

FOR PUBLIC EXHIBITION

DELIVERY PROGRAM 2017 – 2022 & OPERATIONAL PLAN AND BUDGET 2021 – 2022.



DRAFT

**LIVERPOOL
CITY
COUNCIL**





Liverpool CBD

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MAYOR'S MESSAGE



It is my pleasure to present the Delivery Program 2017-2022 and Operational Plan 2021-2022 which provides information on all of Council's activities, including the budget and capital works program for the coming year.

This year we will continue to provide essential services such as domestic waste collection, library and community services and maintaining our many parks and playgrounds while also delivering a range of exciting new community initiatives and capital works.

The demolition phase of Liverpool Civic Place - the city's biggest commercial redevelopment is complete, and the excavation phase has commenced. This exciting new complex will include a civic plaza, new Council offices, a childcare facility, city library and public parking.

The Miller Social Infrastructure Masterplan is in progress and will provide the framework to renew and redevelop community facilities, parks and open spaces. The long-term vision for Miller includes a multi-purpose community hub, public library, redevelopment of Michael Wenden Aquatic Leisure Centre and enhanced green spaces and corridors.

Council is progressing the first phase of the Liverpool City Centre Urban Forest Strategy, which includes the installation of more than 200 new trees within the Liverpool city centre. This project is co-funded by the NSW Department of Planning, Industry and Environment under the '5 Million Trees for Greater Sydney' grant program and will increase the quantity of tree canopy and shade to assist with cooling the city centre.

The next stage in planning for the Bradfield Aerotropolis is underway and Council continues to represent Liverpool's interests to the NSW and Federal government.

I am pleased that our advocacy around the Fifteenth Avenue Smart Transit (FAST) Corridor is being recognised. I also welcome the commitment by the NSW Government on the Sydney Metro - Western Sydney Airport and will continue to advocate for more direct train services to the city.

I encourage the community to provide their input on these major initiatives to help deliver the best services and facilities for our future community and I look forward to sharing updates on our progress and achievements.

MAYOR WENDY WALLER

CEO'S MESSAGE



I am pleased to present Liverpool City Council's 2021-2022 Operational Plan which includes detailed information on Council's services for the next 12 months, budget, fees and charges and capital works projects. This is the last plan for the 2016 – 2021 Council Term, and I would like to recognise and commend to the community the achievements of the current Council during their term.

As part of Western Sydney, Liverpool Local Government Area is in the midst of significant economic growth, infrastructural development and social transformation. These are exciting times. Throughout 2021-2022, Council will continue to advocate on behalf of all our stakeholders, whilst remaining fully committed to addressing matters of importance to the community and ensuring the efficient delivery of essential services.

The plan outlines the significant projects that we have committed to and how we will continue to progress with existing partnerships that have a positive impact on the city and the local community.

This includes the Western Sydney City Deal partnership and Resilient Sydney strategy which present opportunities to collaborate with our surrounding councils and deliver coordinated projects that facilitate beneficial outcomes for the city.

As custodian for the City of Liverpool, Council will oversee a budget of \$475 million in 2021-22 which includes \$256 million for capital works and \$219 million for operating expenditure.

In terms of infrastructure, Council will be investing \$246 million on the renewals, upgrades and construction including;

- More than \$50.2 million on roads, bridges and footpaths;
- More than \$88 million drainage and floodplain;
- More than \$11.4 million on parks and recreation; and
- More than \$96.4 million on buildings.

Detailed information on all projects, including locations, is listed in the Capital Works program on page 88.

With the challenges presented by the COVID-19 pandemic, Council will continue to focus on building sound business continuity, coupled with effective resilience plans to assist in the mitigation of potential risks to the community and organisation.

I look forward to providing progress updates to the community and I welcome your input and feedback.

CHIEF EXECUTIVE OFFICER
DR EDDIE JACKSON

YOUR COUNCIL

Your Mayor and Councillors

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

Mayor

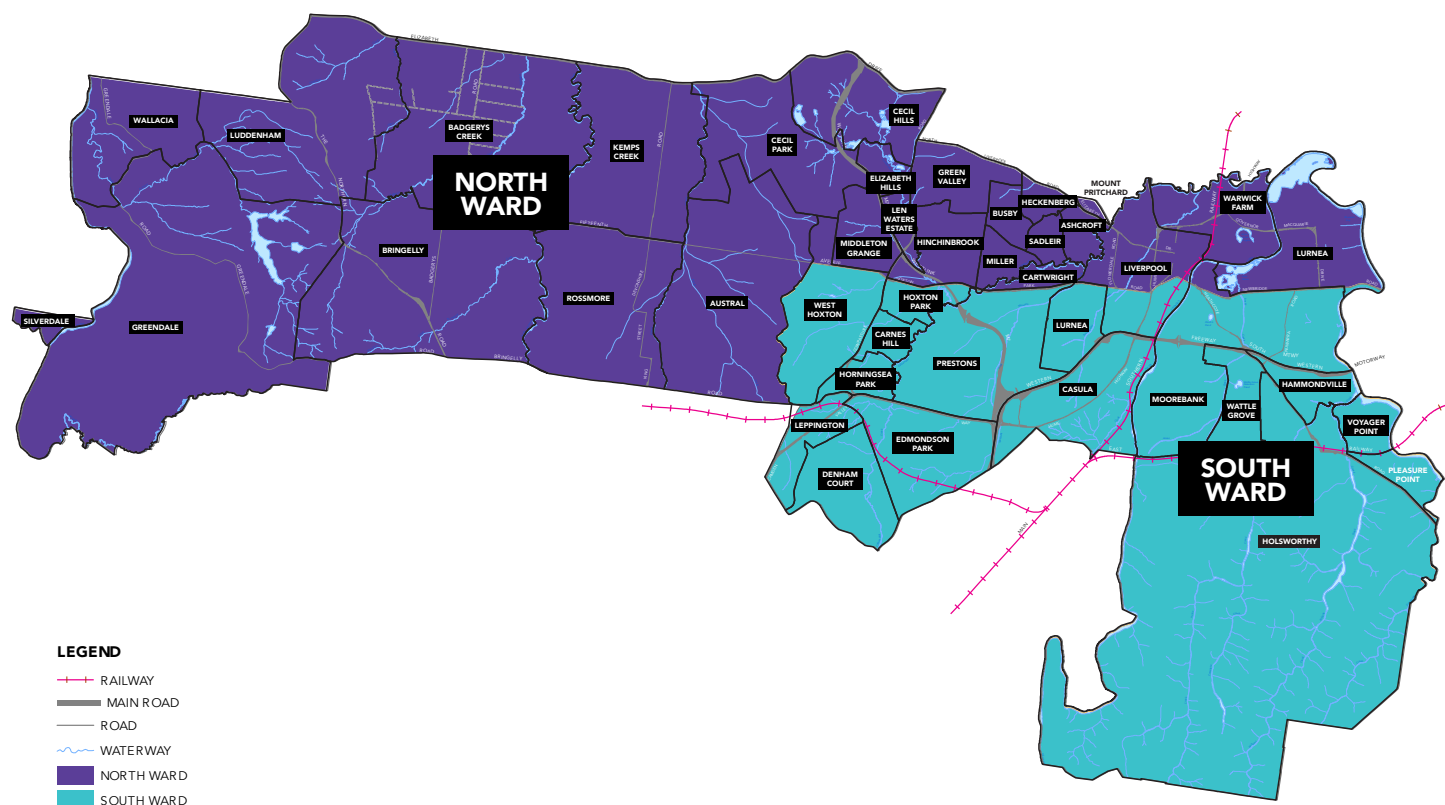
The Mayor is the leader of the Council and the local community and represents the views of the Council in decision-making. The Mayor also presides at the meetings of Council, exercises policy-making decisions between Council meetings and carries out civic and ceremonial functions of the Mayoral office.

Councillors

Councillors make considered and well-informed decisions as members of the governing body. They represent the collective interests of residents, ratepayers, the local community and directly represent each of the two wards (North and South) in the Liverpool local government area.

The current elected Councillors will serve until the September 2021 Local Government Elections.

Liverpool Local Government Area





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WENDY WALLER

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Council roles and responsibilities

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

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

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

The Act identifies certain core functions and regulatory functions.

Core functions include:

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

Specific regulatory functions include:

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

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

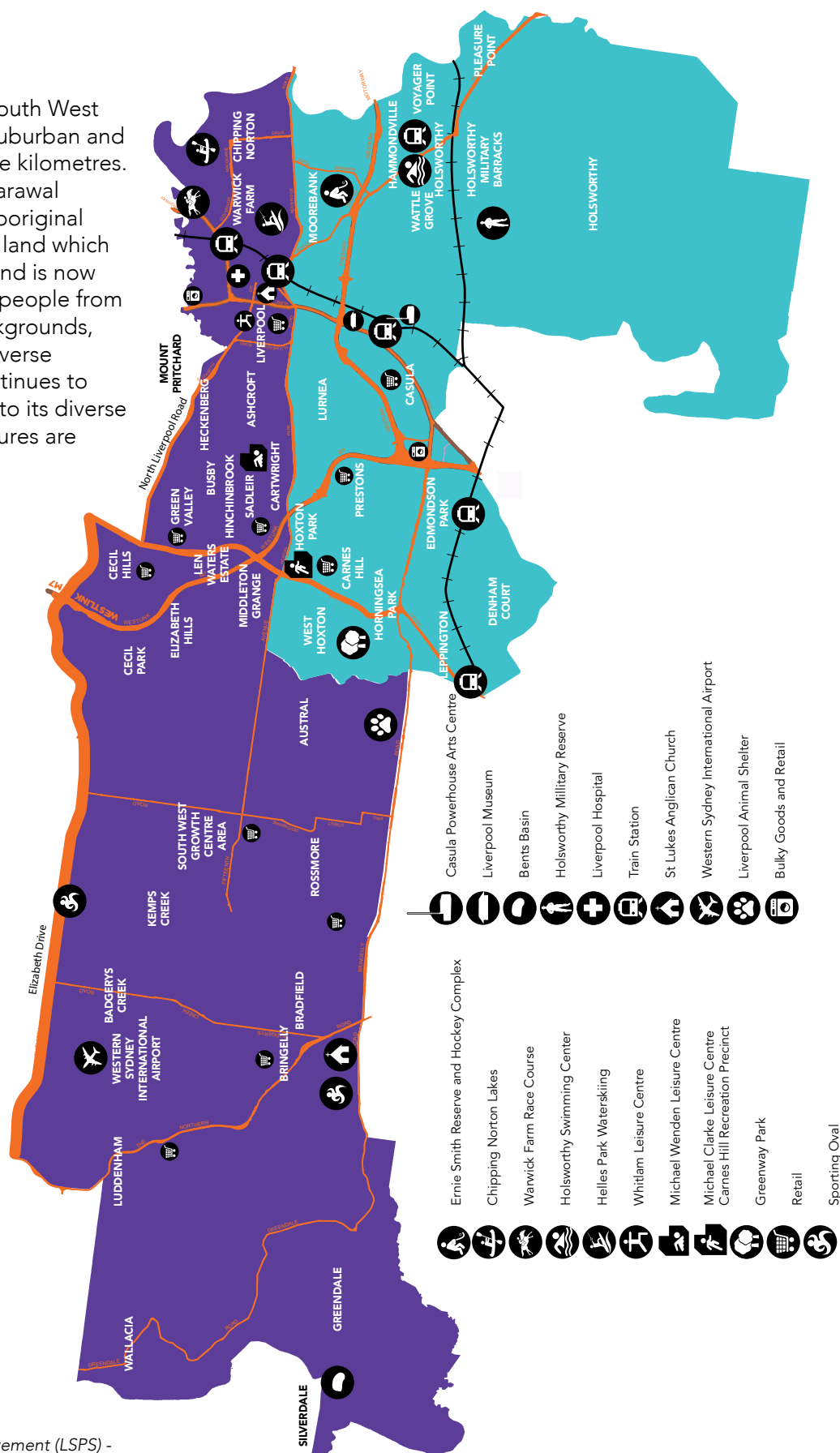




ABOUT LIVERPOOL

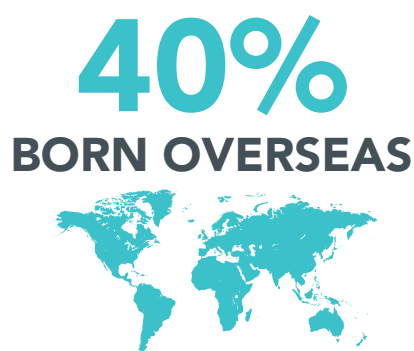
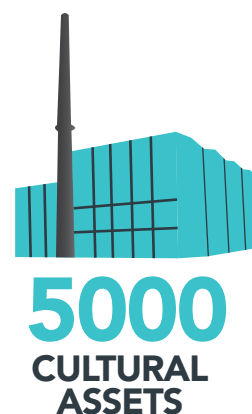
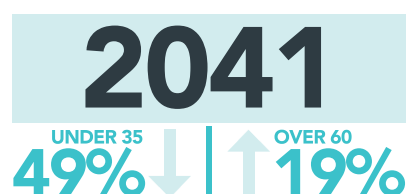
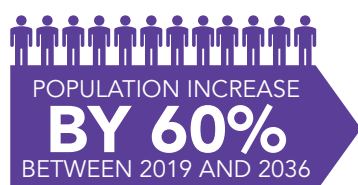
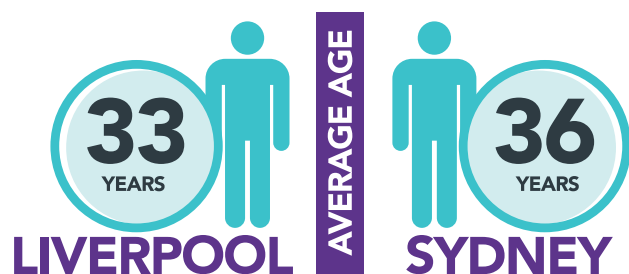
Our Home

Liverpool is 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 Aboriginal traditional custodians of the land which forms the City of Liverpool and is now home to more than 220,000 people from more than 140 different backgrounds, making it one of the most diverse areas in Sydney. Council continues to provide a variety of services to its diverse population to ensure all cultures are welcome.



Source: Local Strategic Planning Statement (LSPS) - Connected Liverpool 2040, page 14

THE ORIGINAL INHABITANTS OF LIVERPOOL ARE THE DARUG (DHARUG) AND DHARAWAL (THARAWAL) PEOPLE



52% **SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME**

OPPORTUNITIES AND PARTNERSHIPS

Western Sydney City Deal

The Western Sydney City Deal (City Deal) offers a collaborative approach between the three levels of government to deliver transformative and progressive change over the next 20 years.

It is a partnership between the Australian and NSW governments and the eight councils of the Western Parkland City, including the local government areas of the Blue Mountains, Camden, Campbelltown, Fairfield, Liverpool, Hawkesbury, Penrith and Wollondilly.

The partnership, signed by the mayors of the eight participating councils in March 2018, aims to lay the foundations for the Western Parkland City to become a thriving future-focused city that is highly connected, innovative and offers an improved quality of life in the next 20 years.

The City Deal includes 38 commitments which outline how all levels of government will work together to achieve the following goals:

- Delivering Sydney Metro connections to Western Sydney International Airport;
- Creating the Bradfield Aerotropolis and agribusiness precinct to boost the availability of jobs close to home;
- Providing a range of learning opportunities in the Western City region, including an Aerospace Institute;
- Building on local character and enhancing liveability with a \$190 million Liveability Program to deliver infrastructure projects that improve urban amenity; and
- Providing a coordinated response to planning across the Western Parkland City through the Western Sydney Planning Partnership; and

POPULATION

227,312



2019

358,871



2036

*FORECAST.I.D



- Delivery of a globally recognised Western Parkland City with enduring governance across the Australian, NSW and local governments.

Resilient Sydney Strategy

Council's affiliation with the Resilient Sydney Program will guide Council in setting the direction to strengthen the ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses as recently experienced with the COVID-19 pandemic.

Council is committed to working with all of Sydney's metropolitan councils and contributors from the NSW Government, business and community organisations to implement strategic measures to operate and improve resilience.

Western Sydney International Airport

Council's partnership with Western Sydney International Airport continues to support the development of a strong local economy that will enable the community to capitalise on opportunities for employment, connections and industry.

With the development of the Airport, Liverpool will become a major strategic centre for business, education and health. Council is also engaging with global economic leaders from various industries to continue developing economic capacity and local business opportunities which benefit the wider local government area.



OUR PRIORITIES FOR THE CITY OF LIVERPOOL

Five key challenges and priorities were identified in our Community Strategic Plan (CSP). In addition, COVID-19 has also been identified as a challenge. These areas are broad-reaching and require Council and the community to collaborate with external stakeholders to ensure the best outcome.

Heritage

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

Social Connection

Creating a unified community was identified as a priority in the CSP. Residents want to feel connected to the people and place in which they live, but many people feel increasingly time-poor. Adapting and reviewing Council's engagement methods is critically important to promoting social inclusion. The review of Council's engagement methods proved challenging during the COVID-19 pandemic. Council was able to successfully maintain, and enhance social connection through its change in daily operations and delivery of virtual initiatives via social media platforms. This plan contains several actions which respond to this, including: 'Coordinate Council's major events program' (C.2.01), 'Strengthen social inclusion in new developments' (C.3.03) and, 'Encourage community participation in programs and decision-making processes' (L.3.01).

Economic Development

Liverpool is an area of rapid commercial and industrial growth, with heightened development in the Western Sydney Priority Growth Area and expected growth around Western Sydney International Airport. This growth presents both opportunities and challenges and it is important to identify and focus on the best outcomes for the community. In this plan there are a number of actions that relate to economic development including: 'Attract new jobs within Liverpool's industry focus areas' (G.2.01) and 'Develop the economic capacity of local businesses and residents' (G.2.03). Although the COVID-19 pandemic proved challenging in the delivery of the International Engagement Strategy, it provided the opportunity for Council to move its international focus to a virtual platform.

Partnerships with Austrade, the Export Council of NSW and Regional Development Australia (RDA) Sydney led to the development of online tools and resources for local businesses to use. In 2020, two inbound business delegations were hosted with Business Sweden and the Israeli Chamber of Commerce.

COVID-19 Pandemic

The COVID-19 pandemic presented unprecedented challenges and in response Council adopted a proactive approach to build resilience to maintain a safe community.

In accordance with the NSW and Federal Governments, Council developed local initiatives that were tailored to meet the needs of the community. These initiatives continue to influence and drive positive change throughout the recovery period.

Environmental Sustainability

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

Transport Accessibility

Traffic congestion, access to public transport, parking and maintenance of the road system have been identified as key priorities for the community. In order to address this, Council will work with external stakeholders such as Transport for NSW and the NSW and Federal Governments. Council will also continue to advocate for improved transport networks including public transport for Liverpool's residents. A full list of the infrastructure works scheduled for 2021-22 can be found in the Capital Works section located on page 88. In addition to Capital Works, actions that relate to transportation networks include: 'Deliver Council's adopted upgrade and renewals program for roads and transport related assets' (G.4.01) and 'Manage traffic and transport for Liverpool' (G.4.02).



LIVERPOOL CIVIC PLACE

Liverpool City Council is making significant progress in delivering the biggest public project in Liverpool's CBD – Liverpool Civic Place. Excavation and early works are now underway with the main Council Works component to commence in the second half of 2021 and estimated to be complete in early 2023.

Delivered in partnership with Built Development, the mixed-use development will anchor and activate the southern end of Liverpool's CBD, providing new public spaces, community facilities and job opportunities for our growing city. The Council Works component of the project will cost \$195 million.

The Development Application for the Council Works component was lodged in October 2020. Subject to approval and development consent, construction is expected to commence in the second half of 2021. The Council Works are estimated to be complete in early 2023.

Liverpool Civic Place will deliver:

- New Council offices and Council Chambers;
- A new city library and community hub;
- A childcare facility;
- A new civic plaza; and
- Council and public parking.

Funded by Built Development, the Developer Works component of Liverpool Civic Place will include a 22-level tower to accommodate a combination of commercial, retail and education spaces and an eight-level, 84-room co-living facility.

Liverpool Civic Place five-star Green Star status

Liverpool City Council and joint-venture partner Built Development have affirmed their commitment to make Liverpool Civic Place conform to high environmental standards.

Liverpool Civic Place has been designed to achieve a five-star Green Star rating. NABERS rates buildings on how efficiently they use



energy, water, cater for indoor environments and manage waste.

Other environmentally sustainable design (ESD) initiatives include:

- Use of passive design elements such as external sun shading and building orientation;
- High-performance façade systems to provide comfort and minimise energy consumption;
- Green roof elements and public domain landscaping to reduce urban heat island effects;
- Onsite solar power to generate renewable energy and reduce impacts on the electricity grid;
- Extensive energy metering and monitoring;
- Use of environmentally-friendly materials and finishes; and
- Design that caters for future impacts of climate change through passive and active interventions that create a building resilient to environmental shocks and stressors.

Project update

Construction works on Liverpool Civic Place are currently underway with stage one focusing on the demolition and excavation which is expected to be completed in the second half of 2021. The Council Works component of the development is estimated to be complete early in 2023.

Council is committed to keeping the community informed and will continue to provide regular updates on the status of the project's construction. Further information and regular project updates are available on Council's website.



OUR PLAN

ABOUT THIS PLAN

Integrated Planning and Reporting Framework

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

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

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

Our Home, Liverpool 2027 is Council's 10-year Community Strategic Plan (CSP). It is the highest-level plan that shows where the community wants to be in 10 years' time, what needs to be done to achieve this, and how Council and the community will know when this has been achieved. This document was created in consultation with the community of Liverpool and sets four key directions that address the quadruple bottom line. *Our Home, Liverpool 2027* is used by Council and other agencies and stakeholders to guide future direction, policy and service delivery.

FOUR-YEAR DELIVERY PROGRAM 2017-2022

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

Due to the COVID-19 pandemic, the Delivery Program and Operational Plan has been extended for one year to align with the Local Government elections, bringing the total term of this suite of documents to five years.

ONE-YEAR OPERATIONAL PLAN 2020/21

The Operational Plan is reviewed annually and details the actions that Council will undertake within that financial year. It is directly influenced by the Community Strategic Plan and Delivery Program to realise the community's prospects for the future. It includes detailed budget information on all fees and charges and the Capital Works Program for the year.

Council's budget is required to be adopted in June each year for implementation in line with the new financial year on 1 July. As a result of the extenuating circumstances of COVID-19, councils were provided with an extension to adopt their operational plans and budgets by 31 July 2020 for implementation on 1 August 2020.

Resourcing Strategy

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

LONG-TERM FINANCIAL PLAN

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

MONITORING AND REPORTING

WORKFORCE MANAGEMENT PLAN

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

ASSET MANAGEMENT PLAN

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

Supporting Strategies

DISABILITY INCLUSION ACTION PLAN

The Disability Inclusion Action Plan (DIAP) 2017-2021/22 seeks to address disability in Liverpool and includes a comprehensive action plan which is aimed at improving access and inclusion and providing better services to people with a disability and their supporters.

RECONCILIATION ACTION PLAN

The Reconciliation Action Plan (RAP) 2017-2020 /22, reinforces Council's commitment to working alongside its local First Nations communities to improve the lives of its local community and to celebrate the rich Aboriginal and Torres Strait Islander culture in Liverpool. It is a nationally endorsed action plan that reflects key national, state and local priorities.

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

- Six-monthly reports to Council and the community which detail program and budget progress;
- An Annual Report at the end of each financial year which includes a thorough financial report and overview of all of Council's spending and operations. This will be published in a full report format as well as a short video; and
- A cumulative report at the end of Council's term which details Council's financial position and progress against all of the activities outlined in the Delivery Program.

OUR DIRECTIONS

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

CREATING CONNECTION

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

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

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

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

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



GENERATING OPPORTUNITY

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

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

LEADING THROUGH COLLABORATION

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

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

DELIVERY PROGRAM AND OPERATIONAL PLAN

How to read the plan

	Community Strategic Plan code	Community Strategic Plan goal	Council department responsible for action
Delivery Program code and action	C.1	Celebrate diversity, promote inclusion and recognise heritage	
How the Delivery Program action will be measured	C.1.01	Promote and manage heritage	
Actions completed in specific timeframe			
	Ongoing Measures 2017-2022		Responsibility
	<ul style="list-style-type: none"> Complete 90% of heritage referrals for Development Applications within 14 business days Provide 100% of heritage minor works exemptions for eligible proposals within 14 business days Respond to 100% of heritage enquiries within 14 business days Assess 100% of applications for the Liverpool Heritage Assistance Fund within 14 business days 		City Design and Public Domain
	To be completed in 2021-2022		
	<ul style="list-style-type: none"> Convene four Heritage Advisory Committee meetings Provide specialist heritage advice on planning and infrastructure projects that impact heritage items Complete archaeological investigations and design of the Liverpool Pioneers Memorial Park Military War Memorial Garden Prepare a detailed condition assessment and scope of works for monuments identified in the Liverpool Monuments and Memorials Conservation Study at Liverpool Pioneers Memorial Park Undertake consultation with the First Nations community for the proposed Cultural Heritage Study Initiate the Liverpool Heritage Study Prepare Collingwood House Activation Strategy Finalise the detailed documentation and approvals for restoration works to the Former Liverpool Courthouse Complete the Detailed Design and obtain Development Application consent for Phillimona Gardens 		







CREATING CONNECTION

CREATING CONNECTION



**2021-22 Operating Expenditure
for actions C.1.01 to C.1.04***

\$1,062,658

*See page 101

Celebrate diversity, promote inclusion and recognise heritage

C.1.01 Promote and manage heritage

Ongoing Measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Complete 90% of heritage referrals for Development Applications within 14 business days Provide 100% of heritage minor works exemptions for eligible proposals within 14 business days Respond to 100% of heritage enquiries within 14 business days Assess 100% of applications for the Liverpool Heritage Assistance Fund within 14 business days 	City Design and Public Domain
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Convene four Heritage Advisory Committee meetings Provide specialist heritage advice on planning and infrastructure projects that impact heritage items Complete archaeological investigations and design of the Liverpool Pioneers Memorial Park Military War Memorial Garden Prepare a detailed condition assessment and scope of works for monuments identified in the Liverpool Monuments and Memorials Conservation Study at Liverpool Pioneers Memorial Park Undertake consultation with the First Nations community for the proposed Cultural Heritage Study Initiate the Liverpool Heritage Study Prepare Collingwood House Activation Strategy Finalise the detailed documentation and approvals for restoration works to the Former Liverpool Courthouse Complete the Detailed Design and obtain Development Application consent for Phillimona Gardens 	

C.1 Continued

Celebrate diversity, promote inclusion and recognise heritage

C.1.02 Manage Liverpool Regional Museum to attract visitors

Ongoing Measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Increase visitors to the museum by 10% from previous year 	Libraries and Museum
To be completed in 2021-2022 <ul style="list-style-type: none"> Develop a strategic plan for heritage services in the museum Develop a school program Deliver four exhibitions or programs in partnership with local community groups 	

C.1.03 Deliver citizenship ceremonies

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to deliver citizenship ceremonies 	Civic Events

C.1.04 Implement actions from the Reconciliation Action Plan

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Undertake research and community consultation to inform current and future strategies for the advancement of First Nations people in Liverpool 	Community Development



**2021-22 Operating Expenditure
for actions C.2.01 to C.2.05***

\$6,581,482

*See page 101

Deliver a range of community events and activities

C.2.01 Coordinate Council's major events program

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Consult with external community events organisations to align to Council's strategic plan and compliance standards 	Events
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Coordinate and deliver events to the local community Partner with organisations to increase diversity of events and audience reach Source sponsorships for Council's major annual events program 	

C.2.02 Manage civic events calendar

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver annual civic events which align to resolutions of Council 	Civic Events

C.2.03 Coordinate the commemoration of annual service ceremonies

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Collaborate with the RSL to host ANZAC Day Dawn Service and Remembrance Day commemoration in Liverpool 	Civic Events

C.2 Continued

Deliver a range of community events and activities

C.2.04 Deliver engaging library programs

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Deliver programs for youth, seniors, children, culturally indigenous and linguistic groups • Deliver community programs • Engage with the community through Council's digital platforms 	Libraries and Museum

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Develop and deliver the annual exhibitions program • Deliver a diverse Theatre, Music, Matinee and Entertainment Program for various audiences, including Seniors, Culturally and Linguistically Diverse (CALD) and Young Audiences • Deliver Public and Educational Programs • Apply for grants and/or sponsorships as required • Meet 80% of CPAC's objectives for key focus areas from the South Western Sydney Health and Arts Strategic Plan 2018-2023 	Casula Powerhouse Arts Centre



**2021-22 Operating Expenditure
for actions C.3.01 to C.3.07***

\$11,218,435

*See page 101

Implement access and equity for all members of the community

C.3.01 Deliver high-quality childcare services

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver the Community Transition to School program at Liverpool City and branch Library Deliver playgroup programs with key funding partners Maintain partnerships with local and state agencies to improve outcomes for children and families in Liverpool 	Children's Services

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

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Ensure 90% of customer requests are responded to within 14 business days Ensure 80% of collections are under five years old 	Libraries and Museum

C.3.03 Strengthen social inclusion in new developments

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Coordinate place-based activation programs at new community precincts 	Community Planning

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver initiatives from the Disability Inclusion Action Plan (DIAP) which aim to encourage positive community attitudes and support access and inclusion for people with disability, their families and carers 	Community Development



Continued

Implement access and equity for all members of the community

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Implement actions from the Positive Ageing Action Plan (2021-2023) Implement initiatives within the Liverpool Pan Pacific Safe Community Program Deliver the National Community Hubs Program (NCHP) in partnership with local schools and Community Hubs Australia Facilitate Council's Grants, Donations and Corporate Sponsorship Program 	Community Development

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver two sittings of the 2168 Children's Parliament to facilitate investigation and actioning of matters of importance to children in Liverpool 	Community Development and Planning

C.3.07 Implement actions from the Child Safe Workplace Policy

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to implement actions from the Child Safe Workplace Policy 	Community Development



**2021-22 Operating Expenditure
for actions C.4.01 to C.4.06***

\$14,338,804

*See page 101

Provide community facilities which are accessible to all

C.4.01 Meet demands for community-connected spaces

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Achieve a 5% increase in the utilisation of community facilities and buses 	Recreation and Community Facilities Management
To be completed in 2021-2022 <ul style="list-style-type: none"> Implement a community facility utilisation plan for new and emerging community groups Support effective stakeholder engagement to enhance equitable community access Implement a customer satisfaction survey to deliver and enhance customer experience Apply for two infrastructure grants to upgrade community venues 	

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

To be completed in 2021-2022*	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to leisure centres and community buildings as per the Capital Expenditure Program to ensure buildings are serviceable Complete the following major projects: <ul style="list-style-type: none"> Construction of community hub and sports complex at Phillips Park, Lurnea Extension of the amenities building at Carnes Hill Community Centre Replacement of the roof at Moorebank Community Centre 	Infrastructure Delivery/ Strategic Projects Construction
* refer to Capital Expenditure Program on page 91 for further information on these projects	

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

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Achieve 95% utilisation rate of Council's sporting venues during the key seasonal periods 	Recreation and Community Facilities Management
To be completed in 2021-2022 <ul style="list-style-type: none"> Implement a customer satisfaction survey to deliver and enhance customer experience 	

C.4 Continued

Provide community facilities which are accessible to all

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Implement actions from the Community Facilities Strategy Action Plan Implement actions from the Recreation, Open Space and Sports Strategy Action Plan 	Community Planning

C.4.05 Manage library spaces to attract and inspire visitors

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Encourage physical library visits to increase attendance to 575,000 annually Encourage virtual library visits to increase attendance to 350,000 annually Attract 2000 new members to the library service annually 	Libraries and Museum

C.4.06 Manage the Liverpool Animal Shelter

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Rehome 65% of homeable dogs within two months Rehome 40% of homeable cats within two months 	Community Standards
To be completed in 2021-2022	
<ul style="list-style-type: none"> Assist owners to reclaim animals 	



**2021-22 Operating Expenditure
for action C.5.01***

\$6,091,459

*See page 101

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

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

To be completed in 2021-2022*	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to parks and playgrounds as per the Capital Expenditure Program/ playgrounds to ensure they meet the needs of the community Complete the following major projects: <ul style="list-style-type: none"> - Construct Stage 2 works at Stante Reserve, Middleton Grange; - Construct an inclusive play space at Ash Road Reserve, Prestons; - Complete delivery of Phillips Park upgrade at Lurnea; and - Detailed design of Lighthorse Park, Liverpool. <p><i>* refer to Capital Expenditure Program on page 94 for further information on these projects</i></p>	Infrastructure Delivery/ Strategic Projects Construction





Chipping Norton Lake

S

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

STRENGTHENING AND PROTECTING OUR ENVIRONMENT

S.1

**2021-22 Operating Expenditure
for actions S.1.01 to S.1.03***

\$40,077,433

*See page 101

Manage the community's disposal of rubbish

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

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Divert 30% of off-kerbside bin waste from landfill Divert 20% of kerbside bulk waste from landfill 	Waste and Cleansing
To be completed in 2021-2022	
<ul style="list-style-type: none"> Develop a new 10-year waste management strategy to reflect current changes in government policy Develop the Food Organics and Garden Organics (FOGO) implementation plan 	

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage the Community Recycling Centre and household problem waste 	Waste and Cleansing

S.1.03 Maintain the cleanliness of public spaces

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Monitor trends in illegal dumping throughout Liverpool Maintain 95% of the street sweeping program, spanning 3600 kilometres within schedule Maintain 95% of the public bin servicing and CBD cleaning program within schedule 	Waste and Cleansing

**2021-22 Operating Expenditure
for actions S.2.01 to S.2.05*****\$18,874,847**

*See page 101

S.2**Protect and enhance bushland, rivers and the visual landscape****S.2.01 Manage Council's park maintenance program**

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Deliver Council's parks, playgrounds and open spaces maintenance program • Undertake tree management program • Undertake tree planting and replacement program • Deliver bushland environmental restoration program 	City Works

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Undertake water quality monitoring along the Georges River, Wattle Grove Lake and ANZAC Creek, Kemps Creek, Bonds Creek and the tributaries of Kemps Creek to ensure the required level of water quality within the waterways are maintained • Implement the improvement actions identified in the Water Quality Improvement Action Plan to ensure healthy catchments and waterways • Implement the Georges River Activation Action Plan 	Technical Support

S.2.03 Apply a systematic approach to the assessment of applications to prune or remove trees

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> • Process 80% of applications to prune or remove trees on private property within 10 business days 	City Environment

S.2

Continued

Protect and enhance bushland, rivers and the visual landscape

S.2.04 Manage contaminated lands under Council control to ensure it is fit for purpose

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Action 90% of illegal dumping requests at various sites within specified timeframes 	City Environment
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Undertake investigations and remediation of high priority contaminated lands to ensure contamination risks are effectively managed in accordance with relevant legislation Develop and implement procedures to ensure compliance with the Asbestos and Waste Management System 	

S.2.05 Engage the community in protection of natural areas

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Deliver eight Community Tree Planting activities Facilitate working groups through the Environment Volunteer Program 	City Environment

S.3

**2021-22 Operating Expenditure
for actions S.3.01 to S.3.04***

\$1,348,208

*See page 101

Encourage sustainability, energy efficiency and the use of renewable energy

S.3.01 Develop and implement environmental education for the community

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Conduct community environmental education workshops that include energy efficiency, water conservation and biodiversity themes Distribute quarterly editions of the Sustaining Liverpool Newsletter Update prioritisation and planning guidelines for conservation and maintenance activities in bushland reserves Develop an Integrated Pest and Weed Management Strategy Review and update Ecological and Environmental Sustainability strategies and plans as required 	City Environment

S.3.02 Educate the community in waste disposal

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver education initiatives for Council events and projects Participate in Western Sydney Regional Organisations of Council (WSROC) initiatives 	Waste and Cleansing

S.3.03 Develop and implement energy efficiency program

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Develop and deliver water and energy conservation projects Complete the installation of solar panels for Casula Powerhouse Arts Centre 	City Environment

S.3**Continued****Encourage sustainability, energy efficiency and the use of renewable energy****S.3.04 Upgrade Council properties to increase sustainability**

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none">Complete National Australian Built Environment Rating System (NABERS) assessments	Property

S.4

**2021-22 Operating Expenditure
for actions S.4.01 to S.4.07***

\$23,526,176

*See page 101

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

S.4.01 Provide development assessment services

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> • Provide advice to 85% of applicants within 14 business days of Pre-Development Application meeting • Determine 80% of low risk Development Applications (change of use, signage, secondary dwellings, semi-detached dwellings, two lot subdivisions with or without dwellings, dual occupancies and the like) within 40 business days • Determine 80% of the Multi Dwelling Housing, Industrial and Commercial Development Applications within five months • Determine 80% of Subdivision (>10 lots) Development Applications within five months • Determine 80% of Local Planning Panel (LPP) and Sydney Western City Planning Panel (SWCPP) Development Applications within eight months 	Development Assessment

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Provide specialist technical advice on floodplain and water quality matters to key service areas to provide a consistent approach on floodplain and water quality management across the LGA • Undertake flood studies to ensure current best practice floodplain management, and undertake design of flood control and water quality management devices to facilitate development activities within the LGA 	Technical Support

S.4**Continued****Exercise planning controls to create high-quality, inclusive, urban environments****S.4.03 Manage and maintain public health and safety compliance**

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Action 98% of residential swimming pool barrier requests and complaints within timeframes Action 70% of parking requests and complaints within set timeframes Finalise 70% of customer requests within the set timeframes Determine 60% of Construction Certificates within 40 business days Determine assigned Fast Track Applications within 10 business days Complete 90% of primary regulatory inspections (food premises, beauty salons, swimming pool, onsite detention systems, hairdressers and skin penetration) Ensure that at least 70% of certificates within the Essential Services Register are current 	Community Standards

S.4.04 Develop planning strategies

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Commence Stage 2 Review of the Liverpool Local Environmental Plan to implement short term actions of the Local Strategic Planning Statement Review of the Liverpool Development Control Plan 2008 Progress planning proposals for amendments to the Liverpool Local Environmental Plan 	Planning and Transport Strategy

S.4 Continued

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

S.4.05 Manage land development engineering

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Complete 90% of major Subdivision Work Certificates within 60 business days Process and release 90% of minor Subdivision Certificate Applications within 28 business days Complete 80% of engineering referrals for Development Applications within 14 business days 	Development Assessment

S.4.06 Manage building maintenance including fire safety

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Ensure remedial works are delivered in relation to fire safety certification Complete building inspection action items within required timeframes 	Operational Facilities

S.4.07 Manage the design of public spaces

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Complete 90% of Urban Design referrals for Development Applications within 14 business days Complete 90% of Public Art referrals for Development Applications within 14 business days 	City Design and Public Domain
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Provide specialist Urban Design advice on major Council-led planning and infrastructure projects Develop the draft Liverpool City Centre Public Domain Technical Manual Convene monthly Liverpool Design Excellence Panel (DEP) meetings Provide Urban Design comments on major Federal and NSW Government planning and infrastructure projects that impact the Liverpool Local Government Area 	

S.5

**2021-22 Operating Expenditure
for actions S.5.01 to S.5.04*****\$2,738,711**

*See page 101

Develop and advocate for plans that support safe and friendly communities**S.5.01 Undertake a program of upgrades and renewals for drainage infrastructure**

To be completed in 2021-2022*	Responsibility
<ul style="list-style-type: none"> Undertake required renewals and upgrades to the stormwater drainage system as per Capital Expenditure Program to ensure it remains serviceable Complete a significant component of the following two-year major projects: <ul style="list-style-type: none"> Basin 6 at Austral; Basin 29 at Austral; and Basin 14 at Edmondson Park. 	Infrastructure Delivery/ Strategic Projects Construction

* refer to Capital Expenditure Program on page 92 for further information on these projects

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Undertake necessary investigations and complete detailed designs of Council's annual Capital Works Program to facilitate timely delivery of the program 	Technical Support

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to provide assistance and support to the Rural Fire Service and State Emergency Service 	Operational Facilities

S.5.04 Develop plans to support community wellbeing

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver actions from the Mosquito Management Plan Collaborate with external stakeholders and agencies, including State Government and NSW Health 	City Works







GENERATING OPPORTUNITY

GENERATING OPPORTUNITY



**2021-22 Operating Expenditure
for actions G.1.01 to G.1.04***

\$9,472,108

*See page 101

Meet the challenges of Liverpool's growing population

G.1.01 Demonstrate financial sustainability

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> • Manage Operating Performance Ratio to greater than 0% (as an average over three years) • Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years) • Manage Debt Service Ratio to less than 20% (as an average over three years) • Manage Real Operating Expenditure to decrease per capita over time • Manage accounts receivable to debts outstanding less than 5% 	Financial Services

G.1.02 Manage the financial viability of Council's Children's Services

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> • Maintain a 98% centre utilisation rate • Ensure that the net cost of service to Council is zero or below 	Children's Services
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> • Review policies and practices in preparation for the National Quality Assessment and Rating • Seek funding opportunities to support the operational requirements of services 	

G.1

Continued

Meet the challenges of Liverpool's growing population

G.1.03 Deliver strategic property projects

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Commence construction of the Council Works component for the Liverpool Civic Place development, including: <ul style="list-style-type: none"> Completion of early works on site, including demolition and excavation; Commencement of Council works construction, including the Council administration building and library; and Finalisation of the Council component fitout design. Finalise Woodward Place Master Plan Confirm delivery model for major CBD projects Finalise Hammondville Oval/Moorebank Sports Club Concept Plan Finalise Casula Mall Town Centre Master Plan 	Property and Commercial Development

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Hold meetings with NSW and federal MPs 	Office of the CEO



**2021-22 Operating Expenditure
for actions G.2.01 to G.2.06***

\$1,645,951

*See page 101

Attract businesses for economic growth and employment options

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

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Engage with 10 local exporters to identify new domestic and global markets Advocate that residents are recruited to 10% of new jobs created and up to a 5% reduction in numbers of workers leaving the LGA for work 	City Economy
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Implement a Business to Business Program for non-retail businesses affected by COVID-19 Support and advocate for local and new businesses based in the Aerotropolis Facilitate new businesses opened/ registered in Liverpool Deliver actions from the Liverpool Employment Strategy Deliver actions from the International Engagement Strategy 	

G.2.02 Market Liverpool as a business destination

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Support local businesses in the Liverpool area affected by COVID-19 Promote Liverpool's diverse specialty shopping precinct via the #LoveLivo campaign Deliver actions from the Destination Management Plan 	City Economy

G.2

Continued

Attract businesses for economic growth and employment opportunities

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Provide assistance to local businesses to identify new trade markets and integrate into new industry sector supply chains • Implement initiatives from the Buy Local and Support Local Programs to aid the local economy • Advocate for state funding targeted at local business support and facilitation of “shovel ready” projects • Deliver actions from the Small Business Strategy • Develop an export and international engagement portal resource for local businesses 	City Economy

G.2.04 Develop Liverpool as an Innovation City

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Deliver actions from the Jobs Investment and Digital Action Plans • Develop an open data platform • Implement activities from the Liverpool Innovation Precinct Masterplan • Deliver actions from the Innovation Strategy 	City Economy

G.2

Continued

Attract businesses for economic growth and employment opportunities

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Collaborate and liaise with stakeholders, federal and state agencies and Western Sydney Airport Corporation on delivery of the airport Participate in Airport Steering Group meetings Provide internal briefings on the progress of the Western Sydney International Airport 	Office of the CEO

G.2.06 Promote Liverpool as a visitor destination

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Engage in partnership opportunities with cultural tourism enterprises 	City Economy



**2021-22 Operating Expenditure
for actions G.3.01 to G.3.03***

\$15,401,575

*See page 101

Create an attractive environment for investment

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver actions in the City Activation Strategy Facilitate solutions on major employment creating projects 	City Economy

G.3.02 **Manage maintenance and repair program**

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver maintenance of road repair and road infrastructure works Deliver maintenance of kerb and gutter, footpath and cycleway works Deliver maintenance of street furniture, traffic facilities and line marking works Deliver maintenance of stormwater drainage infrastructure and detention basin works Develop a framework to deliver a proactive maintenance program for Council's parks, playgrounds and open spaces, in addition to civil assets, including roads and bridges 	City Works

G.3.03 **Deliver property services**

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Assess and respond to 90% of outdoor dining applications within 14 business days Respond to 90% of requests concerning city centre car parks within 14 business days 	Property
To be completed in 2021-2022	
<ul style="list-style-type: none"> Implement the Property Acquisition Strategy Manage Crown Land as Crown Land Manager and Native Title Manager 	



**2021-22 Operating Expenditure
for actions G.4.01 to G.4.06***

\$25,216,501

*See page 101

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

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

To be completed in 2021-2022*	Responsibility
<ul style="list-style-type: none"> • Seek funding from the NSW Government to stimulate Liverpool's economy by investing in shovel-ready capital works projects • Undertake renewal and upgrades to traffic facilities as per the adopted Capital Works Program • Undertake upgrade and renewal of roads as per the adopted Capital Works Program • Undertake upgrade and renewal of footpaths and cycleways as per the adopted Capital Works Program • Undertake upgrades to bus stops for improved disability access as per the adopted Capital Works Program • Complete the following major projects: <ul style="list-style-type: none"> - Substantially complete the upgrade of Georges River Footbridge, Voyagers Point; - Concept and detailed design of Fifteenth Avenue, Austral; - Concept Design of pedestrian overpass at Liverpool Station; and - Detailed Design of the realignment of pedestrian/cycleway shared path along the M7 Motorway and extension of Middleton Drive. 	Infrastructure Delivery/ Strategic Projects Construction

* refer to Capital Expenditure Program on page 96 for further information on these projects

G.4

Continued

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

G.4.02 Manage traffic and transport for Liverpool

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Process 90% of Road Occupancy Permit applications within 10 business days Complete 90% of Traffic Engineering referrals for Development Applications within 14 business days 	Planning and Transport Strategy
To be completed in 2021-2022	
<ul style="list-style-type: none"> Facilitate six Pedestrian, Active Transport and Traffic Committee Meetings Implement changes in the city centre to support the Liverpool City Centre Public Domain Master Plan Make funding submissions under the Federal Black Spot Program Provide design input on Western Sydney Infrastructure projects Coordinate and provide Council's input on Transport for NSW (TfNSW) major transport infrastructure projects in the LGA 	

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Hold online "Helping learner drivers become safer drivers" workshops Hold child restraint checking events Investigate an online child restraint booking system Implement the Local Government Road Safety Program in collaboration with Transport for NSW (TfNSW) 	Planning and Transport Strategy

G.4

Continued

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

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

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Assess 90% of traffic and transport impacts of State Significant Development Applications referred to Council within 21 business days Provide advice on 90% of traffic impacts for the Moorebank Intermodal Terminal developments proposals/modification applications referred to Council within 21 business days Assess 90% of traffic and transport impacts of planning proposals within 21 business days Review and approve new streetlight designs within 14 business days 	Planning and Transport Strategy

G.4.05 Advise on regional traffic and transport planning

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Provide Council's input on the Transport for NSW and Sydney Metro transport planning strategies Provide Council's input on the Western Sydney Airport Corporation ground transport plans Advocate for funding for the Fifteenth Avenue Smart Transit Corridor in Liverpool 	Planning and Transport Strategy

G.4.06 Inspect driveway constructions and manage road opening applications

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to inspect driveway constructions and manage road opening applications 	City Works







LEADING THROUGH COLLABORATION

LEADING THROUGH COLLABORATION



**2021-22 Operating Expenditure
for actions L.1.01 to L.1.08***

\$19,182,917

*See page 101

Seek efficient and innovative methods to manage our resources

L.1.01 Provide support to Councillors and Executive Team

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Complete 60% of Councillor requests within two business days 	Council and Executive Services
<p>To be completed in 2021-2022</p> <ul style="list-style-type: none"> Provide support to councillors including, co-ordinating Councillor Briefing Sessions and facilitating Council Mobile Offices Coordination of Council's election with the NSW Electoral Commission Prepare and deliver the Councillor Induction Program for the new term of Council 	

L.1.02 Deliver Council meeting Secretariat

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver Council meeting secretariat, including meeting agendas three days prior to the meeting, finalise minutes and resolutions within 48 hours of the meeting and organise Auslan interpreters as required 	Council and Executive Services

L.1.03 Deliver professional, timely and authoritative governance services for Council

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Implement probity framework to ensure transparency and accountability in decision making Ensure Council meets the compliance reporting requirements of the Office of Local Government Undertake probity reviews for medium risk Council tender processes 	Governance, Legal and Procurement



Continued

Seek efficient and innovative methods to manage our resources

L.1.04 Manage recruitment framework to attract and engage diversity in our new employees

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Develop the Diversity Inclusion Strategy 	People and Organisational Development

L.1.05 Manage IT Business Strategy

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Implementation of digital transformation of Council's systems Conduct biannual security testing of the network environment 	Information Technology

L.1.06 Manage Council Properties

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage Council properties 	Property

L.1.07 Provide support to various Council committees

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Provide administration support to various Council Committees 	Council and Executive Services

L.1.08 Manage the delivery of high-quality, cost-effective legal services

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Provide quarterly legal services reports 	Governance, Legal and Procurement

L.2

**2021-22 Operating Expenditure
for actions L.2.01 to L.2.04***

\$3,868,460

*See page 101

Increase community engagement

L.2.01 Promote Liverpool through marketing and communications

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Produce videos, written and other collateral in accessible formats (and languages) that promote the city of Liverpool, including speeches, Liverpool Life, booklets, and pamphlets Deliver Council's social media campaigns and update Council's website as the premier source of information Promote disability and inclusion awareness within Council's communications 	Communications

L.2.02 Increase attendance at Council events through marketing

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Deliver two ideas for 2170 events in collaboration with Western Sydney University Livestream Council's major events in response to COVID-19 restrictions where applicable 	Communications

L.2.03 Assist with the promotion, coordination and growth of sporting codes

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Increase diversity, utilisation and participation at community venues, sporting facilities, and leisure centres Deliver Liverpool Sporting Club Grants Program Convene four meetings of the Liverpool Sports Committee 	Recreation and Community Facilities Management



Continued

Increase community engagement

L.2.04 Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Encourage up to five external parties to utilise CPAC facilities for their events Develop three new partnerships with galleries, museums, art centres and producers to cross-promote and co-produce events Maintain partnerships with local and state agencies to improve programs and outcomes for the community 	Casula Powerhouse Arts Centre



L.3

**2021-22 Operating Expenditure
for action L.3.01***

\$150,858

*See page 101

Encourage community participation in decision-making

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> • Convene committee meetings (Youth Council, Aboriginal Consultative, Safety and Access) • Convene 25 sessions of the Liverpool District Forum and four Council committees • Conduct targeted community consultation to seek feedback on Council's plans and projects 	Community Development



**2021-22 Operating Expenditure
for actions L.4.01 to L.4.15***

\$18,674,678

*See page 101

Strive for best practice in all Council processes

L.4.01 Manage Council's customer service operations

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Increase residents receiving rates and instalment notices via email by more than 10% from previous year 	Customer Experience
To be completed in 2021-2022	
<ul style="list-style-type: none"> Support ratepayers experiencing financial difficulties during COVID-19 by extending hardship provisions to businesses and farmland Manage customer requests and transactions in line with best practice 	

L.4.02 Manage and expand ePlanning Portal

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Ensure 90% of Section 10.7 planning certificates are lodged online Ensure 95% of system availability for the lodgement of applications Process Section 10.7 planning certificates within five business days 	eBusiness and Planning Reform
To be completed in 2021-2022	
<ul style="list-style-type: none"> Deliver progressive rollout of the online system for assessment of applications Ensure legislative amendments are updated on Council's ePlanning Portal Complete integration with the Department of Planning, Industry and Environment (DPIE) online lodgement portal 	

L.4**Continued****Strive for best practice in all Council processes****L.4.03 Manage and complete Integrated Planning and Reporting requirements**

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Undertake community engagement and research to develop the new Community Strategic Plan Ensure effective and transparent reporting to the community 	Corporate Strategy and Performance

L.4.04 Comply with financial legislative requirements

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Lodge monthly Business Activity Statement Returns Lodge Annual Fringe Benefits Tax Return Lodge Audit of Financial Statements with Office of Local Government Complete Unqualified Audit of Financial Statements report Ensure that Council's investments and reporting obligations comply with the <i>Local Government Act 1993</i> and <i>Local (General) Regulation 2005</i> 	Financial Services

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

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Implement and manage a contract data base with traceability and a pre-expiry alert system Implementation of My Buy Hub which will deliver an interactive procurement tool for Council, providing centralised knowledge and data analytics, ensuring procurement best practice and efficiencies 	Governance, Legal and Procurement



Continued

Strive for best practice in all Council processes

L.4.06 Manage and report on workplace Work Health and Safety (WHS) through proactive engagement with staff and stakeholders

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage and report on workplace Work Health and Safety (WHS) through proactive engagement with staff and stakeholders 	Safety and Wellness

L.4.07 Manage and deliver strategic initiatives

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Coordinate actions from the Resilient Sydney strategy in collaboration with other metropolitan council's Coordinate actions from the Western Sydney City Deal partnership 	Corporate Strategy and Performance

L.4.08 Utilise an effective resolutions model, to promote a bullying and harassment-free workplace

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to utilise an effective resolutions model, to promote a bullying-free and harassment-free workplace 	People and Organisational Development

L.4.09 Manage fleet and outdoor machinery and equipment

Ongoing measures 2017-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage fleet and outdoor machinery and equipment 	Operational Facilities

L.4.10 Coordinate code of conduct and privacy complaints and public interest disclosures

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Manage Council's complaints process and public interest disclosures 	Internal Ombudsman

L.4**Continued****Strive for best practice in all Council processes****L.4.11 Develop, review and update asset management plans for Council's infrastructure and building assets**

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to undertake predictive modelling of asset performance to facilitate the long-term financial forecast for infrastructure assets 	Technical Support

L.4.12 Manage Council's insurance-related matters

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage Council's insurance-related matters 	Insurance and Claims

L.4.13 Manage Council's equipment stores

To be completed in 2021-2022	Responsibility
<ul style="list-style-type: none"> Continue to manage Council's equipment stores 	Operational Facilities

L.4.14 Manage the review of developer contributions systems and policies

Ongoing measure 2017-2022	Responsibility
<ul style="list-style-type: none"> Spend a minimum 20% annually of Council's contributions balance on the delivery of items identified in the various Contribution Plans 	Infrastructure Planning
To be completed in 2021-2022	
<ul style="list-style-type: none"> Complete review of existing developer contribution plans for the Liverpool City Centre Facilitate Minister's approval of contribution plans for Austral, Leppington North, Edmondson Park and East Leppington 	



Continued

Strive for best practice in all Council processes

L.4.15 Monitor and improve Council's risk management, control and governance process

Ongoing measure 2017-2022	Responsibility
<ul style="list-style-type: none"> Continue to monitor and improve Council's processes for enterprise risk management 	Audit, Risk and Improvement

FINANCIAL INFORMATION

COUNCIL'S BUDGET AT A GLANCE

Council's 2021-22 budget assumes continuation of Council services at current levels consistent with the Community Strategic Plan. In compiling the budget particular consideration was given to:

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

	2020-21 Forecast	2021-22 Budget	2022-23 Projections	2023-24 Projections	2024-25 Projections
Population Forecast	235,796	240,296	244,796	249,296	253,796
Number of Ratepayers	74,437	75,700	77,300	78,800	80,300
Consumer Price Index	1.6%	1.9%	1.9%	1.9%	1.9%
IPART Rate Peg	2.6%	2.0%	2.0%	2.0%	2.0%
Local Government Award	1.5%	2.0%	2.0%	2.0%	2.0%

Table 1 – key parameters used to formulate the budget

In 2021-22, Council's net operating result before grants and contributions for capital purposes is budgeted at \$12.8 million deficit. From a cash perspective, the budget has resulted in some \$23.9 million of operational funds being available for use towards financing loan principal repayments (\$9.3 million) and the Capital Works Program (\$14.6 million).

	2020-21 Forecast	2021-22 Budget	2022-23 Projections	2023-24 Projections	2024-25 Projections
Operating Revenue	\$202.6m	\$206.6m	\$213.5m	\$220.7m	\$231.6m
Capital Revenue	\$92.0m	\$97.6m	\$91.1m	\$110.0m	\$103.0m
Operating Expenses	\$212.1m	\$219.4m	\$224.8m	\$226.6m	\$240.6m
Net Operating Result	\$82.5m	\$84.7m	\$79.8m	\$104.1m	\$94.0m
Net Operating Result before capital grants & contributions	(\$9.5m)	(\$12.8m)	(\$11.3m)	(\$5.9m)	(\$9.0m)

Table 2 – Operating budget aggregates

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

	2020-21 Forecast	2021-22 Budget	2022-23 Projections	2023-24 Projections	2024-25 Projections
Operating Performance Ratio Benchmark: $\geq 0\%$ (Average over 3 years)	-0.1%	-4.3%	-5.4%	-4.7%	-3.8%
Own Source Operating Revenue Ratio Benchmark: $\geq 60\%$ (Average over 3 years)	60.7%	60.8%	62.0%	61.8%	62.4%
Debt Service Ratio Benchmark: $>0\%$ and $\leq 20\%$ (Average over 3 years)	4.3%	4.6%	5.5%	6.7%	8.0%
Real Operating Expenditure Benchmark: Decrease per capita over time	\$670	\$667	\$654	\$631	\$642

Table 3 – Key operating financial performance measures

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

MAJOR INCOME AND EXPENDITURE

RATES

Increases in rates and annual charges are subject to rate pegging limits determined annually by the NSW Independent Pricing and Regulatory Tribunal (IPART). Rate pegging limits the amount by which Council can increase its rate revenue. For 2021-22, IPART has varied Council's rates income by 2%. This has been factored in the budget.

In addition, provisions under the *NSW Local Government Act 1993* allow councils to make special rate variations, subject to IPART approval, to meet the cost of any works, facilities or services it provides. No such special rate variation has been factored in Council's 2021-22 and forward year budget estimates.

DOMESTIC WASTE MANAGEMENT CHARGE

The Domestic Waste Management (DWM) charge will increase to \$480 in 2021-22, representing a 2.5% increase from the current rate of \$468. IPART does not specify a percentage by which annual charges for DWM may be varied for the rating year. However, in accordance with the Act all charges must be calculated so as not to exceed the 'reasonable cost' to Council of providing those services.

ENVIRONMENT LEVY

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

CITY DEVELOPMENT FUND (EX TOWN IMPROVEMENT FUND)

The City Development Fund (CDF) is a special levy based on the rateable land value of all commercially zoned properties within an agreed boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The CDF is to be spent only on projects within that boundary which improve all or any of the following aspects of the City Centre: image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity. In 2021-22 Council has allocated \$2.1 million from the City Development Fund Reserve mainly to repay the loan taken out for City Revitalisation Projects.

STORM WATER MANAGEMENT SERVICE CHARGE

Council first introduced the Storm Water Management Service Charge for residential and business properties in 2008–09. This charge is intended to ensure that maintenance, renewal and improvements to Liverpool's storm water system are adequately funded. The 2021-22 budget estimates assume no increases.

The estimated \$149.0 million revenue from rates and annual charges for 2021-22 includes:

	\$
Ordinary Rates	108,233,658
Domestic Waste Management Services	36,043,638
Environment Levy	1,878,240
City Development Fund (ex Town Improvement Fund)	1,350,480
Stormwater Management Services	1,631,121
Miscellaneous - On Site Sewerage Management	265,200
	149,402,337

USER CHARGES AND FEES

Council's user charges are categorised into two groups:

- Regulated fees – These are prescribed and charged by Council under relevant NSW State Acts and Regulations. The 2021-22 budget estimates are based on current rates.
- Non-regulated fees – These "user pays" fees are set by Council and applied on partial or full cost recovery basis. An increase of 2.5% is generally included in the 2021-22 budget estimates.

The estimated \$16.6 million revenue from user charges & fees for 2021-22 includes:

	\$
Planning & Building Regulation Fees	6,531,953
Parking Fees	3,914,833
Child Care Fees	2,669,873
Community and Recreational Facilities Hire	1,193,614
Other Statutory Regulatory Fees	998,169
Other Fees & Charges	1,306,230
	16,614,672

INTEREST AND INVESTMENT REVENUE

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRNs) so as to achieve its policy objective of maximising returns from authorised investments. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by the NSW Government. Income from interest and investments is projected at \$4.5 million for 2021-22. This estimate is based on the current lower market cash rate and expected investment holdings.

GRANTS & CONTRIBUTIONS

OPERATING GRANTS

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

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

Both components of the grant are untied allowing Council to spend the grants according to local priorities. The 2021-22 budget estimates assume no indexation.

CAPITAL GRANTS

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

DEVELOPER CONTRIBUTIONS

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

For the reporting period ending 30 June 2021, Council is projecting to hold \$201.4 million of developer contributions for the provision of infrastructure. Approximately \$86.8 million of developer contributions have been allocated in the 2021-22 capital works program.

OTHER REVENUE

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

	\$
Parking & Other Fines	3,679,304
Restoration Works - Cost Recovery	1,496,934
Sales General (CPAC/Recycled Material/Cafés/Events)	929,605
Miscellaneous	5,794,486
	11,900,329

EMPLOYEE-RELATED COSTS

Council employed the equivalent of 761 full-time staff at the end of June 2020. That number fluctuates and consists of part-time as well as full-time officers that work directly in providing Council services in Liverpool and indirectly through the provision of corporate support services.

Estimated employee-related costs in 2021-22 will be \$84.3 million. This represents an overall increase of 5.1% compared to revised estimates for 2020-21. Employee-related costs include expenses for salaries, superannuation, workers compensation, staff training and welfare, and uniforms.

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

In 2021-22, Council will continue to make additional superannuation contributions on behalf of employees in the defined benefits scheme Division B as a result of investment losses within the fund. The basis for the calculation for future additional contributions was reviewed in November 2019 and the additional contributions will continue for the foreseeable future.

BORROWING COSTS

At 30 June 2020, Council had an outstanding loan liability of \$38.3 million.

The budget assumes Council will make additional borrowings of \$191.7 million borrowing over the next four years, mainly to build the new Liverpool Civic Place and infrastructure required to achieve Fit for the Future indices. Interest on borrowing for Liverpool Civic Place whilst under construction will be added to the project costs as permitted by Accounting Standards.

MATERIAL & CONTRACTS

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

DEPRECIATION

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

OTHER EXPENSES

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

The estimated \$21.4 million includes:

	\$
Electricity Charges including Street Lighting	4,930,635
Repairs and Maintenance	4,891,916
Insurance	2,578,128
Emergency Service Contributions (NSW Fire / SES / RFS)	2,155,534
Water, Gas and Other Utilities	1,272,499
Grants, Contributions, Donations, Subsidies and Sponsorships	717,670
Councillors' Expenses, including Allowances	547,456
Bank Charges	524,341
Printing and Stationery	496,651
Advertising (Non-employment)	361,291
Postage	330,176
Databases and eBooks	313,314
Telephone Rentals, Calls, Data Lines and Website Licence	287,271
Publications and Subscriptions	229,254
Other Statutory Charges	157,037
Miscellaneous	1,624,458
	21,417,631



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SUMMARY - 2021-22

OPERATING BUDGET

As in previous years, the 2021-22 budget has been prepared on a full accrual accounting basis. Information is collated from Council's controlled entities, business activities and special purpose funds, and incorporates non-cash transactions to present a complete picture of Council's operations.

	2019-20 Annual Actual	2020-21 Proposed Budget	2021-22 Draft Budget	2022-23 Draft Forecast	2023-24 Draft Forecast	2024-25 Draft Forecast
Net Operating Results Before Grants & Contributions for Capital Purposes	(3,007,208)	(9,554,827)	(12,855,575)	(11,325,919)	(5,909,057)	(8,961,029)
Revenue						
Rates & Annual Charges	137,631,006	143,043,986	149,402,337	154,810,900	160,600,471	166,299,602
User Charges & Fees	14,989,411	17,549,214	16,614,672	17,386,752	18,170,679	18,964,864
Interest & Investment Revenue	6,320,611	4,891,057	4,488,362	4,178,323	3,719,765	3,669,369
Grants & Contributions - Operating	19,245,017	21,244,408	18,829,695	19,667,376	19,647,618	19,620,873
Grants & Contributions - Capital (Others) *	57,791,549	33,509,789	47,647,671	41,138,567	54,986,291	48,013,569
Grants & Contributions - Capital (s711) *	41,054,911	58,505,116	50,000,000	50,000,000	55,000,000	55,000,000
Other Revenues	11,394,161	11,411,456	11,900,329	10,141,124	10,387,925	10,640,888
Rental Income	4,174,472	3,852,213	4,780,289	4,845,936	7,548,193	11,798,990
Net Gain from the Disposal of Assets	908,841	0	0	1,900,000	0	0
Share of interests in Joint Ventures	436,862	600,000	600,000	600,000	600,000	600,000
Total Revenue	293,946,842	294,607,239	304,263,355	304,668,978	330,660,942	334,608,155
Expenses						
Employee Costs	76,908,154	80,201,948	84,329,885	87,459,000	89,857,422	92,184,785
Borrowing Costs	1,919,799	1,467,909	1,186,050	960,257	868,114	4,820,663
Materials & Contracts - Tipping & Waste Services	29,317,908	30,001,766	33,065,255	34,110,702	37,544,069	38,766,737
Materials & Contracts - Other	26,244,179	28,884,792	30,155,296	30,770,937	31,046,263	31,564,573
Legal Costs	810,953	689,687	345,642	352,210	358,901	365,720
Consultants	4,777,728	4,949,005	1,293,000	1,203,000	1,193,000	1,193,000
Depreciation	41,165,125	42,520,997	45,678,500	47,442,968	42,830,947	47,217,816
Other Expenses	16,963,743	20,431,057	21,417,631	20,557,256	20,884,992	22,442,321
Net Loss from the Disposal of Assets	0	0	0	0	0	0
Revaluation decrement / impairment of IPP&E	0	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Expenses	198,107,589	212,147,161	219,471,259	224,856,330	226,583,708	240,555,615
Net Operating Result	95,839,252	82,460,078	84,792,096	79,812,648	104,077,234	94,052,540

	2019-20 Annual Actual	2020-21 Proposed Budget	2021-22 Draft Budget	2022-23 Draft Forecast	2023-24 Draft Forecast	2024-25 Draft Forecast
Less: Grants & Contributions for Capital Purposes *	98,846,461	92,014,905	97,647,671	91,138,567	109,986,291	103,013,569
Net Operating Results Before Grants & Contributions for Capital Purposes	(3,007,208)	(9,554,827)	(12,855,575)	(11,325,919)	(5,909,057)	(8,961,029)
Add back: Grants & Contributions - Capital (£711)	41,054,911	58,505,116	50,000,000	50,000,000	55,000,000	55,000,000
Add back: Depreciation	41,165,125	42,520,997	45,678,500	47,442,968	42,830,947	47,217,816
Add back: Non-cash Borrowing Costs	115,711	0	0	0	0	0
Add back: Net Accrual of revenue & expenses	(9,276,486)	(2,150,000)	(1,450,000)	(950,000)	(950,000)	(950,000)
Net changes in Operating Reserves	(41,811,397)	(68,514,147)	(57,438,625)	(66,851,550)	(59,645,535)	(60,005,759)
Operating funds available to finance capital works	28,240,656	20,807,139	23,934,300	18,315,499	31,326,355	32,301,028
Add back: Grants & Contributions - Capital (Others)	57,791,549	33,509,789	47,647,671	41,138,567	54,986,291	48,013,569
Add back: Asset Write-off / Revaluation decrement	641,854	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Net changes in Capital Reserves	7,967,707	64,020,121	32,360,954	126,534,876	32,869,372	31,374,289
Total Funds Available for Capital Expenditure	94,641,766	121,337,049	105,942,925	187,988,942	121,182,018	113,688,886
Capital Expenditure						
City Infrastructure & Environment	53,116,641	86,144,136	59,386,265	64,143,675	39,192,075	52,610,164
City Economy & Growth	6,882,388	40,145,464	19,196,499	40,194,455	39,291,463	36,525,569
City Community & Culture	1,548,325	3,107,389	1,994,500	1,146,500	1,169,500	1,189,000
City Corporate	54,414,523	7,340,596	84,360,000	44,189,300	30,400,000	11,800,000
City Presentation	2,765,431	8,247,537	8,782,000	4,862,000	2,821,000	3,241,000
Strategy and Engagement	54,758	10,000	0	0	0	0
Property Strategic Projects	1,951,880	7,516,070	82,373,523	106,532,296	4,738,291	0
Office of the CEO	0	0	0	0	0	0
Capital Works Program	120,733,946	152,511,192	256,092,787	261,068,226	117,612,329	105,365,733
Principal Loan Repayment	7,421,457	6,530,668	9,270,810	14,512,424	16,270,517	15,930,013
Borrowings	0	(4,000,000)	(138,259,637)	(49,440,363)	0	0
Book Value of Assets Disposed	(4,313,734)	(569,500)	0	(2,600,000)	0	(10,500,000)
Total Capital Expenditure	123,841,670	154,472,360	127,103,960	223,540,287	133,882,846	110,795,746
Net Change in General Fund	(29,199,904)	(33,135,311)	(21,161,035)	(35,551,345)	(12,700,828)	2,893,140

LIVERPOOL CITY COUNCIL

SUMMARY FINANCIAL RESULTS CONSOLIDATED

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Strategy & Engagement	Property Strategic Projects	Office of the CEO	2021-22 Draft Budget
Net Operating Results Before Grants & Contributions for Capital Purposes	(32,363,934)	(10,441,140)	(27,235,359)	98,136,262	(33,774,446)	(5,553,467)	807,573	(2,431,064)	(12,855,575)
Revenue									
Rates & Annual Charges	3,509,361	265,200	0	109,277,240	36,350,536	0	0	0	149,402,337
User Charges & Fees	13,439	7,597,934	4,008,859	4,267,862	726,578	0	0	0	16,614,672
Interest & Investment Revenue	51,433	2,044,590	0	2,200,596	191,743	0	0	0	4,488,362
Grants & Contributions - Operating	200,000	1,176,271	6,038,825	9,965,384	735,215	0	0	714,000	18,829,695
Grants & Contributions - Capital (Others) *	23,966,650	16,681,021	0	7,000,000	0	0	0	0	47,647,671
Grants & Contributions - Capital (£711) *	0	50,000,000	0	0	0	0	0	0	50,000,000
Other Revenues	1,016,400	3,873,329	1,449,212	2,508,157	2,053,231	0	1,000,000	0	11,900,329
Rental Income	203,000	446,600	149,491	3,810,398	133,000	7,000	7,000	23,800	4,780,289
Net Gain from the Disposal of Assets	0	0	0	0	0	0	0	0	0
Share of interests in Joint Ventures	0	0	0	600,000	0	0	0	0	600,000
Total Revenue	28,960,283	82,084,945	11,646,387	139,629,637	40,190,303	7,000	1,007,000	737,800	304,263,355
Expenses									
Employee Costs	2,707,763	18,311,661	20,031,822	14,767,793	23,219,932	2,691,088	186,795	2,413,031	84,329,885
Borrowing Costs	0	0	0	1,186,050	0	0	0	0	1,186,050
Materials & Contracts - Tipping & Waste Services	2,000,000	0	0	31,635	31,033,620	0	0	0	33,065,255
Materials & Contracts - Other	1,142,463	3,240,661	7,060,633	5,497,541	11,949,731	516,480	11,959	735,828	30,155,296
Legal Costs	0	4,141	0	341,190	0	0	0	311	345,642
Consultants	455,000	530,000	0	8,000	300,000	0	0	0	1,293,000
Depreciation	30,807,100	8,020	7,389,180	4,546,170	2,859,890	67,420	0	720	45,678,500
Other Expenses	213,731	3,707,116	4,280,746	6,988,446	3,882,666	2,285,479	673	58,774	21,417,631
Net Loss from the Disposal of Assets	0	0	0	0	0	0	0	0	0
Revaluation decrement / impairment of IPP&E	0	0	0	2,000,000	0	0	0	0	2,000,000
Total Expenses	37,357,567	25,845,064	38,881,746	34,493,375	73,964,749	5,560,467	199,427	3,168,864	219,471,259
Net Operating Result	(8,397,284)	56,239,881	(27,235,359)	105,136,262	(33,774,446)	(5,553,467)	807,573	(2,431,064)	84,792,096
Less: Grants & Contributions for Capital Purposes *	23,966,650	66,681,021	0	7,000,000	0	0	0	0	97,647,671

	City Infrastructure & Environment	City Economy & Growth	City Community & Culture	City Corporate	City Presentation	Strategy & Engagement	Property Strategic Projects	Office of the CEO	2020-21 Draft Budget
Net Operating Results Before Grants & Contributions for Capital Purposes	(32,363,934)	(10,441,140)	(27,235,359)	98,136,262	(33,774,446)	(5,553,467)	807,573	(2,431,064)	(12,855,575)
Capital Expenditure									
Capital Works Program	59,386,265	19,196,499	1,994,500	84,360,000	8,782,000	0	82,373,523	0	256,092,787
Principal Loan Repayment	0	0	0	9,270,810	0	0	0	0	9,270,810
Borrowings	0	0	0	(138,259,637)	0	0	0	0	(138,259,637)
Book Value of Assets Disposed	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	59,386,265	19,196,499	1,994,500	(44,628,827)	8,782,000	0	82,373,523	0	127,103,960
Net Change in General Fund	(25,852,675)	(11,669,172)	(21,576,148)	87,520,641	(39,046,253)	(5,486,047)	(2,621,037)	(2,430,344)	(21,161,035)

CAPITAL WORKS

INVESTMENT IN COUNCIL INFRASTRUCTURE

Council has stewardship of infrastructure assets valued in excess of \$1.9 billion (excludes land). Council recognises asset maintenance and renewal as fundamental aspects of a responsible government. It reflects our commitment to providing quality services and facilities in line with the expectations of our community, and financial sustainability over the medium- to long-term. Council adopted an Asset Management Policy that sets the guidelines for undertaking asset management in a structured and coordinated way throughout Liverpool. The Capital Works Program details proposed capital works for the 2021-22 year. The Capital Works Program represents net expenditure of some \$256 million.

	2020-21 Forecast \$'000	2021-22 Budget \$'000	2022-23	2023-24	2024-25
			Projections \$'000		
Total Capital Expenditure	152,511	256,092	261,068	117,612	105,366
Comprising of:					
Buildings	18,835	96,456	114,476	10,743	5,980
Drainage	14,410	86,003	57,791	30,333	25,696
Floodplain	9,666	1,989	2,184	1,500	1,500
Information Technology	4,764	4,060	500	400	520
Land	3,288	856	13,360	4,051	2,271
Land Improvements	94	65	10	10	10
Library Materials	652	649	672	694	713
Office Equipment, Furniture and Fittings	326	0	0	0	0
Parks and Recreation	49,471	11,405	18,411	8,189	10,760
Plant and Fleet	7,187	4,342	4,055	2,012	2,430
Bridges	2,593	3,975	283	83	83
Footpaths	1,829	3,911	3,392	2,156	1,722
Roads	39,396	42,379	45,934	57,441	53,681
Grouped into:					
New Assets	100,190	218,015	231,340	91,769	79,542
Renewal Assets	52,321	38,077	29,728	25,843	25,824
Funded by:					
Developer Contributions (including In-Kind Works)	60,671	103,386	89,091	65,048	64,864
General Fund	54,981	37,824	49,754	29,757	15,478
External Borrowings	2,300	77,445	95,310	0	0
Grants and Contributions	28,226	31,041	17,976	20,133	11,748
General Property Reserve	418	1,500	3,989	0	10,500
Stormwater Reserve	1,708	1,450	1,525	1,525	1,525
Parking Strategy Reserve	1,500	500	0	0	0
Domestic Waste Reserve	1,508	1,000	625	350	450
Environment Levy	949	1,095	2,797	799	801
Moorebank Acquisition Reserve	0	0	0	0	0
Better Waste and Recycling Reserve	0	0	0	0	0
Carnes Hill Stage 2 Reserve	250	850	0	0	0

The effectiveness of Council's infrastructure asset management plan is measured by indicators prescribed by the Office of Local Government. Based on 2021-22 and the forward year's budget, Council's performance against OLG benchmarks will be as follows:

	2020-21 Forecast	2021-22 Budget	2022-23	2023-24	2024-25
			Projections		
Building & Infrastructure Renewals Ratio Benchmark: >100% Average over 3 years)	94%	88%	63%	56%	73%
Infrastructure Backlog Ratio Benchmark: <2%	2.0%	1.9%	1.9%	2.1%	2.2%
Asset Maintenance Ratio Benchmark: >100% (Average over 3 years)	88%	88%	88%	88%	88%

WORKS FUNDED BY STORM WATER MANAGEMENT SERVICE CHARGE

As part of the IPART conditions, Council is required to budget, and report actual capital expenditure funded by the additional income from Storm Water Management Levy approved in 2008-09. The works that will be funded in 2021-22 include:

PROGRAM/PROJECT DESCRIPTION	\$'000
Drainage and Floodplain	1,450,000
Programmed Drainage Renewal	100,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000
Stormwater Pipe Relining	300,000
Stormwater Pipe Structural Patches	300,000
Flood Mitigations - Overland Flows M7 Shared path	300,000
Erosion protection	250,000
Wetlands - Riverside Park, Chipping Norton	50,000
Total	1,450,000

SPECIAL RATE VARIATION

As part of the IPART conditions, Council is required to budget and report actual capital expenditure funded by the additional income from Special Rate Variation approved in 2009-10. The works that will be funded in 2021-22 include:

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Buildings	2,000,000	3,680,000
Implementation of Disability Action Plan	210,000	255,000
Water & Energy Conservation Delivery Program	340,000	340,000
Child Care Centre Rehabilitation / Renovation	250,000	252,000
Heritage Conservation Program	110,000	260,000
Sports Amenity Building Upgrade Program	290,000	290,000
Community Centre Rehabilitation Program	700,000	1,483,200
Whitlam Leisure Centre - Substation Upgrade	100,000	800,000
Parks and Recreation	1,500,000	2,550,000
Playground Replacement program	400,000	400,000
Sports Courts / Facilities	100,000	170,000
Solar Light Program	100,000	140,000
Shade Structure Program	190,000	190,000
Stante Reserve - Local Park Construction	100,000	600,000
Kokoda Oval - Floodlight Upgrade	100,000	170,000
Crimson Park - Park Development	100,000	470,000
Mimosa Park - Pocket Park	130,000	130,000
Affleck Park - Outdoor Gym	140,000	140,000
Apex Park - Indigenous Garden	140,000	140,000
Bridges	350,000	350,000
Footbridge over Cabramatta Creek, Cartwright	350,000	350,000

PROGRAM/PROJECT DESCRIPTION	SRV \$ Value	Project \$ Value
Footpaths	456,000	576,000
Wilkes Ave, Moorebank - Junction Rd to Renton Ave	67,000	67,000
Bird Ave, Lurnea - Boundary Rd To Reilly St	32,000	32,000
Alderson Ave, Liverpool - Missing Sections	30,000	30,000
Raine Ave, Liverpool - Reilly St to Reilly St	62,000	62,000
Marsh Pde, Casula - Canberra Ave to Ashcroft Ave	56,000	56,000
Killinger Ave, Liverpool - Lehmann Ave to Flowerdale Rd	26,000	26,000
Solander Ave - Wyattville Dr to Cul-de-sac	59,000	59,000
Jack O'Sullivan Road, Moorebank -Edgecombe Ave and Maddecks	12,000	132,000
Affleck Gardens, Middleton Grange - 9-21 Affleck Gardens	22,000	22,000
Epsom Road, Chipping Norton - Whelan to Whelan	90,000	90,000
Roads	3,965,229	4,238,500
Carpark - Ernie Smith Reserve, Moorebank - Resurfacing	250,000	250,000
Gill Avenue, Liverpool - Rose to Hoxton Park	450,000	450,000
Moore Street, Liverpool - Castlereagh to Copeland	300,000	300,000
Centenary Avenue, Moorebank - Heathcote to South End	250,000	250,000
Nicholls Street, Warwick Farm - Lawrence Hargraves to West	200,900	200,900
Bigge Street, Liverpool - Moore to Elizabeth	366,700	366,700
Mainsbridge Avenue, Liverpool - Flowerdale to Memorial	215,000	400,900
Greendale Road, Greendale - Land acquisition for road realignment	300,000	300,000
Keys Place, Liverpool - Murphy to End	110,000	110,000
Markell Place, Liverpool - Murphy to End	22,629	110,000
Spencer Road, Cecil Hills - Frederick to Gabriella (Stage 2)	600,000	600,000
Whyalla Place, Prestons - Jedda to Dead End	400,000	400,000
Wildman Avenue, Liverpool – Medley to Medley	180,000	180,000
Lachlan Lane, Warwick Farm – Hart Lane to Lachlan St	120,000	120,000
Collinsville Place, Hinchinbrook – Banks Rd to End	200,000	200,000
Total Capital Expenditure	8,271,229	11,394,700

DETAILED 2021-22 CAPITAL EXPENDITURE PROGRAM BY ASSET TYPE & FUNDING SOURCE

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Buildings	96,456,194	1,845,000	3,498,126	76,444,913	14,668,155
Implementation of Disability Action Plan	255,000	75,000	0	0	180,000
Liverpool Central Library	25,000	0	0	0	25,000
Water & Energy Conservation Delivery Program	340,000	0	0	0	340,000
Child Care Centre Rehabilitation / Renovation	252,000	0	0	0	252,000
Casula Powerhouse Arts Centre Building Upgrades	350,000	0	0	0	350,000
Heritage Conservation Program	260,000	0	0	0	260,000
Protection & Security to Council's Remote Assets Program	350,000	300,000	0	0	50,000
Sports Amenity Building Upgrade Program	290,000	0	0	0	290,000
Leisure Centre Upgrade Program - Michael Wenden Leisure	212,000	0	0	0	212,000
Michael Wenden Leisure Centre Restoration	80,000	0	0	0	80,000
Whitlam Leisure Centre Restoration	300,000	0	0	0	300,000
Leisure Centre Upgrade Program - Whitlam Leisure Centre	255,675	0	0	0	255,675
Leisure Centre Upgrade Program - Holsworthy Pool	70,000	0	0	0	70,000
Construction of Liverpool Civic Place	81,170,473	0	1,000,000	76,444,913	3,725,560
Library & Museum Rehabilitation Program	185,000	0	0	0	185,000
Casula Mall Master Plan	238,920	0	0	0	238,920
Environmental Education Centre Design : Note (a)	300,000	0	0	0	300,000
LCC Development Corp	250,000	0	0	0	250,000
Warren Serviceway Carpark upgrades	500,000	0	0	0	500,000
Community Centre Rehabilitation Program	1,483,200	0	0	0	1,483,200
Carnes Hill Community Centre Upgrades	850,000	0	0	0	850,000
Lurnea Affordable Housing	33,800	0	0	0	33,800
Compliance Program	60,000	0	0	0	60,000
Carnes Hill Precinct Minor Upgrade	50,000	0	0	0	50,000
Collingwood Visitation Precinct Masterplan	200,000	0	0	0	200,000
Multi-Purpose Community Centre-Middleton Grange	2,498,126	0	2,498,126	0	0

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Whitlam Leisure Centre - Substation Upgrade	800,000	700,000	0	0	100,000
Moorebank Community Centre Roof	527,500	470,000	0	0	57,500
Wattle Grove Childcare Centre Roof	349,500	300,000	0	0	49,500
Green Valley Library Structural and Roof	300,000	0	0	0	300,000
Michael Clarke Recreation Centre Restoration	40,000	0	0	0	40,000
Rose St Depot - Upgrades	3,580,000	0	0	0	3,580,000
Drainage and Floodplain	87,992,675	475,000	84,417,675	0	3,100,000
WM4-Middleton Grange-Water Cycle Area on Southern Creek-Drainage	1,914,475	0	1,914,475	0	0
Programmed Drainage Renewal	100,000	0	0	0	100,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000	0	0	0	150,000
Stormwater Pipe Relining	300,000	0	0	0	300,000
Stormwater Pipe Structural Patches	300,000	0	0	0	300,000
Flood Mitigations - Overland Flows M7 Shared path	300,000	0	0	0	300,000
Local Drainage-WCD 4-Swale(Cowpasture Rd to Cabram.Ck)	543,200	0	543,200	0	0
Erosion protection	250,000	0	0	0	250,000
Gross Pollutant Trap	525,000	0	0	0	525,000
Wetlands - Riverside Park, Chipping Norton	50,000	0	0	0	50,000
Telemetry System Maintenance	50,000	0	0	0	50,000
Flood Detention Basin 6 - Austral - Construction (staged)	2,560,000	0	2,560,000	0	0
Flood Detention Basin 29 - Austral - Construction (staged)	3,500,000	0	3,500,000	0	0
Brickmakers Creek - Corridor Masterplan	200,000	0	0	0	200,000
Edmondson Park - Raingardens - Detailed Design	100,000	0	100,000	0	0
Stormwater Drainage Improvement Works - Western Depot	950,000	475,000	0	0	475,000
Georges River Activation Site Investigation	75,000	0	0	0	75,000
Edmondson Park - Raingardens - Land Acquisition	10,000,000	0	10,000,000	0	0
Edmondson Park - Sinizich Park (Open Space) - Land Acquisition	10,000,000	0	10,000,000	0	0
Basin 5,11,12 and 14 - Land Acquisition	9,600,000	0	9,600,000	0	0
Design of channel improvement works in Hinchinbrook	75,000	0	0	0	75,000

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Stormwater Culvert - Seventeenth Ave, Austral	250,000	0	0	0	250,000
Flood Detention Basin 14 Edmondson Park - Construction	3,000,000	0	3,000,000	0	0
East Leppington - Stormwater Infrastructure - Land Acquisition	12,000,000	0	12,000,000	0	0
Austral/Leppington - Basin 5,11,12 and 14	20,000,000	0	20,000,000	0	0
Land Acquisition Basin 13 & 15 - Austral & Leppington North	11,200,000	0	11,200,000	0	0
Information Technology	4,060,000	0	0	0	4,060,000
CCTV Centralisation	50,000	0	0	0	50,000
Corporate Systems Upgrade - Pathway	175,000	0	0	0	175,000
Corporate Systems Upgrade - Aurion	50,000	0	0	0	50,000
Corporate Systems Upgrade - TRIM	50,000	0	0	0	50,000
Corporate Systems Upgrade - Technology One	70,000	0	0	0	70,000
Infrastructure Upgrade - Mobility	15,000	0	0	0	15,000
Automation - User and Software	50,000	0	0	0	50,000
Infrastructure Upgrade - Surveillance Program	450,000	0	0	0	450,000
Digital Transformation - Systems Integration Program	2,000,000	0	0	0	2,000,000
Business Continuity Program - Software	40,000	0	0	0	40,000
Minor Systems Upgrade Program - Software	45,000	0	0	0	45,000
Infrastructure Upgrade - Wi-Fi Program - Reporting	90,000	0	0	0	90,000
Business Continuity Program - Hardware	70,000	0	0	0	70,000
Specialised Computer Replacement Program	20,000	0	0	0	20,000
Corporate System Upgrade - Geocortex Web servers	20,000	0	0	0	20,000
Infrastructure Upgrade - Audio Visual upgrade	150,000	0	0	0	150,000
Infrastructure Upgrade - BCP - Second VDC	40,000	0	0	0	40,000
Infrastructure Switch Upgrade- Switch Replacement	120,000	0	0	0	120,000
Corporate Systems Upgrade - Pinforce	35,000	0	0	0	35,000
Council Meeting Webcasting	50,000	0	0	0	50,000
City 3D Modelling	15,000	0	0	0	15,000
Online Booking System - One Council Application	200,000	0	0	0	200,000

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Corporate Application Strategy	180,000	0	0	0	180,000
Cyber Security	75,000	0	0	0	75,000
Land	855,746	0	155,746	0	700,000
R5-Middleton Grange-Collector Centre Street-Land Acquisition	120,520	0	120,520	0	0
R8-Middleton Grange-Local Street -Land Acquisition	35,226	0	35,226	0	0
Capitalised Waste Remediation Costs	700,000	0	0	0	700,000
Land Improvements	65,000	0	65,000	0	0
Tree Planting - Plan 6 (S7.11)	10,000	0	10,000	0	0
Tree Planting Established Area	55,000	0	55,000	0	0
Library Materials	649,500	0	120,000	0	529,500
Adult fiction	68,000	0	60,000	0	8,000
Adult non-fiction	58,500	0	0	0	58,500
Audio-visual resources	122,000	0	0	0	122,000
Children's resources Fiction	67,500	0	60,000	0	7,500
Foreign language	83,000	0	0	0	83,000
Large print books	39,000	0	0	0	39,000
LIAC	4,500	0	0	0	4,500
Liverpool Heritage Library	7,000	0	0	0	7,000
Reference	25,500	0	0	0	25,500
Special resources	23,000	0	0	0	23,000
Young adult resources	22,000	0	0	0	22,000
Junior Audio Visual Resources	43,000	0	0	0	43,000
HSC Collection	28,500	0	0	0	28,500
Children's Resources Non-Fiction	27,500	0	0	0	27,500
School Collection	30,500	0	0	0	30,500
Parks and Recreation	11,405,370	3,325,000	845,000	1,000,000	6,235,370
Playground Replacement program	400,000	0	0	0	400,000
Bush Regeneration Program: Note (a)	795,000	0	0	0	795,000
Sports Courts / Facilities	170,000	0	0	0	170,000
Woodward Park Masterplan	600,000	0	0	0	600,000
Solar Light Program	140,000	0	0	0	140,000
Shade Structure Program	190,000	0	0	0	190,000
Phillip Park -Redevelopment of Lurnea Community Hub	4,000,000	3,000,000	0	1,000,000	0

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Hammondville Park Master Plan	80,330	0	0	0	80,330
Carnes Hill Precinct Outdoor Area Upgrade	250,000	0	0	0	250,000
Stante Reserve - Local Park Construction	600,000	0	0	0	600,000
Affleck Park – Park Development	450,000	0	210,000	0	240,000
Austral Concept Design Masterplan Stage1	200,000	0	0	0	200,000
River Connection Lighthorse Park Play Area & Open Space Design	250,000	0	0	0	250,000
Kokoda Oval - Floodlight Upgrade	170,000	0	0	0	170,000
Crimson Park - Park Development	470,000	0	0	0	470,000
Acacia Park - Park Development	230,000	0	230,000	0	0
Mimosa Park - Pocket Park	130,000	0	0	0	130,000
Hoxton Park Office Courtyard	120,000	0	0	0	120,000
McGirr Park - Key Suburb Park Design	130,000	0	0	0	130,000
Affleck Park - Outdoor Gym	140,000	0	0	0	140,000
Larry Grant Reserve - Sportsfield Program Design	70,000	0	0	0	70,000
Macleod Stage 2 - Design	130,000	0	105,000	0	25,000
Liverpool Pioneers' Memorial Park Stage 2 - Design	300,000	0	300,000	0	0
Apex Park - Indigenous Garden	140,000	0	0	0	140,000
Phase 1 Urban Forest Strategy – Greening City Tree planting	550,040	0	0	0	550,040
Phase 2 - Urban Forest Strategy	700,000	325,000	0	0	375,000
Plant and Fleet	4,342,000	0	0	0	4,342,000
Major Plant	3,342,000	0	0	0	3,342,000
Purchase of New Trucks for Household Clean Up Services : note (b)	1,000,000	0	0	0	1,000,000
Roads, Bridges and Footpaths	50,266,302	25,396,650	14,285,152	0	10,584,500
Bus Shelter Installations	150,200	100,000	25,200	0	25,000
R5-Middleton Grange-Collector Centre Street-Road Works	35,046	0	35,046	0	0
R6-Middleton Grange-Collector Centre Street-Road Works	43,325	0	43,325	0	0
C2-Middleton Grange-Culvert Construction at Bravo Ave	248,410	0	248,410	0	0
C3-Middleton Grange-Culvert Construction Southern end of WM0	248,410	0	248,410	0	0
R7-Middleton Grange-Local Street -Road Works	21,397	0	21,397	0	0

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
R8-Middleton Grange-Local Street -Road Works	7,208	0	7,208	0	0
Local Street (Bravo Ave) –R4- M. Grange	164,878	0	164,878	0	0
Bridge Rehabilitation & Renewal	80,000	0	0	0	80,000
Bus Stops - Compliance	80,000	0	0	0	80,000
Campbell St, Liverpool - Wombat Crossing	180,000	160,000	0	0	20,000
Carpark - Renewal & Replacement	60,000	0	0	0	60,000
Middleton Grange Culvert - C4 - Eastern of WM4	248,410	0	248,410	0	0
M.Grange Road Works R3 (Bravo Ave between Qantas & Globe)	45,595	0	45,595	0	0
M. Grange Collector Centre Street R1 (Qantas Boulevard)	3,075,132	0	3,075,132	0	0
Road Resurfacing Program Rejuvenation	500,000	0	0	0	500,000
Road Resurfacing Program Programmed Patching	900,000	0	0	0	900,000
River Connection - Georges River Pedestrian Bridge - Design	100,000	0	0	0	100,000
RMN6-Main Neighbourhood-Edmondson park	730,000	0	730,000	0	0
Georges River Foot Bridge Voyager Point	3,400,000	3,400,000	0	0	0
RLR23 - Local Road (Park Frontage) - Edmondson Park	330,000	0	330,000	0	0
Edmondson Ave - Detailed Design	200,000	200,000	0	0	0
FAST - Fifteenth Ave - Detailed Design	150,000	150,000	0	0	0
RAP41 - Neighbourhood Connector (Bushland Frontage APZ) - Edmondson Park	1,283,876	0	1,283,876	0	0
RTC38 - Main Street Town Centre (Park Frontage/Community Centre)	2,035,151	0	2,035,151	0	0
RTC44 - Main Street Town Centre (School Frontage) - Edmondson Park	1,817,291	0	1,817,291	0	0
Kaleski Street, Moorebank - Church to South End	126,900	0	0	0	126,900
Middleton Drive - M7 Underpass - Detailed Design	200,000	0	200,000	0	0
RLR45 Main St Town Centre (park frontage)	3,675,823	0	3,675,823	0	0
GMD - Intersection Upgrade of GMD and Hume Highway - Design	100,000	100,000	0	0	0
Liverpool CBD Traffic Improvement Design	50,000	0	0	0	50,000
River Connection Liverpool Stn Pedestrian Overpass - Design	250,000	0	0	0	250,000

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Footpaths - Access improvements in City Centre	150,000	0	0	0	150,000
Wolstenholme Avenue, Greendale - Greendale to CH2800	500,000	0	0	0	500,000
Cycleway - Traffic Signal (Bicycle Lantern), Newbridge Road	700,000	700,000	0	0	0
Carpark - Ernie Smith Reserve, Moorebank - Resurfacing	250,000	0	0	0	250,000
Edmondson Avenue Land Acquisition	7,000,000	7,000,000	0	0	0
Wilkes Ave, Moorebank - Junction Rd to Renton Ave	67,000	0	0	0	67,000
Nuwarra Rd, Moorebank - Rae Ave to Heathcote Rd	71,000	65,000	0	0	6,000
Bird Ave, Lurnea - Boundary Rd to Reilly St	32,000	0	0	0	32,000
Mary Cres, Liverpool - Boundary Rd to Tully Ave	72,500	65,000	0	0	7,500
Alderson Ave, Liverpool - Missing Sections	30,000	0	0	0	30,000
Raine Ave, Liverpool - Reilly St to Reilly St	62,000	0	0	0	62,000
Memorial Ave, Liverpool - Tobruk Ave to Flowerdale Rd	12,000	0	0	0	12,000
Marsh Pde, Casula - Canberra Ave to Ashcroft Ave	56,000	0	0	0	56,000
Killinger Ave, Liverpool - Lehmann Ave to Flowerdale Rd	26,000	0	0	0	26,000
Solander Ave - Wyattville Dr to Cul-de-sac	59,000	0	0	0	59,000
Cycleway - Newbridge Rd, Moorebank - Epsom to 353 Newbridge	650,000	650,000	0	0	0
Gill Avenue, Liverpool - Rose to Hoxton Park	450,000	0	0	0	450,000
Moore Street, Liverpool - Castlereagh to Copeland	300,000	0	0	0	300,000
Centenary Avenue, Moorebank - Heathcote to South End	250,000	0	0	0	250,000
Nicholls Street, Warwick Farm - Lawrence Hargraves to West	200,900	0	0	0	200,900
Wilson Road, Hinchinbrook - Flinders to Shops	650,000	650,000	0	0	0
Mill Road, Liverpool - Speed to Highway	567,600	0	0	0	567,600
Bigge Street, Liverpool - Moore to Elizabeth	366,700	0	0	0	366,700
Athlone Street, Cecil Hills - Linley to Lascelles	120,800	0	0	0	120,800
Ida Avenue, Lurnea - Marie to West End	128,200	0	0	0	128,200
Wattle Grove Drive, Wattle Grove - Heathcote to Anzac	285,000	285,000	0	0	0

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Jagungal Place, Heckenberg - Sadleir to Bowl	221,000	0	0	0	221,000
Mainsbridge Avenue, Liverpool - Flowerdale to Memorial	400,900	0	0	0	400,900
Monaro Place, Heckenberg - Sth Liverpool to South End	97,000	0	0	0	97,000
Kurrajong Road, Casula - Highway to Ingham	346,000	338,000	0	0	8,000
Bellfield Road, Rossmore - Start Seal to May	500,000	0	0	0	500,000
Sixth Avenue, West Hoxton - 25th to 30th	90,000	0	0	0	90,000
GMD - Intersection Upgrade GMD & Hume Highway - Construction	4,000,000	4,000,000	0	0	0
Carpark - On Street Parking in Narrow Streets	250,000	0	0	0	250,000
Footbridge over Cabramatta Creek, Cartwright	350,000	0	0	0	350,000
Footbridge (Shared path) over Creek, Nineteenth Ave, Hoxton	145,000	130,000	0	0	15,000
Carpark - Hoxton Park Offices	70,000	0	0	0	70,000
Cycleway - Hume Highway, Liverpool - Reilly to Atkinson	450,000	450,000	0	0	0
Cycleway - Compliant Pram ramp, Hume Highway at M7 ramp	650,000	650,000	0	0	0
Cycleway - Wayfinding signage on Strategic Routes	100,000	100,000	0	0	0
Cycleway - Camden Valley Way between Rainbow Way and Cowpasture	400,000	400,000	0	0	0
Jack O'Sullivan Road, Moorebank - Edgecombe Ave and Maddecks	132,000	120,000	0	0	12,000
Affleck Gardens, Middleton Grange - 9-21 Affleck Gardens	22,000	0	0	0	22,000
Greendale Road, Greendale - Land acquisition for road realignment	300,000	0	0	0	300,000
Greenway Drive, West Hoxton - Cowpasture to Cowpasture - LRC	2,080,000	2,080,000	0	0	0
South Liverpool Road, Heckenberg - St Johns Road	595,000	595,000	0	0	0
Romney Crescent, Miller - Cabramatta Avenue	334,000	334,000	0	0	0
Jacaranda Crescent, Casula - Old Kurrajong Road	870,000	870,000	0	0	0
Old Kurrajong Road, Casula - Jacaranda to Highway (R2R)	500,000	500,000	0	0	0
Keys Place, Liverpool - Murphy to End	110,000	0	0	0	110,000
Markell Place, Liverpool - Murphy to End	110,000	0	0	0	110,000

Program	Funding Source				
	Total Expenditure	Grants	Developer Contributions	Borrowings	Consolidated Funds
Anebo Street, Liverpool - Murphy to End	110,000	0	0	0	110,000
Beech Road, Casula - Barcelona to Kurrajong	375,000	200,000	0	0	175,000
Devonshire Road, Kemps Creek - 15th to Gurners	200,000	100,000	0	0	100,000
Kurrajong Road and Mowbray Street, Prestons	436,650	436,650	0	0	0
Aviation Road, Airport Drive and Regentville Drive	178,000	178,000	0	0	0
South Liverpool Road and Whitford Road intersection	145,000	125,000	0	0	20,000
North Liverpool Road and Wilson Road intersection	110,000	110,000	0	0	0
Castlereagh Street/ Moore Street, Liverpool	80,000	80,000	0	0	0
Traffic Facilities - Safety Related projects	200,000	0	0	0	200,000
Fourth Avenue - Concept Design	50,000	0	50,000	0	0
St Marks Coptic Orthodox College, Australis Ave Wattle	75,000	75,000	0	0	0
Epsom Road, Chipping Norton - Whelan to Whelan	90,000	0	0	0	90,000
Spencer Road, Cecil Hills - Frederick to Gabriella (Stage 2)	600,000	0	0	0	600,000
Whyalla Place, Prestons - Jedda to Dead End	400,000	0	0	0	400,000
Wildman Avenue, Liverpool – Medley to Medley	180,000	0	0	0	180,000
Lachlan Lane, Warwick Farm – Hart Lane to Lachlan St	120,000	0	0	0	120,000
Collinsville Place, Hinchinbrook – Banks Rd to End	200,000	0	0	0	200,000
Total Capital Expenditure	256,092,787	31,041,650	103,386,699	77,444,913	44,219,525

Notes:

(a) Project is funded from Environment Levy

(b) Project is funded from Domestic Waste Reserve

FINANCIAL YEAR 2021-22

BUDGET BASED ON

COMMUNITY STRATEGIC PLAN

CSP	Total Revenue	Operating Expenditure	Net Operating Result	Less: Grants & Contributions for Capital Purposes	Net Operating Results Before Grants & Contributions for Capital Purposes
Creating Connection					
C1	-	1,062,658	(1,062,658)	-	(1,062,658)
C2	725,963	6,581,482	(5,855,519)	-	(5,855,519)
C3	4,217,925	11,218,435	(7,000,510)	-	(7,000,510)
C4	6,261,989	14,338,804	(8,076,815)	4,039,326	(12,116,141)
C5	3,179,750	6,091,459	(2,911,709)	3,000,000	(5,911,709)
Strengthening and protecting our environment					
S1	37,309,562	40,077,433	(2,767,871)	-	(2,767,871)
S2	2,135,220	18,874,847	(16,739,628)	237,500	(16,977,128)
S3	2,581,256	1,348,208	1,233,049	-	1,233,049
S4	80,007,785	23,526,176	56,481,609	64,649,195	(8,167,586)
S5	648,000	2,738,711	(2,090,711)	450,000	(2,540,711)
Generating Opportunity					
G1	6,994,532	9,472,108	(2,477,576)	-	(2,477,576)
G2	206,690	1,645,951	(1,439,261)	-	(1,439,261)
G3	13,285,270	15,401,575	(2,116,305)	7,000,000	(9,116,305)
G4	21,822,892	25,216,501	(3,393,609)	18,271,650	(21,665,259)
Leading through collaboration					
L1	1,988,790	19,182,917	(17,194,128)	-	(17,194,128)
L2	113,801	3,868,460	(3,754,659)	-	(3,754,659)
L3	-	150,858	(150,858)	-	(150,858)
L4	122,783,933	18,674,678	104,109,255	-	104,109,255
Total	304,263,355	219,471,259	84,792,096	97,647,671	(12,855,575)

For further information



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