commitment to ensuring people with disability, their families and carers can access Liverpool services and facilities safely and with dignity;
- Recruitment for new members of the Liverpool Access Committee was undertaken, focusing on bringing in new members to complement the existing group. The new members included several carers, who live, work and/or access Liverpool;
- Council's leisure centres and Casula Powerhouse Arts Centre accept Companion Card, which allows carers free access to facilities when they attend in support of a person with disability. Council provides a range of flexible work arrangements to enable staff with carer's responsibilities to better manage work and carers responsibilities;
- Council's Flexible Working Policy provides a range of options and opportunities for working flexibly. This policy was developed by a dedicated working party, whose members also included employees with carer responsibilities;

- The Local Government (State) Award 2020 and Council's Leave Management Policy continues to provide a range of employment provisions that support employees who have carers responsibilities. This includes Carers and Health and Wellbeing Leave; and
- Council's Employee Assistance Program (provided by Converge International) provides a range of support services to all employees and have a team of specialist counsellors who provide access to specialised support and advice to employees around caring for family members.

## **5.21 Disability Inclusion Action Plan implementation**

Liverpool City Council adopted the Disability Inclusion Action Plan (DIAP) in June 2017 as a whole-of-Council response to access and inclusion provision across the city. This incorporates diverse and broad actions that Council has committed to deliver.

### **Building positive attitudes**

- Council participated in local interagencies including South-West Sydney Ageing Forum and South West Sydney Disability Forum as co-convenor;
- Council hosted events for both Carers Week, workshops and relaxation/fun activities and International Day of People with Disability, a day of celebration including performances by local people with disability and information stalls and activities;
- Council delivered and began implementation of the Positive Ageing Plan 2023 – 2027;
- The Disability Inclusion Action Plan is currently under review to incorporate legislative changes and will be finalised in the first half of the 2023/24 financial year; and
- Liverpool Libraries and Casula Powerhouse Arts Centre continue to deliver programs and activities which support people with disability, their families and carers to access programs and services, including the ongoing provision of an accessible technology space.

### **Creating liveable communities**

In support of creating liveable communities, Council;

- Delivered the installation of a Lift and Change facilities at the Whitlam Leisure Centre which supports adults with disability to access appropriate toilet and change facilities;
- Delivered a fully accessible Lift and Change facility at the Lurnea Community Hub;
- Collaborated with Play For All Australia (PFAA) to deliver the "Play It Forward" program, delivering the installation of inclusive swing seats for children with disabilities in 11 parks across the Liverpool LGA;
- Conducted consultation on access and inclusion for major projects including the new Civic Place; and
- Council provided Master Locksmith Association Keys (MLAK) keys to residents needing access to local amenities.

### **Supporting access to meaningful employment**

- The Diversity and Inclusion Working Group was developed in consultation with various Council departments to explore ways to improve employment outcomes within specific target groups, including people with disability and their carers; and
- Council's Flexible Working Policy continues to provide support for people with disability, their families, and carers to participate in the workforce by providing flexible working options including working from home, compressed/flexible working hours, flex time and leave provisions.

### **Accessible systems, information or processes**

- The Liverpool Mobility Map is available on Council's website, Council's Customer Service Centre, libraries and other community facilities. Information includes locations of accessible parking, toilet facilities and key community services and support groups;
- Council continued to provide Master Locksmith Association Keys (MLAK) to community members with disability. These keys provide access for people with disability to accessible facilities including restrooms;
- Information was provided to residents in a range of formats such as Braille communication boards, social media posts, newsletters, newspapers, online, Telephone and email;
- Council co-convened the South West Sydney Ageing and Disability Forums;
- An Auslan interpreter and hearing loop is available on request for Liverpool City Council meetings; and
- Council continues to advocate for access and inclusion to be a guiding principle in the development of plans of management prepared under the Local Government Act 1993.

Provided in accordance with the section 13(1) of the *Disability Inclusion Act 2014*.

## 5.22 Voluntary Planning Agreements

VPA No.	Address	Description of commitment	Status
VPA-2	Sirius Road, Voyager Point	Vegetation management, remediation of land and drainage works	Completed
VPA-3	Nuwarra Road and Maddecks Avenue Intersection	Deed Agreement for road and traffic, drainage and open space works	Completed
VPA-4	Hoxton Park Airport	Monetary Contribution, remediation of land, dedication of land, drainage works, traffic and transport improvements, and construction of shared pedestrian/bike path	Completed
VPA-5	Lot 29 501 Cowpasture Road, Hinchinbrook	Monetary Contribution towards district drainage infrastructure and administration, and dedication of land for public open space and recreation	In-Progress
VPA-6	Lot 11 Cowpasture Road, Elizabeth Hills	Monetary Contribution towards the provision of community facilities and public recreational facilities, dedication of land, drainage works, traffic and transport facilities and shared pedestrian/bike path.	Completed
VPA-7	Munday Street, Warwick Farm	Road and Traffic improvement works	Completed
VPA-8	200 Governor Macquarie Drive, Warwick Farm (Cooper's Paddock)	Dedication of Land for public recreation, remediation of land, and construction of traffic and transport facilities, and shared pedestrian/bike path within land to be dedicated.	In-Progress
VPA-9	43 Brickmakers Drive, Moorebank	Monetary Contribution towards community facilities, open space and recreation, and construction of a shared pedestrian/bike path within the Georges River foreshore land.	In-Progress
VPA-11	146 Newbridge Road, Moorebank	Embellishment of river foreshore land, dedication of land and Construction of a shared pedestrian/bike path.	In-Progress
VPA-12	124 Newbridge Road, Moorebank	Monetary Contributions towards the Moorebank Floodplain Voluntary Acquisition Scheme, and dedication and embellishment of river foreshore land	In-Progress
VPA-16	5 Viscount Place, Warwick Farm	Monetary Contribution towards the provision of local infrastructure	Completed
VPA-18	Liverpool MegaCenta (The Grove) 10 Orange Grove Road, Warwick Farm	Monetary Contribution, and construction of traffic and transport facilities	In-Progress
VPA-19	20 Shepherd Street, Liverpool	Monetary Contribution, construction of traffic and transport facilities and shared pedestrian/bike path.	In-Progress
VPA-20	24 Bernera Road, Prestons	Monetary Contribution	Completed



VPA No.	Address	Description of commitment	Status
VPA-31	55 Yarrunga Street, Prestons	Monetary Contribution of towards Intersection Upgrade	Completed
VPA-37	Middleton Grange Town Centre	Monetary Contribution, embellishment of public open space, drainage works and construction of traffic and transport facilities	In-Progress
VPA-40	28 Yarrunga Street, Prestons	Monetary Contribution	In-Progress
VPA-42	1370 Camden Valley Way, Leppington	Land Maintenance, construction of pedestrian path and boardwalk/bridge, and open space embellishments	In-Progress
VPA-44	5 Melito Court, Prestons	Monetary Contribution towards traffic management infrastructure upgrades	In-Progress
VPA-46	14 Yarrunga Street, Prestons	Monetary Contribution towards road widening works	In-Progress
VPA-55	100 Southern Cross Avenue, Middleton Grange	Monetary Contribution towards the provision of local infrastructure	In-Progress

Provided in accordance with section 7.5(5) of the *Environmental Planning and Assessment Act 1979*.

### 5.23 Development contributions and development levies

Purpose	Monetary Contributions Received for the Year 2022/23	Works In Kind (WIK) Received for the Year 2022/23
Drainage	\$11,766,526	\$200,213
Roads & Traffic Facilities	\$4,287,178	\$82,207
Car Parking	\$1,644,089	\$0
Local Open Space	\$35,163,292	\$924,075
Embellishment of Local Open Space	\$5,129,627	\$0
Community Facilities (Local)	\$759,701	\$19,420
Community Facilities (District)	\$532,891	\$0
Tree Planting (Other)	\$52,788	\$0
Professional & Legal Fees (Other)	\$45,442	\$0
Administration Fees	\$456,288	\$7,514
Implementation	\$4,805	\$0
Moorebank Intermodal	\$0	\$0
<b>Grand Total</b>	<b>\$59,842,627</b>	<b>\$1,233,429</b>

Provided in accordance with the *Environment Planning and Assessment Regulation 2021* clause 218A(1).

## 5.24 Projects for which contributions or levies have been used

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
101751 - Construction of Liverpool Civic Place	Car Parking	\$1,000,000	4%	0	0	Not Complete
101886 - Trunk Drainage Basin B19 – Austral	Drainage	\$30,325	100%	0	0	Not Complete
102099/103028/101601 - Construction of Basin 14	Drainage	\$254,458	100%	0	0	Not Complete
101989 - Trunk Drainage Channel DC16A-Austral	Drainage	\$6,554	100%	0	0	Not Complete
101992 - Trunk Drainage Channel DC44-Austral	Drainage	\$23,406	100%	0	0	Not Complete
102083 - DC46-Trunk Drainage Channel-Austral	Drainage	\$6,554	100%	0	0	Not Complete
102180 - B13-Trunk Drainage Channel-Austral	Drainage	\$62,010	100%	0	0	Not Complete
102462 - Trunk Drainage Channel – DC18- Austral	Drainage	\$20,520	100%	0	0	Not Complete

<b>Project ID &amp; Description</b>	<b>Public Amenity/ Service</b>	<b>Amount Expended</b>	<b>% of Cost funded by Contributions</b>	<b>Amount Borrowed</b>	<b>Value of Land &amp; Material Public Benefit</b>	<b>Status</b>
102198 - Trunk Drainage Basin B16 – Austral	Drainage	\$212,517	100%	0	0	Not Complete
101980 - Trunk Drainage Channel DC62-Austral	Drainage	\$163,475	100%	0	0	Complete
103747 - DC63-Trunk Drainage Channel-Austral	Drainage	\$768,333	100%	0	0	Not Complete
102072 - DC41-Trunk Drainage Channel-Austral	Drainage	\$1,204,386	100%	0	0	Not Complete
103205 - Trunk Drainage Channel-DC56-Austral	Drainage	\$1,844,507	100%	0	0	Not Complete
103174 - Trunk Drainage Channel – DC25- Austral	Drainage	\$298,141	100%	0	0	Not Complete
103002 - Edmondson Park - Raingardens - Land Acquisition	Drainage	\$4,822	100%	0	0	Not Complete
103044 - East Leppington - Stormwater Infrastructure - Land Acquisition	Drainage	\$41,604	100%	0	0	Not Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
103045 - Austral/Leppington - Basin 5,11,12 and 14	Drainage	\$403,241	100%	0	0	Not Complete
102084 - B14-Trunk Drainage Channel-Austral	Drainage	\$64,425	100%	0	0	Not Complete
103093 - Land Acquisition Basin 22 - Austral & Leppington North	Drainage	\$3,510,933	100%	\$3,510,933 temporary borrowed from Open Space in Austral CP	0	Not Complete
102458 - Trunk Drainage Channel – DC60 Austral	Drainage	\$2,101,429	100%	\$532,161 temporary borrowed from Open Space in Austral CP	0	Not Complete
102615 - Trunk Drainage Channel-DC20-Austral	Drainage	\$24,637	100%	0	0	Not Complete
102520 - Flood Detention Basin 6 - Austral - Construction (staged)	Drainage	\$1,248,779	100%	0	0	Not Complete
102521/102524 - Flood Detention Basin 29 - Austral - Construction (staged)	Drainage	\$195,674	100%	0	0	Not Complete
103738 - Trunk Drainage Channel - DC51 - Austral	Drainage	\$4,250	100%	0	0	Not Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
102609/103095/102611 - Edmondson Park - Raingardens - Detailed Design/Construction	Drainage	\$63,880	100%	0	0	Not Complete
102082 - DC40-Trunk Drainage Channel-Austral	Drainage	\$40,180	100%	0	0	Not Complete
102288 - Austral/Leppington North Flood Detention Basin 6,9 and 12	Drainage	\$6,485	100%	0	0	Not Complete
102289 - East Leppington Stormwater Infrastructure	Drainage	\$10,133	100%	0	0	Not Complete
103083 - New GPT Construction - Chauvel Park	Drainage	\$331,706	100%	0	0	Complete
103084 - New GPT Construction - Homestead Park	Drainage	\$438,407	100%	0	0	Complete
101634 - Raingarden (9) - Maxwells Creek - Edmondson Park	Drainage	\$1,813	100%	0	0	Not Complete



<b>Project ID &amp; Description</b>	<b>Public Amenity/ Service</b>	<b>Amount Expended</b>	<b>% of Cost funded by Contributions</b>	<b>Amount Borrowed</b>	<b>Value of Land &amp; Material Public Benefit</b>	<b>Status</b>
103744 - Local Passive Open Space -LP51- Austral	Open Space	\$832,040	100%	0	0	Complete
103745 - Local Passive Open Space - LP52-Austral	Open Space	\$413,515	100%	0	0	Complete
103225 - OS8 - Open Space Active Area - Edmondson Park	Open Space	\$5,438	100%	0	0	Not Complete
103226 - Open Space (OS6)- Edmondson Pk-Passive Area	Open Space	\$4,450	100%	0	0	Not Complete
102074 - LS4- Local Sporting Field-Austral	Open Space	\$490,428	100%	0	0	Not Complete
103170 - Local Passive Open space -LP25- Austral	Open Space	\$5,925	100%	0	0	Not Complete
103204 - Local Passive Open space -LP61- Austral	Open Space	\$1,229,671	100%	0	0	Complete
103173 - Local Passive Open Space -LP31- Austral	Open Space	\$421,718	100%	0	0	Not Complete
103749 - Local Passive Open Space -LP30- Austral	Open Space	\$33,789	100%	0	0	Not Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
102246 - Local Open space – LP62 – in Austral	Open Space	\$9,507,641	100%	0	0	Complete
103003 - Edmondson Park - Sinozich Park (Open Space) - Land Acquisition	Open Space	\$30,420	100%	0	0	Not Complete
103004 - Edmondson Park Basin 14 - Land Acquisition	Open Space	\$2,569,526	100%	\$165,186 temporary borrowed from Roads & Traffic in Edmondson Park CP	0	Not Complete
103071 - Local Passive Open Space-LP2- Austral	Open Space	\$11,585,872	100%	0	0	Complete
103087 - District Passive Open Space "DP4" Austral	Open Space	\$9,013	100%	0	0	Not Complete
103200 - Local Passive Open Space -LP6- Austral	Open Space	\$9,091	100%	0	0	Not Complete
103236 - Local Sporting Field- LS1-Austral	Open Space	\$26,709	100%	0	0	Not Complete
102665 - Local Passive Open Space-LP22- Austral	Open Space	\$8,554,193	100%	0	0	Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
101126 - Cabramatta Creek West Arm (2) - Passive Area - Edmondson Park	Open Space	\$34,805	100%	0	0	Not Complete
102635 - Local Sporting Field- LS9-Austral	Open Space	\$109,665	100%	0	0	Not Complete
101537 - Cabramatta Creek (3) Edmondson Park	Open Space	\$1,318,676	100%	\$1,318,676 temporary borrowed from Roads & Traffic in Edmondson Park CP	0	Not Complete
101539 - (OS)1 Open Space- Edmondson Park	Open Space	\$4,839	100%	0	0	Not Complete
101609 - Open Space (P4)	Open Space	\$4,000	100%	0	0	Not Complete
101662 - Cabramatta Ck-(4) Edmondson Pk-Passive Area	Open Space	\$7,250	100%	0	0	Not Complete
102465 - District Passive Open Space –DP3 – Austral	Open Space	\$3,591,450	100%	0	0	Not Complete
100015 - Playground Replacement program	Open Space	\$75,200	100%	0	0	Complete

<b>Project ID &amp; Description</b>	<b>Public Amenity/ Service</b>	<b>Amount Expended</b>	<b>% of Cost funded by Contributions</b>	<b>Amount Borrowed</b>	<b>Value of Land &amp; Material Public Benefit</b>	<b>Status</b>
101524 - Solar Light Program	Open Space	\$97,398	100%	0	0	Complete
103727 - Cole Park - Local Park Upgrade	Open Space	\$16,010	100%	0	0	Not Complete
102738 - Acacia Park - Park Development	Open Space	\$131,082	100%	0	0	Complete
102870 - Liverpool Pioneers' Memorial Park Stage 2 - Design	Open Space	\$96,614	100%	0	0	Not Complete
103048 - Land Acquisition - Community facilities site Austral	Community Facilities	\$7,022	100%	0	0	Not Complete
100325 - Section 94 - Library Books	Community Facilities	\$56,504	100%	0	0	Not Complete
103209 - Local Collector Road -CR1-Austral	Roads	\$3,000	100%	0	0	Not Complete
102190/102765 - Middleton Drive Underpass at M7	Roads	\$203,071	100%	0	0	Not Complete
103097 - Fourth Avenue - Road Upgrade – Design	Roads	\$8,730	100%	0	0	Not Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
102813 - GMD/New Bridge Road intersection upgrade & road reconstruction	Roads	\$170,966	100%	0	0	Not Complete
103201 - CCTV - Illegal Dumping	Roads	\$50,000	100%	0	0	Not Complete
103117 - Australis Avenue - Claremount to Avondale	Roads	\$321,000	100%	0	0	Complete
103118 - Labuan Road - Bardia to Derna	Roads	\$122,000	100%	0	0	Complete
103119 - Village Way - Bardia to Australis	Roads	\$369,000	100%	0	0	Complete
103120 - Meehan Avenue - Walder to Meehan	Roads	\$515,000	100%	0	0	Complete
103121 - Stockton Avenue - Junction to Maddecks	Roads	\$484,213	100%	0	0	Complete
103122 - Delfin Drive - Wattle Grove to Anzac	Roads	\$303,000	100%	0	0	Complete

Project ID & Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	Amount Borrowed	Value of Land & Material Public Benefit	Status
103123 - Anzac Road - Road Widening	Roads	\$61,111	100%	0	0	Complete
103148 - Roundabout - Nuwarra Road and Marshall Avenue	Roads	\$58,758	100%	0	0	Complete
301121 Salary/Admin	Administration Fees	\$292,789	100%	0	0	Complete
301051 Professional Fees	Professional Fees	\$56,158	100%	0	0	Complete

Provided in accordance with the Environment Planning and Assessment Regulation 2021 clause 218(2)(a),(b),(c),(d),(e),(f),(g)

## 5.25 Contributions and levies received and expended during the year

Purpose	Contributions Received for the Year 2022/23	Contributions expended for the Year 2022/23
Drainage	\$11,766,526	\$12,697,193
Roads & Traffic Facilities	\$4,287,178	\$214,802
Car Parking	\$1,644,089	\$1000,000
Local Open Space	\$35,163,292	\$40,800,268
Embellishment of Local Open Space	\$5,129,627	\$807,002
Community Facilities (Local)	\$759,701	\$7,777
Community Facilities (District)	\$532,891	\$56,503
Tree Planting (Other)	\$52,788	\$0
Professional & Legal Fees (Other)	\$45,442	\$56,158
Administration Fees	\$456,288	\$292,787
Implementation	\$4,805	\$0
Moorebank Intermodal	\$0	\$3,285,162
<b>Grand Total</b>	<b>\$59,842,627</b>	<b>\$59,217,652</b>

Provided in accordance with the *Environment Planning and Assessment Regulation 2021* section 218A(3)(a)(b)



## 5.26 Details of inspections of private swimming pools

Description	Number
Number of inspections that were of tourist and visitor accommodation	2
Number of inspections that were of premises with more than two dwellings	10
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pools Act	29
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pools Regulation	7

Provided in accordance with section 22F(2) of the *Swimming Pools Act (1992)* and section 23 of the *Swimming Pools Regulation (2018)*

## 5.27 Report on government information public access activity

Council keeps under review the information that it makes publicly available. Tabled below is the statistical information about access applications.

Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	2	1	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	17	2	3	1	0	0	2
Members of the public (other)	2	11	2	1	1	2		0

Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	2		0	0	0	0	0
Access applications (other than personal information applications)	5	21	3	5	1	0	0	2
Access applications that are partly personal information applications and partly other	0	7	1	0	0	1	0	2

Invalid applications	
Reason	Number
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	0
Conclusive presumption of overriding public interest against disclosure	
Reason	Frequency of use
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Other public interest considerations against disclosure	
	Number
Responsible and effective government	3
Law enforcement and security	0
Individual rights, judicial processes and natural justice	27
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Timelines	
	Number
Decided within the statutory timeframe (20 days plus any extensions)	48
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	0

Number of applications reviewed under Part 5 of the Act			
	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by New South Wales Civil and Administrative Tribunal (NCAT)	0	0	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>

<b>Applications for review under Part 5 of the Act (by type of applicant)</b>	
	<b>Number</b>
Applications by access applicants	53
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
<b>Applications transferred to other agencies under Division 2 of Part 4</b>	
	<b>Number</b>
Agency-initiated transfers	2
Applicant-initiated transfers	0

Provided in accord with sections 7 and 125 of the *Government Information (Public Access) Act 2009* and section 8 of the *Government Information (Public Access) Regulation 2018*.

## 5.28 Public interest disclosures

Council's Ethical Governance: Internal Reporting Policy sets out the internal process for the reporting by members of Council staff and councillors of any disclosure of corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention and local government pecuniary interest contravention by any member of Council staff or by a councillor.

### Disclosures Summary

Disclosures received	In day-to-day functions	Under a statutory or other legal obligation	All others
No of public officials who made public interest disclosures	1	0	0
No of public interest disclosures received	2	0	0

### Detail of disclosures received and finalised

Subject	Number
Corrupt conduct	2
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
<b>Total</b>	<b>2</b>

## 5.29 Action taken to ensure staff awareness of their responsibilities under section 6E (1) (b) of the Act

Council provided updated information through the staff intranet to meet its obligations under the Act. A staff awareness video was made available to inform staff of the recent changes to the Act and information regarding the Code of Conduct was provided to new staff as part of Council's induction process.

Provided in accord with section 31 of the *Public Interest Disclosures Act 1994* and section 4 of the *Public Interest Disclosures Regulation 2011*.

## For further information



### **Visit Us**

*Customer Service Centre*

Ground Floor, 33 Moore Street, Liverpool, NSW 2170

Open Monday - Friday, 8.30am - 5pm



### **Phone**

1300 36 2170

Calling from interstate: (02) 8711 7000

National Relay Service (NRS): 133 677

(for hearing and speech impaired customers)



### **Email**

[lcc@liverpool.nsw.gov.au](mailto:lcc@liverpool.nsw.gov.au)



### **Post**

Locked Bag 7064, Liverpool BC, NSW 1871



### **Website**

[www.liverpool.nsw.gov.au](http://www.liverpool.nsw.gov.au)



### **Subscribe**

[www.liverpool.nsw.gov.au/subscribe](http://www.liverpool.nsw.gov.au/subscribe)