# Mayor's message

On behalf of Liverpool City Council it gives me great pleasure to launch the Management Plan for 2009-2010.

With the election of a new Council in September 2008 this was an opportune time for Councillors and staff to review priorities of where we would like to take Liverpool in the future. This Management Plan details the strategic direction and incorporates the service projects we want to focus on in the coming years that we believe will best serve our community.

In a challenging economic environment it has been especially difficult to develop a Management Plan that continues to deliver services that the community expects, whilst remaining financially responsible to our ratepayers.

The sections contained in the Plan are grouped under seven themes. These were derived following extensive community consultations conducted by Council and resulted in the development of *Liverpool Directions.*

These themes are aimed at achieving Council's vision for the city and are:

Theme 1 - The regional city for south west Sydney
Theme 2 - Neighbourhoods and villages
Theme 3 - The land between two rivers, where city and country meet
Theme 4 - Communities and governments working together
Theme 5 - A place for people
Theme 6 - Sustainability
Theme 7 - Improved organisational management and development

The future will bring challenges to Council but I believe we are exceptionally well placed to address and continue with the high levels of services and facilities that will meet the community needs.

I encourage you to take the time to read this Management Plan and learn more about our City and what Council has planned for 2009-2010.

Mayor Wendy Waller





# General Manager's message

The 2009 - 2010 Management Plan has been put together under the direction of our elected representatives. It outlines the strategic initiatives that Council will take, the services that it will provide, and how it will allocate resources to serve the City in a financially responsible and equitable manner.

In preparing the budget, we have been mindful of the many financial challenges ahead. Council continues to operate a balanced budget while providing a comprehensive range of local services covering transport, public order & safety, health, community services, recreation and culture, and various community amenities such as town planning, domestic waste management, street cleaning, just to name a few.

A feature of this Management Plan is the State Government approved special rate variation allowing Council to increase its notional rate income by 9 per cent over the next five years. This increase in revenue will allow Council in particularly difficult times, to enhance its investment in its $1.8 billion worth of assets. Over the next three years we plan to make significant improvements to asset management through our Asset Management Program.

The Management Plan details outcomes, strategies and actions designed to meet community aspirations in the short to medium term. Some of the key priorities for the next three years include:

- New community consultation and governance initiatives
- Development of strategic, integrated long term plans
- Undertaking extensive road reconstruction works across the City
- Undertaking significant investment in Council's community buildings, parks & sporting facilities, including construction of a new riverside parkland at Casula
- Reviewing planning controls so they improve delivery of the community's aspirations
- Increased maintenance in Liverpool's growing CBD and City gateways
- Additional investment in City cleaning and graffiti removal

The Management Plan reflects community expectations from a Council designated as one of three "Regional Cities" in the metropolitan Strategy of Sydney. It establishes Council's mission to provide good government for Liverpool through leadership and commitment to our community.

I take this opportunity to thank the elected representatives for their leadership and vision and also to thank the dedicated staff for continuing to provide the highest levels of customer service.

There are many challenges ahead, however I am confident that through the provision of financially sustainable services supported by a diverse range of human resources, we will be able to meet those challenges and plan our future together.

Phil Tolhurst
General Manager

# Our elected council

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# Our structure

The elected Council for Liverpool City Council consists of a popularly elected Mayor and five Councillors representing each of the two wards. The role of the elected members acting as a governing body is to direct and control the affairs of Council according to the Local Government Act and other relevant legislation. Councillors are elected to represent the interests of residents and ratepayers, provide leadership and guidance to the community and encourage communication between Council and the community. The Mayor presides at Council meetings and is the public face of Council.

The General Manager is the Chief Executive Officer of the Council and is responsible for the operation of the Council's organisation and for implementing decisions of the Council and its policies as well as the day-to-day management of the organisation.

The structure under which Council operates is set out below:

Elected Council

General Manager

| Assets and Infrastructure Delivery | City Strategy | City Services | City Planning | Governance and Financial Services |
|---|---|---|---|---|

## Assets and Infrastructure Delivery

This directorate's prime focus is the delivery of infrastructure. Several assets and infrastructure teams plan, design and manage the upgrading of existing and construction of new community assets such as roads, drainage, parks, recreational facilities and buildings.

## City Strategy

This directorate provides the policy and technical expertise needed to guide Liverpool through the challenges associated with rapid urban expansion and employment-generating development. The activities of this directorate include strategic and land use planning; environmental, social, transport and waste planning; community development; Liverpool City Centre place management and development contributions.

## City Planning

This directorate focuses on statutory planning, environmental health and building services, and encompasses the functions of building inspections; construction certificates; health inspections; occupation certificates; development assessments; the Design and Review Panel; the Independent Hearing and Assessment Panel; developer compliance and accreditation for places of public entertainment.

## City Services

This directorate has operation teams to manage children's services, library, the Liverpool Regional Museum, leisure centres, open space, parking, illegal waste, and community buildings. A number of works teams manage public space appearance, maintain transport and drainage assets and provide plant and fleet services.

## Governance and Financial Services

This directorate is the primary point of access by the community for all customer services and communications. It also provides necessary support to all areas of Council by providing corporate services including governance and corporate compliance, corporate planning and reporting, risk management, legal services, financial management, property management, information management and technology, and human resource management.





# Council's responsibilities

Liverpool City Council, like all NSW councils, operates under a Charter specified in the NSW Local Government Act 1993. The Charter empowers Council to manage the environment of its area; to be a custodian and trustee of public assets; to raise funds for local purposes and to provide services and facilities, including on behalf of other levels of government.

Councils are required to manage their work efficiently and effectively; be mindful of the long-term or cumulative effect of their decisions; to facilitate public input into local government decisions and to keep the public informed. The Charter specifically requires NSW councils to exercise their functions in a way consistent with the principles of multiculturalism and ecologically sustainable development; to provide for the needs of children and to be a responsible employer.

Councils may apply the provisions of the Charter in a way consistent with local circumstances, so the Charter empowers Council to exercise community leadership. Council exercises community leadership through making choices and decisions taking into account the demand for services, consistency with past practices, affordability and the future.

Such leadership is about taking care of present needs and the needs of future generations; bridging local and wider considerations; sustainability; managing development demands; promoting new attractions and preserving the local character which attracted current residents here. The process of exercising choices and making decisions is always changing. It is made in many contexts, including legislation, social change, policy decisions from other levels of government and economic circumstances.

These contexts are:

- Council implements State legislation locally as well as responsibilities that flow from the Local Government Act 1993. Some examples include planning legislation that obliges Council to assess development and environmental legislation through which Council implements environmental conservation or threatened species protection
- Social and demographic changes require constant readjustment of policies and services. For example, Council was an early entrant into childcare provision as more women entered the workforce. The rapid increase in the proportion of residents born overseas brings new skills as well as the need to better understand the requirements of a more diverse community
- Policy decisions from other levels of government impose demands on Council. Creating extensive new urban development in Liverpool throughout the 1990s and into the future is part of a solution to manage Sydney's growth. While there are extensive local benefits of such development, there are also planning and financial demands on the Council and impacts on the local environment
- Our revenue raising will always struggle to meet demand for services. Council's ability to generate revenue is limited by legislation. Certain types of revenue such as rates and statutory charges continue to be regulated by the State Government.

# Strategic planning context

## Population growth and characteristics

Liverpool's population grew from 98,000 in 1991 to 154,000 in 2001, and reached 164,603 in 2006. This represents a 7 per cent increase over the 2001 level. The current population is estimated to be 177,000 people. The State government population projections suggest Liverpool will grow to around 266,000 people by 2031. Liverpool's median age was 32 years in 2006, compared to Sydney's median age of 35 years.

These figures reflect Liverpool's history as a provider of land for residential development to accommodate Sydney's growth. It is likely that this pattern will continue with the South West Growth Centre land release planned in the NSW Government Metropolitan Strategy for Sydney. For Council this means understanding the values of existing and new residents, undertaking extensive forward planning and managing the pressures on natural resources.

Liverpool is one of the four most culturally diverse areas in Sydney, and has a much higher proportion of residents born overseas than Sydney generally (38 per cent compared to 32 per cent). In 2006 Liverpool's people came from 164 birthplaces, and 75,491 residents spoke one of 145 languages other than English. This profile has implications for the way Council and other organisations plan for the services they deliver.

## Families and housing

Family structure and the choice of housing influence the extent and nature of residential development. As an outer metropolitan region, Liverpool is dominated by what may be called traditional family types and housing. In 2006 57.2 per cent of families in Liverpool consisted of a couple with children, compared to 49.3 per cent in Sydney. These family characteristics drive a higher demand for family, childcare and recreation services.

Separate houses are far more prevalent than flats, units and apartments in Liverpool, making up 77 per cent of all dwellings compared to 61.7 per cent in Sydney.

Liverpool's median weekly individual, family and household incomes are less than the average for greater Sydney, but the median monthly housing loan repayments of $1,744 per month is very close to that of Sydney at $1,800 per month. As a consequence, considerable 'housing stress' (high proportion of income expended on housing) is affecting a number of Liverpool households.

## Working and getting around

In 2006, according to the Census, there were 67,720 employed residents and 5,213 unemployed residents or a total of 72,933 actively in the workforce.

In that same Census year, 29,872 workers who resided outside Liverpool entered Liverpool for work and 40,596 residents of Liverpool or approximately 70 per cent of employed residents left Liverpool to work. Liverpool's residents are also far more reliant on the private car (as opposed to public transport) to get to work than other Sydney residents. These figures point to a high need for daily travel, mainly by car.

For Council this means attention to more local employment growth, boosting the job generating capacity of the Liverpool City Centre and advocating for better public transport services. Based on current employment and travel patterns, infrastructure planning that accommodates high levels of car use remains a major task for Council.

This information is based on Australian Bureau of Statistics 2006 Census and 2007 Estimated Resident Population data.





# Developing our Management Plan

The Management Plan is the primary document by which Council communicates to the community its future plans and finances. It sets out what Council proposes to achieve over the coming four years, more specifically the tasks and projects to be achieved and services to be delivered over the coming year and the means by which these will be funded. It has been designed to meet the requirements set out in the Local Government Act and will provide the basis for Council's annual report.

It is made up of three key components: the Corporate Plan, the Budget (including the Capital Works Program) and Revenue Pricing Policy (presented in a separate volume). The Corporate Plan summarises the key activities and services that will be undertaken during 2009-2010, the Budget shows how these activities, services and capital works will be funded and the Revenue Pricing Policy spells out the basis on which particular fees and charges are levied.

## Our Corporate Plan

*Liverpool Directions*, the community's long-term vision for the future, is the starting point for our planning for Liverpool's future. The community views in *Liverpool Directions* were gathered from the involvement of over 1,700 Liverpool residents, students and workers during late 2004 to mid 2005.

The outcomes contained in *Liverpool Directions* describe how the community would like to see Liverpool in 2016. In working towards this vision, Council has a key role to play but it does not have sole responsibility.

The responsibility for delivering these outcomes is shared between Council, the NSW State Government and the Federal Government as well as local community groups and service providers. It is only through ongoing partnerships that these long term goals will be achieved.

Council's corporate planning process is designed so that *Liverpool Directions* is kept at the forefront of management decisions through the strategies by which the long term outcomes are to be pursued.

We have taken care to ensure that 'line of sight' exists from this long-term strategic vision through to the individual business plans and tasks of staff.

## Budget process

In establishing the budget compilation process, instructions are provided to managers to ensure integration of the budget with corporate objectives and Council's long-term strategic vision. Specific guidelines are also provided to allow for consistency in the development of the operating and capital budgets.

In preparing the 2009-2010 budget, consideration was given to:

- Service demands that must be satisfied in the course of the budget cycle
- Assets and resource management requirements from which to satisfy service delivery demands (including the capital works program)
- Various assumed indices from which to budget revenues and expenses
- Statutory requirements that may be applicable (such as in the pricing policy)
- Items for consideration i.e. proposed new initiatives
- Sources of funds available to finance service delivery and asset management.

Components of the budget preparation process are illustrated below:

# Council's major income and expenditure

## Rates and annual charges

On 3 April 2009 the Minister for Local Government announced a permissible increase of 3.5 per cent on Councils notional rate income for the rating year commencing 1 July 2009. It is also proposed that the annual charge for domestic waste management increase by 3.5 per cent. Rates and annual charges represent approximately 68 per cent of Council's forecast operating revenue.





## Special Rate Variation

Council at its meeting on 6 April 2009 resolved to submit an application to the Minister for Local Government seeking a special rate variation of 9 per cent. A special rate variation if approved, allows Council to increase its notional income by an amount greater than the permissible increase announced by the Minister.

This variation, will allow Council to increase its maintenance budget by $0.6 million and capital works by approximately $5 million in the first year, concentrating on road, bridge and footpath works, improvement and restoration of public buildings, drainage and floodplain improvements which reduce the impact of flooding and sporting field renovation. The additional works that will be funded by the 9% special rate variation during 2009-2010 are listed in the table below.

| **Assets and Capital Works** | **'000** |
|---|---|
| Drainage & Floodplain | 1,500 |
| Flood Mitigation | 1,500 |
| Brickmakers Creek - stage 1 Channel Improvements - Campbell St to Orange Grove Rd | 1,250* |
| Moorebank Voluntary Purchase Scheme | 250* |
| Roads & Transport | 3,806 |
| Bridges Maintenance and Repairs | 93 |
| Bridge Rehabilitation & Renewal - Bonds Creek Culverts and Fourth Ave Austral | 93 |
| Footpath - Established Areas | 247 |
| Hoxton Park Rd, Liverpool - Gill to Hume Highway | 88 |
| Hume Highway, Casula - Pine to Beech Rd | 88 |
| New Footpath - Established Areas | 28 |
| Newbridge Road, Moorebank - Davy to Milperra Bridge | 44 |
| Footpath & Cycleways Restoration | 28 |
| Footpath & Cycleways Restoration - General | 28 |
| Local Road Reconstruction Program | 330 |
| Fifteenth Avenue-Austral-2nd - Herley | 330 |
| Local Road Rehabilitation Program | 2,932 |
| Borrowdale Close, Lurnea | 73 |
| Cedar Road, Casula, - Camden Valley to Wattle | 44 |
| Challoner Avenue, Chipping Norton, - Longstaff to Alfred | 77 |
| Epsom Road, Chipping Norton, - Howlett to Alfred | 157 |
| Franklin Road, Chipping Norton, - Longstaff to Epsom | 55 |
| Kosciusko Place, Heckenberg | 88 |
| Lord Howe Drive, Green Valley, - Coquet to Green Valley | 330 |
| Maddecks Avenue, Moorebank, - Nuwarra to Stockton | 181 |
| Pavement Stabilisation & Strengthening | 691 |
| Reilly Street, Lurnea, - Webster to MacDonald | 258 |
| Sheriff Street, Ashcroft, - Armstrong to Sutton | 297 |
| Western Road Kemps Creek - Exeter to Elizabeth | 352 |
| Yarrangobilly Street, Heckenberg, - Eucumbene to Nth Liverpool | 330 |
| Pedestrian Access & Mobility Plan | 66 |
| Disability Action Plan Implementation - Roads and Transport | 66 |
| Safety Barriers | 33 |
| Safety Barriers Installation | 33 |
| Traffic Facilities | 77 |
| Flowerdale Rd - Pedestrian Fencing | 22 |
| Pedestrian Refuges - Various | 55 |
| **Buildings and Recreation Works** | **650** |
| Whitlam Aquatic Facilities Restoration | 490 |
| Stanwell Park League Field Renovation | 160 |
| **Total** | **5,956** |

* *includes additional matching grant funds.*

# Our budget

## Compiling the budget

In compiling the 2009-2010 Management Plan Council has continued to focus on achieving several major strategic outcomes. These include:

### Continued improvement in operational efficiencies

Council is monitoring its operations to ensure they are performed efficiently, on time and within budget. All revenue and expenditure items are analysed monthly and reviewed by Council at least quarterly with a view to improving services and reducing net costs. Various initiatives have been implemented and service delivery is being monitored to identify further efficiencies. The 2009-2010 budget has resulted in $10.2 million of operational funds being available towards financing loan principal and the capital works program. This has been achieved after making allowances for transfers into Asset Maintenance Reserve, Plant Replacement Reserve, Information Technology Reserve and Elections Reserve

Internal reserves are maintained to finance a range of future expenditures which may be cyclical, unexpected or require contributions from more than one financial year. Reserves will continue to be managed so that funds are available to be drawn on when required.

### Investment in Council infrastructure

Council recognises asset maintenance and renewal as a fundamental aspect of 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 has stewardship of assets with an at-cost value in excess of $1billion and is currently preparing a Strategic Asset Management Plan, in accordance with the new national framework for local government financial planning and asset management released in May 2007.

Council continues to direct any operating surplus funds towards financing additional capital works. Council will continue to actively review its property portfolio to identify potential surplus assets and potential income generating activities that can be used to finance additional capital works.

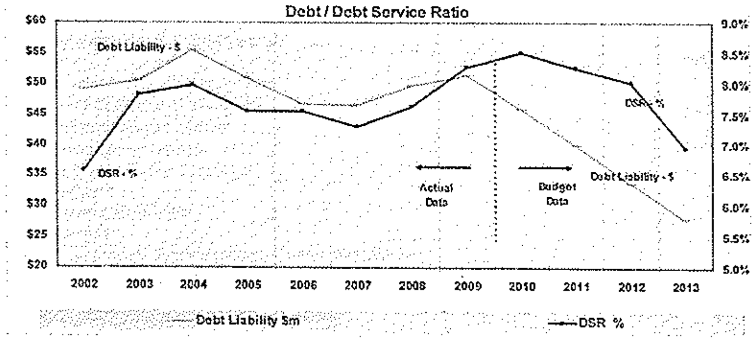
### Debt management

Council has successfully managed to reduce its debt service ratio (DSR) in recent years to a moderate level of 7.7 per cent as at June 2008. The 2008-2009 budget was prepared with the intention of taking out an additional loan in the order of $6.5 million. The draw down is not scheduled until the end of the current financial year and repayments will not occur until 2009-2010.

Council is proposing to dispense with its previous intention to borrow $5 million and $2 million respectively over the next two financial years. Accordingly, the debt service ratio is projected to remain in the order of 7.5 to 9 per cent over the 2009-2010 to 2012-2013 period with noticeable reductions occurring in the latter part of that period. At all times debt levels will be managed and maintained at acceptable levels and well within accepted industry benchmarks. A graphical display of Council's indicative debt and debt service ratio is provided in the following graph:








### Maintaining financial trends within accepted benchmarks

Council is committed to maintaining critical financial performance indicators within acceptable benchmarks. Current and targeted benchmarks are provided below:

| Performance Indicator | Target | As at 30 June 2008 |
|---|---|---|
| Working Capital | $2 million | $0.6 million |
| Debt Service Ratio | Less than 10% | 7.7% |
| Unrestricted Current Ratio | Minimum 1:1 | 1:1.04 |
| Outstanding rates collection | Less than 5% | 5.35% |

## Financial and economic trends

### Interest Rates

Volatility in the global financial and economic markets continued throughout 2008-2009 with many corporations filing for bankruptcy. These unprecedented events have had a detrimental impact on all investment securities. Interest rates worldwide have been reduced significantly in an attempt to manage the ramifications of these events. In Australia, the cash rate has fallen from highs on 7.25 per cent in March 2008 to a rate of 3.00 per cent in April 2009. Council has assumed an average interest rate of 3.5 per cent when compiling the 2009-2010 budget.

### Inflation

Inflation is currently running at about 2.5 per cent and is forecast to drop below 2 per cent during 2009-2010.

## Detailed Capital Expenditure Program by department for the period 2009-2010 (continued)

| | |
|---|---|
| **Governance & Financial Services** | **269** |
| Property Services | (190) |
| Property Services | (190) |
| *Property Services* | *(190)* |
| 8 Speed St Lot 81 DP 790072 | 5 |
| Cecil Hills - Security Fencing | 25 |
| Sale - 9 McLean Street Liverpool | (220) |
| Information Technology and GIS | 459 |
| Information Technology and GIS | 459 |
| *Information Technology and GIS* | *459* |
| PABX Replacement Stage 3 (VOIP) | 40 |
| Email Archiving Software | 25 |
| Library Microwave Link Replacement | 40 |
| Online Form Software | 18 |
| Portable PA System | 15 |
| Disaster recovery server imaging and firewall hardware | 30 |
| Backup IP Solution - webhosting, internet access and Outlook Web Access | 12 |
| Payroll System Replacement Upgrade | 50 |
| CPAC Hardware - Theatre and CPAC Servers | 20 |
| Library and Museum Hardware | 25 |
| Aerial Photography | 60 |
| Planning and DA Software Licences | 15 |
| TechnologyOne Works and Assets Module | 25 |
| Radio Frequency Identification (RFID) System for Physical Paper Files | 30 |
| Pinforce PDA Equipment - Enforcement | 54 |
| **City Strategy** | **1,195** |
| Sustainable Environment and Health | 1,195 |
| Sustainable Environment and Health | 1,195 |
| *Sustainable Environment and Health* | *1,195* |
| Replacement of Compactor - Plant 846 | 295 |
| Bush Regeneration Contracts | 900 |
| **Total** | **48,506** |

**Detailed Capital Expenditure Program by department for the period 2009-2010 - continued.**

| | |
|---|---|
| *Parks and Reserves - Local Park Upgrade* | *403* |
| Aston Reserve Local Park Improvement | 109 |
| Glendevie Local Park Improvements | 109 |
| Dalmeny Drive Local Park | 52 |
| Green Valley Reserve - Park Upgrade | 122 |
| Kelso Park Shade Shelters | 10 |
| Land Development | 17,118 |
| **Drainage & Floodplain** | **3,918** |
| *Flood Mitigation* | *3,534* |
| Basin 4 Cecil Hills - Tenders & Let Contract | 1,000 |
| Basin 11C Horningsea Park-Construction of Basin & Playing Fields | 500 |
| Construction of Drainage Channel & multi-cell box culverts | 1,500 |
| Middleton Grange-Water Cycle Area in Village Centre-Drainage Works | 128 |
| Middleton Grange-Water Cycle Area on Southern Creek-Drainage Works | 238 |
| Middleton Grange-Water Cycle Area between Monkton&Bonyllion Ave's-Drainage Works | 74 |
| Middleton Grange-Water Cycle Area between Kingsford & McIver - Drainage Works | 95 |
| *Stormwater Quality* | *750* |
| Basin 11C Horningsea Park-Tender & Implementation of Vegetation Management Plan | 150 |
| *Land* | *233* |
| Middleton Grange-Water Cycle Area between Kingsford & McIver-Land Acquisition | 233 |
| **Roads & Transport** | **9,243** |
| *Local Road Reconstruction Program* | *900* |
| Kurrajong Rd Prestons Reconstruction San Marino Dr to Bernera Rd | 900 |
| *Land* | *4,132* |
| Kurrajong Road-Road Reserve-Intersection Widening with Future Road | 612 |
| Kurrajong Road-Road Reserve-Intersection Widening with Mowbray Road | 122 |
| Kurrajong Road-Road Reserve-Intersection Widening with Bernera Road | 163 |
| Kurrajong Road-Road Reserve-Intersection Widening with San Marino Drive | 68 |
| Kurrajong Rd Prestons Land Acquisition Kookaburra to Sarah Hollands | 3,000 |
| Middleton Grange-Collector Centre Street-Land Acquisition - Road 5 | 49 |
| Middleton Grange-Collector Centre Street-Land Acquisition - Road 6 | 62 |
| Middleton Grange-Local Street-Land Acquisition Road 7 | 41 |
| Middleton Grange-Local Street -Land Acquisition - Road 8 | 14 |
| *Bridge Construction* | *981* |
| Middleton Grange-Bridge Construction - Bridge 5 | 456 |
| Middleton Grange-Bridge Construction - Bridge 1 | 525 |
| *Local Roads Construction* | *3,079* |
| Wombat Crossings - Nineteenth Ave Catchment | 11 |
| Bus Shelters - Nineteenth Ave Catchment | 68 |
| Roundabout at Wilson & Frigate Bird Ave | 42 |
| Seagull Intersection at Kurrajong Road Extension | 169 |
| Seagull Intersection at Kurrajong Road Extension and un-made Road | 169 |
| Roundabout at Intersection of Kurrajong Road and un-made Road | 169 |
| Rounabout at intersection of Kurrajong Road and Mowbray Road | 169 |
| Signalised intersection at Ash Road and Jedda Road | 293 |
| Kurrajong Rd Prestons Reconstruction Bernera to Kookaburra Rd | 1,000 |
| Kurrajong Rd Prestons Construction Kookaburra to Sarah Hollands | 100 |
| Kurrajong Rd Prestons-Bridge over Cabramatta Creek - Design | 150 |
| Middleton Grange-Culvert Construction Southern End | 150 |
| Middleton Grange-Culvert Construction Eastern End | 176 |
| Middleton Grange-Oval Edge Street Frontage to Parkland-Road Works | 163 |
| Middleton Grange-Culvert Construction at Bravo Ave | 150 |
| Middleton Grange-Collector Centre Street-Road Works - Road 5 | 28 |
| Middleton Grange-Collector Centre Street-Road Works - Road 6 | 34 |
| Middleton Grange-Local Street -Road Works - Road 7 | 17 |
| Middleton Grange-Local Street -Road Works - Road 8 | 6 |
| Middleton Grange-Local Street - Road Works - Road 26 | 13 |
| *Regional Roads Construction* | *150* |
| Bernera Rd, Prestons-Reconstruction from Camden Valley Way to Kurrajong Rd | 100 |
| Bernera Rd, Prestons-Reconstruction from Kurrajong Rd to Yarrawa St | 50 |





**Detailed Capital Expenditure Program by department for the period 2009-2010 (continued)**

| | |
|---|---|
| **Buildings** | **800** |
| *Park & Sporting Amentities* | *800* |
| First Ave Reserve, Hoxton Park- Design and Construction of Amenities Building | 700 |
| Braidwood Drive Reserve, Prestons- Design of Amenities Building and Carpark | 100 |
| **Parks & Recreation** | **3,158** |
| *Park & Sporting Amentities* | *200* |
| Cowpasture Road District Playing Fields, Carnes Hill-Design Amenities Building, Carpark and Landscaping | 100 |
| First Ave Rsve Hoxton Park- Design & Construction of Carpark | 100 |
| *Parks and Reserves - Local Park Upgrade* | *652* |
| Maple Road Precinct Park / Casula - Construction of Consolidated Passive Area & Children Play's Area | 200 |
| Rehabilitation and Landscaping in Middleton Grange | 100 |
| Southern Oval-Middleton Grange-Landscaping & Associated Works | 200 |
| Park in northern area-eastern side-Landscaping & Associated Works | 103 |
| Middleton Grange-Village Park-Landscaping | 48 |
| *Land* | *2,106* |
| Hinchinbrook Creek - Land Acquisition for Drainage Reserve | 575 |
| Southern Oval-Middleton Grange-Land Acquisition | 600 |
| Park on 16th Ave-Land Acquisition | 351 |
| Park in northern area-eastern side-Land Acquisition | 580 |
| *Sporting Field Improvements* | *200* |
| Braidwood Drive Reserve, Prestons - Investigation & Concept | 100 |
| Cowpasture Rd Play Flds Carnes Hill Inv'gate & Concept Dsgn | 50 |
| Cowpasture Road District Playing Fields, Carnes Hill-Design/Specs & Tenders | 50 |
| **City Services** | **1,897** |
| Library Services | 610 |
| *Library Services* | *610* |
| *Library Services* | *610* |
| Adult non-fiction | 85 |
| Adult fiction | 64 |
| Large print books | 26 |
| Indigenous collection | 4 |
| Reference | 67 |
| LIAC | 4 |
| Foreign language | 64 |
| WESCOL collection | 10 |
| Children's resources | 59 |
| Young adult resources | 40 |
| Special resources | 24 |
| Periodicals | 60 |
| Audio-visual resources | 70 |
| Corporate Library | 10 |
| Liverpool Heritage Library | 16 |
| Family History Centre | 8 |
| City Maintenance | 1,080 |
| **Buildings** | **130** |
| *RFS and SES* | *130* |
| Headquaters expansion | 130 |
| **City Maintenance** | **500** |
| *City Maintenance* | *500* |
| Major Plant | 500 |
| **Plant and Fleet** | **450** |
| *Plant and Fleet* | *450* |
| Motor Vehicle Capex | 450 |
| Recreation and Open Space | 207 |
| **Land Development** | **207** |
| *Land Development* | *207* |
| Tree Planting - Casula (s94) | 50 |
| Tree Planting - Cecil Hill(s94) | 7 |
| Tree Planting - Hinchinbrook(s94) | 50 |
| Tree Planting - Plan6(s94) | 100 |

## Detailed Capital Expenditure Program by department for the period 2009-2010

| | $'000 |
|---|---|
| **Assets and Infrastructure Delivery** | **45,145** |
| Assets and Capital Works | 13,667 |
| Drainage & Floodplain | 4,005 |
| *Flood Mitigation* | *2,539* |
| Anzac Creek M5 culvert blockage protection (sw) | 118 |
| Moorebank Voluntary Purchase Scheme | 841 |
| Scalabrini Village Levee Bank | 330 |
| Brickmakers Creek - stage 1 Channel improvements - Campbell St to Orange Grove Rd | 1,250 |
| *Stormwater Quality* | *24* |
| Clinches Pond upgrade works (sw) | 18 |
| Riverside Park wetland approach channel upgrade (sw) | 6 |
| *Urban Drainage System* | *1,442* |
| Enhanced Pipe Drainage Maintenance (sw) | 177 |
| Liverpool CBD Trunk Drainage - Stage 6 - Moore, Macquarie to George St | 887 |
| Minor drainage improvement works in urban areas (sw) | 83 |
| Urban drainage renew & upgrade Cabramatta Ck Catchment (sw) | 118 |
| Urban drainage renew & upgrade Georges River Catchment (sw) | 177 |
| Roads & Transport | 9,662 |
| *Bridges Maintenance and Repairs* | *93* |
| Bridge Rehabilitation & Renewal - Bonds Creek Culverts and Forth Ave Austral | 93 |
| *Bus Shelter Installations* | *82* |
| Bus Shelter Installations | 82 |
| *CBD Streetscape* | *2,642* |
| Elizabeth St Streetscape - Bathurst to George | 1,099 |
| Moore St Streetscape - Bigge to George | 1,543 |
| *Cycleway Development* | *132* |
| Cycleway Development - Jedda, Prestons & Illaroo Roads, Hoxton Park Link to M7 | 132 |
| *Footpath - Established Areas* | *247* |
| Hoxton Park Rd, Liverpool - Gill to Hume Highway | 88 |
| Hume Highway, Casula - Pine to Beech Rd | 88 |
| New Footpath - Established Areas | 28 |
| Newbridge Road, Moorebank - Davy to Milperra Bridge | 44 |
| *Footpath - New Release* | *148* |
| Footpath - New Release | 148 |
| *Footpath & Cycleways Restoration* | *28* |
| Footpath & Cycleways Restoration - General | 28 |
| *Local Road Reconstruction Program* | *825* |
| Fifteenth Avenue-Austral-2nd - Herley | 330 |
| Fourth Avenue-Austral-15th - Gurners | 495 |
| *Local Road Rehabilitation Program* | *3,511* |
| Cedar Road, Casula, - Camden Valley to Wattle | 44 |
| Challoner Avenue, Chipping Norton, - Longstaff to Alfred | 77 |
| Epsom Road, Chipping Norton, - Howlett to Alfred | 157 |
| Franklin Road, Chipping Norton, - Longstaff to Epsom | 55 |
| Kosciusko Place, Heckenberg | 88 |
| Lord Howe Drive, Green Valley, - Coquet to Green Valley | 330 |
| Maddecks Avenue, Moorebank, - Nuwarra to Stockton | 181 |
| Reilly Street, Lurnea, - Webster to MacDonald | 258 |
| Sheriff Street, Ashcroft, - Armstrong to Sutton | 297 |
| St Johns Rd, Busby, - Sth Liverpool to Orchard | 579 |
| Western Road Kemps Creek - Exeter to Elizabeth | 352 |
| Yarrangobilly Street, Heckenberg, - Eucumbene to Nth Liverpool | 330 |
| Borrowdale Close, Lurnea | 73 |
| Pavement Stabilisation & Strengthening | 691 |
| *Pedestrian Access & Mobility Plan* | *132* |
| Pedestrian Access & Mobility Plan | 66 |
| Disability Action Plan Implementation - Roads and Transport | 66 |





## Detailed Capital Expenditure Program by department for the period 2009-2010 (continued)

| | |
|---|---|
| *Regional Roads Reconstruction* | *1,099* |
| Governor Macquarie Drive, Chipping Norton, - River to Munday | 549 |
| North Liverpool Road,Green Valley-Whitford to Currawong | 549 |
| *Regional Roads Rehabilitation* | *308* |
| Denham Court Road, Denham Court, - Block 4 (Ch1200 to Ch1990) | 308 |
| *Safety Barriers* | *33* |
| Safety Barriers Installation | 33 |
| *Traffic Facilities* | *382* |
| Flowerdale Rd - Pedestrian Fencing | 22 |
| Green Valley Road, Green Valley, - Pedestrian Refuge (including lighting) | 53 |
| Marsden Rd - Kerb Blister | 33 |
| Pedestrian Refuges - Various | 55 |
| Pine Rd - Roundabout at Box Rd | 220 |
| Buildings and Recreation Works | 14,360 |
| **Buildings** | **5,540** |
| *Libraries & Community Centres* | *265* |
| Community Centre Rehabilitation Program | 109 |
| Cecil Hills Community Centre Extensions (s94) | 156 |
| *Aquatic & Leisure Centres* | *4,098* |
| Whitlam Aquatic Facilities Restoration | 490 |
| Whitlam Aquatic Centre - roof replacement | 840 |
| Whitlam Gymnasium & Squash court - Roof replacement | 436 |
| Whitlam Change room & Spa - Roof replacement | 182 |
| Whitlam Sports Stadium - Fixed grandstand seating | 416 |
| Whitlam 50m pool - Shade Structure | 900 |
| Whitlam Sports Stadium - Floor replacement | 484 |
| Whitlam Upgrade of Acquatic Centre Change Room | 100 |
| Whitlam Renovation and Upgrade to Front Entrance of Sports Stadium | 150 |
| Whitlam Upgrade of Car Park Security Lighting | 100 |
| *Heritage Conservation* | *145* |
| School of Arts Resoration/Conservation Works | 117 |
| Dr Pirie Centre Restoration/ Conservation | 28 |
| *Buildings General* | *33* |
| Whitlam Park | 33 |
| *Park & Sporting Amentities* | *789* |
| Cedar Road Res- Amenity Bld & Car park | 789 |
| *Child Care centres* | *159* |
| Child Care Centre Rehabilitation / Renovation | 159 |
| *Disability Action Plan* | *52* |
| Implementation of Disability Action Plan | 52 |
| **Parks & Recreation** | **8,821** |
| *Playgrounds* | *407* |
| Playground Replacement program | 259 |
| Bigge Park Playground | 148 |
| *Sporting Fields' Improvements* | *1,026* |
| Stanwell Park League Field Renovation | 160 |
| Woolway Park Sportsfields and Facilities Cecil Hills (s94) | 866 |
| *Floodlight* | *331* |
| Ireland Park Field Renovation Main Soccer | 150 |
| Floodlighting Staged Upgrade Program - Riverside Park (Baseball Diamond 2) | 181 |
| *Parks and Reserves - Regional Parks* | *6,134* |
| Casula Parkland Corridor | 5,084 |
| Pioneer Park (S94 funded) | 1,000 |
| Bigge Park - Masterplan | 50 |
| *Parks and Reserves - Key Suburbs Parks* | *494* |
| Lakeside Park - Key Suburb Park Upgrade | 162 |
| Bradshaw Park, Miller - Park Upgrade | 130 |

## Programs funded by developer contributions (continued)

| | |
|---|---|
| **Roads, Bridges and Footpaths** | **5,245** |
| Bernera Rd, Prestons-Reconstruction from Camden Valley Way to Kurrajong Rd | 100 |
| Bernera Rd, Prestons-Reconstruction from Kurrajong Rd to Yarrawa St | 50 |
| Bus Shelter Installations | 82 |
| Green Valley Road, Green Valley, - Pedestrian Refuge (including lighting) | 53 |
| Bus Shelters - Nineteenth Ave Catchment | 68 |
| Rounabout at intersection of Kurrajong Road and Mowbray Road | 169 |
| Roundabout at intersection of Kurrajong Road and un-made Road | 169 |
| Roundabout at Wilson & Frigate Bird Ave | 42 |
| Seagull Intersection at Kurrajong Road Extension | 169 |
| Seagull Intersection at Kurrajong Road Extension and un-made Road | 169 |
| Signalised Intersection at Ash Road and Jedda Road | 293 |
| Wombat Crossings - Ninetennth Ave Catchment | 11 |
| Middleton Grange-Bridge Construction - Bridge 1 | 525 |
| Middleton Grange-Bridge Construction - Bridge 5 | 456 |
| Kurrajong Rd Prestons Construction Kookaburra to Sarah Hollands | 100 |
| Kurrajong Rd Prestons Reconstruction Bernera to Kookaburra Rd | 1,000 |
| Kurrajong Rd Prestons-Bridge over Cabramatta Creek - Design | 150 |
| Middleton Grange-Collector Centre Street-Road Works - Road 5 | 28 |
| Middleton Grange-Collector Centre Street-Road Works - Road 6 | 34 |
| Middleton Grange-Culvert Construction at Bravo Ave | 150 |
| Middleton Grange-Culvert Construction Eastern End | 176 |
| Middleton Grange-Culvert Construction Southern End | 150 |
| Middleton Grange-Local Street - Road Works - Road 26 | 13 |
| Middleton Grange-Local Street -Road Works - Road 7 | 17 |
| Middleton Grange-Local Street -Road Works - Road 8 | 6 |
| Middleton Grange-Oval Edge Street Frontage to Parkland-Road Works | 163 |
| Kurrajong Rd Prestons Reconstruction San Marino Dr to Bernera Rd | 900 |
| **Land** | **4,941** |
| Kurrajong Road-Road Reserve-Intersection Widening with Bernera Road | 163 |
| Kurrajong Road-Road Reserve-Intersection Widening with Future Road | 612 |
| Kurrajong Road-Road Reserve-Intersection Widening with Mowbray Road | 122 |
| Kurrajong Road-Road Reserve-Intersection Widening with San Marino Drive | 68 |
| Middleton Grange-Water Cycle Area between Kingsford & McIver-Land Acquisition | 233 |
| Hinchinbrook Creek - Land Acquisition for Drainage Reserve | 575 |
| Kurrajong Rd Prestons Land Acquisition Kookaburra to Sarah Hollands | 3,000 |
| Middleton Grange-Collector Centre Street-Land Acquisition - Road 5 | 49 |
| Middleton Grange-Collector Centre Street-Land Acquisition - Road 6 | 62 |
| Middleton Grange-Local Street -Land Acquisition - Road 8 | 14 |
| Middleton Grange-Local Street-Land Acquisition Road 7 | 41 |
| **Grand Total** | **24,915** |

**Note:** This budget was not affected by the 9% Special Rate Variation





## Programs funded by Stormwater Management Service Charge

| PROGRAMS PROPOSED FOR FUNDING FROM STORMWATER MANAGEMENT SERVICE CHARGE | CURRENT AVERAGE EXP[1]. | NEW & ENHANCED WORKS | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| **Enhanced Drainage Maintenance** | 707598 | 150,000 | 177,000 | 170,000 | 170,000 | 185,000 | 190,000 | 305,000 | 310,000 | 320,000 | 320,000 |
| Piped drainage maintenance | | 150,000 | 177,000 | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50 000 | 50,000 | 50 000 |
| GPT Maintenance - Georges River | | | | 20 000 | 20,000 | 25,000 | 33,000 | 40,000 | 40,000 | 50,000 | 50 000 |
| GPT Maintenance - Cabramatta Creek | | | | | | 5,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| GPT Maintenance - Prospect Creek | | | | | | 5,000 | 5,000 | 6,000 | 10,000 | 10,000 | 10 000 |
| Edmondson Park Water Quality Devices maintenance | | | | | 50,000 | 50,000 | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Middleton Grange Water Quality Devices maintenance | | | | 50,000 | 50,000 | 50,000 | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Drainage Renewals and Upgrades** | 229727 | 195,000 | 520,000 | 750,000 | 680,000 | 570,000 | 500,000 | 400,000 | 405,000 | 450,000 | 490,000 |
| Urban drainage renewal & upgrade - Georges River | | 25,000 | 177,000 | 100,000 | 100,000 | 150,000 | 200,000 | 100,000 | 55,000 | 100,000 | 140,000 |
| Urban drainage renewal and upgrade - Cabramatta Creek | | 25,000 | 118,000 | 100,000 | 100,000 | 200,000 | 250,000 | 250,000 | 300,000 | 300,000 | 300,000 |
| GPT Upgrade Cecil Hills | | | | 70,000 | | | | | | | |
| Modifications to Cockatiel Circuit GPT | | | | 20,000 | | | | | | | |
| Riverside Park Wetland approach channel upgrade | | | 6,000 | | | | | | | | |
| Hammondville Park wetlands upgrade and bank works | | | | 10,000 | | | | | | | |
| Voyager Park wetlands upgrade | | | | 10 000 | | | | | | | |
| Wattle Grove Basin outlet upgrade | | 20,000 | | | | | | | | | |
| Clinches Pond upgrade works | | | 18,000 | 200,000 | 10,000 | 10 000 | | | | | |
| Grate modification works at various detention basins | | 35,000 | | | | | | | | | |
| Gerroa Place pond upgrade works | | | | 50,000 | 10,000 | | | | | | |
| Feodore Drive pond upgrade | | | | 50,000 | 10,000 | | | | | | |
| Banks and Whitford Road basin outlet improvement works | | 60,000 | | | | | | | | | |
| Cecil Hills Basin 3A Bank remedial works | | | | | | 160,000 | | | | | |
| Jedda Road Culvert Upgrade | | | | 90,000 | 400,000 | | | | | | |
| Minor drainage improvement works | | 30,000 | 93,000 | 50,000 | 50,000 | 50 000 | 50,000 | 50 000 | 50,000 | 50,000 | 50 000 |
| Anzac Creek M5 culvert blockage protection | | | 118,000 | | | | | | | | |
| **New Drainage Works** | 100000 | 275000 | 110000 | 750000 | 920000 | 420000 | 460000 | 445000 | 485000 | 430000 | 390000 |
| Wetlands construction | | | | 250,000 | | | | | | | |
| Wonga Road Flood Mitigation Works | | | | 100,000 | 300,000 | 20,000 | | | | | |
| New drainage - overland flow path improvements - Georges River | | | | 200,000 | 150,000 | 150,000 | 250 000 | 250,000 | 250,000 | 230,000 | 260,000 |
| New drainage - overland flow path improvements - Cabramatta Creek | | | | 100,000 | 250,000 | 150,000 | 150 000 | 95 000 | 100,000 | 100,000 | 140,000 |
| Brickmakers Creek Moore Street culvert bank stab Station | | 50,000 | | | | | | | | | |
| Scalabrini Village Levee Bank | | | 110,000 | | | | | | | | |
| Property protection works at Rowan Avenue channel | | | | | | | | | | | |
| Construction of GPTs at Clinches Pond | | 225,000 | | | | | | | | | |
| New GPTs - Georges River | | | | | 60,000 | | 60,000 | | | | |
| New GPTs - Cabramatta Creek | | | | | 160,000 | | | | 135,000 | | |
| New GPTs - Prospect Creek | | | | 100,000 | | 100,000 | | 100,000 | | 100,000 | |
| **ANNUAL TOTAL:** | 1037325 | 620,000 | 807,000 | 1670000 | 1770000 | 1175000 | 1150000 | 1150000 | 1200000 | 1200000 | 1200000 |
| **ANNUAL CUMULATIVE TOTAL** | | 620,000 | 1,427,000 | 3,097,000 | 4,867,000 | 6,042,000 | 7,192,000 | 8,342,000 | 9,542,000 | 10,742,000 | 11,942,000 |

1. This expenditure level will be maintained.

2. 26.04.2009 - 2009-10 Salaries added to project budgets for project management staff.

## Operating Budget - City Strategy





## Operating Budget - Executive

**Liverpool City Council**
**Operating Budget - Executive**
**For Period 1 July 2009 to 30 June 2010**

| | Grand Total | Casula Powerhouse | Communications & Events | Councillor Services | General Manager | Internal Audit |
|---|---|---|---|---|---|---|
| Rates & Annual charges | - | - | - | - | - | - |
| User Charges & Fees | (183,625) | (183,925) | - | - | 300 | - |
| Interest Received | - | - | - | - | - | - |
| Grants & Contributions | (514,432) | (514,432) | - | - | - | - |
| Other Operating Revenue | (195,864) | (162,474) | (33,390) | - | - | - |
| **Total Revenue** | **(893,921)** | **(860,831)** | **(33,390)** | **-** | **300** | **-** |
| Employee Costs | 2,998,825 | 1,311,978 | 946,168 | 96,171 | 455,563 | 158,945 |
| Materials & Contracts | 2,536,976 | 857,736 | 1,559,520 | 36,000 | 40,000 | 43,720 |
| Interest Charges | - | - | - | - | - | - |
| Depreciation | 611,662 | 604,880 | 6,035 | - | 748 | - |
| Other Operating Expenses | 836,618 | 59,613 | 324,370 | 446,775 | 5,200 | 660 |
| **Total Expenses** | **6,984,081** | **2,864,207** | **2,836,093** | **578,946** | **501,511** | **203,325** |
| **Net (Surplus)/Deficit Before Adjustment** | **6,090,160** | **2,003,376** | **2,802,703** | **578,946** | **501,811** | **203,325** |
| **Funding Reconciliation** | | | | | | |
| Less: Depreciation | (611,662) | (604,880) | (6,035) | - | (748) | - |
| Less: Reserve Funding of Operations | (99,739) | - | (99,739) | - | - | - |
| Add: Transfer to Reserve | 200,000 | - | - | 200,000 | - | - |
| Add: Restricted Funds | - | - | - | - | - | - |
| **Total funding reconciliation** | **(511,401)** | **(604,880)** | **(105,774)** | **200,000** | **(748)** | **-** |
| **Operating funds available to finance capital works** | **5,578,759** | **1,398,496** | **2,696,929** | **778,946** | **501,063** | **203,325** |
| **Capital budget** | | | | | | |
| Capital expenditure program | - | | | | | |
| Loan principal | | | | | | |
| **Total Capital Expenditure** | - | - | - | - | - | - |
| **Capital Result** | | | | | | |
| Section 94 | | | | | | |
| Town Improvement Fund | - | | | | | |
| Other restricted reserves | | | | | | |
| General reserves | | | | | | |
| Loan funds | | | | | | |
| Grants and contributions | - | | | | | |
| Carryovers | - | - | - | - | - | - |
| **Total capital funding** | - | - | - | - | - | - |
| **Capital funding result** | - | - | - | - | - | - |
| **Funding Result** | **5,578,759** | **1,398,496** | **2,696,929** | **778,946** | **501,063** | **203,325** |

**Note:** This budget was not affected by the 9% Special Rate Variation

## Operating budget - Governance and Financial Services

**Liverpool City Council**
**Operating Budget - Governance & Financial Services**
**For Period 1 July 2009 to 30 June 2010**

| | Grand Total | Corporate Services | Customer Services | Financial Services | Human Resources | Information Technology and GIS | Property Services |
|---|---|---|---|---|---|---|---|
| Rates & Annual charges | (67,154,140) | - | - | (67,154,140) | - | - | - |
| User Charges & Fees | (246,000) | - | - | (175,000) | - | (50,000) | (21,000) |
| Interest Received | (750,000) | - | - | (750,000) | - | - | - |
| Grants & Contributions | (8,035,000) | - | - | (8,035,000) | - | - | - |
| Other Operating Revenue | (786,700) | (4,000) | - | - | - | - | (782,700) |
| **Total Revenue** | **(77,021,840)** | **(4,000)** | **-** | **(76,164,140)** | **-** | **(50,000)** | **(803,700)** |
| Employee Costs | 7,017,045 | 444,619 | 1,427,447 | 266,435 | 2,331,508 | 1,950,977 | 326,260 |
| Materials & Contracts | 3,363,390 | 190,000 | 12,520 | 888,550 | 172,050 | 1,825,740 | 229,980 |
| Interest Charges | 3,092,669 | - | - | 3,092,669 | - | - | - |
| Depreciation | 526,767 | 8,398 | 5,536 | 997 | 1,246 | 254,694 | 255,896 |
| Other Operating Expenses | 2,868,860 | 4,000 | 1,020 | 23,100 | 2,406,000 | 412,490 | 18,500 |
| **Total Expenses** | **16,868,731** | **647,017** | **1,446,523** | **4,271,701** | **4,910,804** | **4,443,901** | **830,636** |
| **Net (Surplus)/Deficit Before Adjustment** | **(60,153,109)** | **643,017** | **1,446,523** | **(71,892,439)** | **4,910,804** | **4,393,901** | **26,936** |
| **Funding Reconciliation** | | | | | | | |
| Less: Depreciation | (526,767) | (8,398) | (5,536) | (997) | (1,246) | (254,694) | (255,896) |
| Less: Reserve Funding of Operations | - | - | - | - | - | - | - |
| Add: Transfer to Reserve | 1,000,000 | - | - | 600,000 | - | 400,000 | - |
| Add: Restricted Funds | 1,522,581 | - | - | 1,522,581 | - | - | - |
| **Total funding reconciliation** | **1,995,814** | **(8,398)** | **(5,536)** | **2,121,584** | **(1,246)** | **145,306** | **(255,896)** |
| **Operating funds available to finance capital works** | **(58,157,295)** | **634,619** | **1,440,987** | **(69,770,855)** | **4,909,558** | **4,539,207** | **(228,960)** |
| **Capital budget** | | | | | | | |
| Capital expenditure program | 269,000 | | | | | 459,000 | (190,000) |
| Loan principal | 5,516,294 | | | 5,516,294 | | | |
| **Total Capital Expenditure** | **5,785,294** | **-** | **-** | **5,516,294** | **-** | **459,000** | **(190,000)** |
| **Capital Result** | | | | | | | |
| Section 94 | - | | | | | | |
| Town Improvement Fund | - | | | | | | |
| Other restricted reserves | - | | | | | | |
| General reserves | (459,000) | | | | | (459,000) | |
| Loan funds | - | | | | | | |
| Grants and contributions | - | | | | | | |
| Carryovers | - | | | | | | |
| **Total capital funding** | **(459,000)** | **-** | **-** | **-** | **-** | **(459,000)** | **-** |
| **Capital funding result** | **5,326,294** | **-** | **-** | **5,516,294** | **-** | **-** | **(190,000)** |
| **Funding Result** | **(52,831,001)** | **634,619** | **1,440,987** | **(64,254,561)** | **4,909,558** | **4,539,207** | **(418,960)** |





## Programs funded by developer contributions (section 94)

| | $'000 |
|---|---|
| Buildings | 2,644 |
| Braidwood Drive Reserve, Prestons- Design of Amenities Building and Carpark | 100 |
| Cecil Hills Community Centre Extensions (s94) | 156 |
| First Ave Reserve, Hoxton Park- Design and Construction of Amenities Building | 700 |
| Whitlam 50m pool - Shade Structure | 900 |
| Cedar Road Res- Amenity Bld & Car park | 789 |
| Drainage & Floodplain | 3,684 |
| Basin 4 Cecil Hills - Tenders & Let Contract | 1,000 |
| Middleton Grange-Water Cycle Area between Kingsford & McIver - Drainage Works | 95 |
| Middleton Grange-Water Cycle Area between Monkton & Bonython Ave's-Drainage Works | 74 |
| Middleton Grange-Water Cycle Area in Village Centre-Drainage Works | 128 |
| Middleton Grange-Water Cycle Area on Southern Creek-Drainage Works | 238 |
| Basin 11C Horningsea Park-Construction of Basin & Playing Fields | 500 |
| Construction of Drainage Channel & multi-cell box culverts | 1,500 |
| Basin 11C Horningsea Park-Tender & Implementation of Vegetation Management Plan | 150 |
| Land Improvements | 207 |
| Tree Planting - Casula (s94) | 50 |
| Tree Planting - Cecil Hill(s94) | 7 |
| Tree Planting - Hinchinbrook(s94) | 50 |
| Tree Planting - Plan6(s94) | 100 |
| Parks & Recreation | 8,193 |
| Cowpasture Road District Playing Fields, Carnes Hill-Design Amenities Building, Carpark and Landscaping | 100 |
| Cowpasture Road District Playing Fields, Carnes Hill-Design/Specs & Tenders | 50 |
| Ireland Park Field Renovation Main Soccer | 150 |
| Aston Reserve Local Park Improvement | 109 |
| Dalmeny Drive Local Park | 52 |
| Glendevie Local Park Improvements | 109 |
| Bigge Park Playground | 148 |
| Woolway Park Sportsfields and Facilities Cecil Hills (s94) | 866 |
| Braidwood Drive Reserve, Prestons - Investigation & Concept | 100 |
| Cowpasture Road Play Fields Carnes Hill Investigation & Concept Design | 50 |
| Drainage Works Cecil Hills Environmental Management | 25 |
| Collimore Park, Liverpool - Park Construction | 56 |
| Kelso Park Shade Shelters | 10 |
| Casula Parkland Corridor | 3,084 |
| Southern Oval-Middleton Grange-Landscaping & Associated Works | 200 |
| Park in northern area-eastern side-Land Acquisition | 580 |
| Park on 16th Ave-Land Acquisition | 351 |
| Southern Oval-Middleton Grange-Land Acquisition | 600 |
| Middleton Grange-Village Park-Landscaping | 48 |
| Park in northern area-eastern side-Landscaping & Associated Works | 103 |
| First Ave Rsve Hoxton Park- Design & Construction of Carpark | 100 |
| Maple Road Precinct Park, Casula - Construction of Consolidated Passive Area & Children Play's Area | 200 |
| Rehabilitation and Landscaping in Middleton Grange | 100 |
| Pioneer Park (s94) | 1,000 |

## Operating Budget - City Planning

**Liverpool City Council**
**Operating Budget - City Planning**
**For Period 1 July 2009 to 30 June 2010**

| | Grand Total | Building | City Planning | Statutory Planning |
|---|---|---|---|---|
| Rates & Annual charges | (198,000) | (198,000) | - | - |
| User Charges & Fees | (2,095,800) | (885,800) | - | (1,210,000) |
| Interest Received | - | - | - | - |
| Grants & Contributions | - | - | - | - |
| Other Operating Revenue | (65,000) | (50,000) | - | (15,000) |
| **Total Revenue** | **(2,358,800)** | **(1,133,800)** | - | **(1,225,000)** |
| Employee Costs | 3,405,908 | 1,304,532 | 415,305 | 1,686,071 |
| Materials & Contracts | 475,930 | 39,000 | 26,350 | 410,580 |
| Interest Charges | - | - | - | - |
| Depreciation | 804,313 | 804,313 | - | - |
| Other Operating Expenses | 9,500 | 5,000 | - | 4,500 |
| **Total Expenses** | **4,695,651** | **2,152,845** | **441,655** | **2,101,151** |
| **Net (Surplus)/Deficit Before Adjustment** | **2,336,851** | **1,019,045** | **441,655** | **876,151** |
| **Funding Reconciliation** | | | | |
| Less: Depreciation | (804,313) | (804,313) | - | - |
| Less: Reserve Funding of Operations | | | - | - |
| Add: Transfer to Reserve | - | - | - | - |
| Add: Restricted Funds | - | - | - | - |
| **Total funding reconciliation** | **(804,313)** | **(804,313)** | - | - |
| **Operating funds available to finance capital works** | **1,532,538** | **214,732** | **441,655** | **876,151** |
| **Capital budget** | | | | |
| Capital expenditure program | - | | | |
| Loan principal | - | | | |
| **Total Capital Expenditure** | - | - | - | - |
| **Capital Result** | | | | |
| Section 94 | - | | | |
| Town Improvement Fund | - | | | |
| Other restricted reserves | - | | | |
| General reserves | - | | | |
| Loan funds | - | | | |
| Grants and contributions | - | | | |
| Carryovers | - | - | - | - |
| **Total capital funding** | - | - | - | - |
| **Capital funding result** | - | - | - | - |
| **Funding Result** | **1,532,538** | **214,732** | **441,655** | **876,151** |





## Operating Budget - City Services

**Liverpool City Council**
**Operating Budget - City Services**
**For Period 1 July 2009 to 30 June 2010**

| | Grand Total | City Maintenance | City Services | Community Planning | Community Services | Enforcement | Library Services | Recreation and Open Space |
|---|---|---|---|---|---|---|---|---|
| Rates & Annual charges | - | - | - | - | - | - | - | - |
| User Charges & Fees | (4,892,735) | (1,370,000) | - | (2,000) | (3,094,652) | (66,300) | (39,600) | (320,183) |
| Interest Received | - | - | - | - | - | - | - | - |
| Grants & Contributions | (2,837,913) | (144,868) | - | (217,500) | (1,962,280) | - | (392,121) | (121,144) |
| Other Operating Revenue | (5,158,750) | (1,355,950) | | - | | (3,761,600) | (116,200) | (125,000) |
| **Total Revenue** | **(12,889,398)** | **(2,670,818)** | - | **(219,500)** | **(5,056,932)** | **(3,827,600)** | **(547,921)** | **(566,627)** |
| Employee Costs | 24,911,650 | 7,200,027 | 267,093 | 1,239,193 | 6,277,512 | 1,389,030 | 4,213,201 | 4,324,539 |
| Materials & Contracts | 12,686,771 | 5,564,395 | 5,890 | 189,550 | 1,722,741 | 824,600 | 1,025,030 | 3,354,565 |
| Interest Charges | - | - | - | - | - | - | - | - |
| Depreciation | 6,813,880 | 2,176,747 | - | 2,355 | 1,333,876 | 3,351 | 1,707,022 | 1,590,030 |
| Other Operating Expenses | 2,511,792 | 1,825,437 | 1,900 | 9,700 | 300,515 | 8,700 | 172,200 | 193,340 |
| **Total Expenses** | **46,924,093** | **16,766,606** | **274,888** | **1,440,798** | **9,634,644** | **2,226,231** | **7,118,453** | **9,462,474** |
| **Net (Surplus)/Deficit Before Adjustment** | **34,034,695** | **14,095,788** | **274,888** | **1,221,298** | **4,577,712** | **(1,601,369)** | **6,570,532** | **8,895,847** |
| **Funding Reconciliation** | | | | | | | | |
| Less: Depreciation | (6,813,880) | (2,176,747) | - | (2,355) | (1,333,876) | (3,851) | (1,707,022) | (1,590,030) |
| Less: Reserve Funding of Operations | (162,789) | - | - | - | - | - | - | (162,789) |
| Add: Transfer to Reserve | 500,000 | 500,000 | - | - | - | - | - | - |
| Add: Restricted Funds | - | - | - | - | - | - | - | - |
| **Total funding reconciliation** | **(6,476,669)** | **(1,676,747)** | - | **(2,355)** | **(1,333,876)** | **(3,851)** | **(1,707,022)** | **(1,752,819)** |
| **Operating funds available to finance capital works** | **27,558,026** | **12,419,041** | **274,888** | **1,218,943** | **3,243,836** | **(1,605,220)** | **4,863,510** | **7,143,028** |
| **Capital budget** | | | | | | | | |
| Capital expenditure program | 1,897,000 | 1,080,000 | | | | | 610,000 | 207,000 |
| Loan principal | - | | | | | | | |
| **Total Capital Expenditure** | **1,897,000** | **1,080,000** | - | - | - | - | **610,000** | **207,000** |
| **Capital Result** | | | | | | | | |
| Section 94 | (207,000) | | | | | | | (207,000) |
| Town Improvement Fund | - | | | | | | | |
| Other restricted reserves | - | | | | | | | |
| General reserves | (500,000) | (500,000) | | | | | | |
| Loan funds | - | | | | | | | |
| Grants and contributions | - | | | | | | | |
| Carryovers | - | - | - | - | - | - | - | - |
| **Total capital funding** | **(707,000)** | **(500,000)** | - | - | - | - | - | **(207,000)** |
| **Capital funding result** | **1,190,000** | **580,000** | - | - | - | - | **610,000** | - |
| **Funding Result** | **28,748,026** | **12,999,041** | **274,888** | **1,218,943** | **3,243,836** | **(1,605,220)** | **5,473,510** | **7,143,028** |

# Consolidated operating budget

**Liverpool City Council**
**Consolidated Operating Budget**
**1 July 2009 - 30 June 2010**

| | 08-09 Annual Original Budget | 09-10 Annual Original Budget | Assets and Infrastructure Delivery | City Planning | City Services | City Strategy | Executive | Governance & Financial Services |
|---|---|---|---|---|---|---|---|---|
| Rates & Annual charges | (75,198,572) | (84,691,316) | (1,280,000) | (198,000) | - | (16,059,176) | - | (67,154,140) |
| User Charges & Fees | (8,264,211) | (7,948,177) | (268,017) | (2,095,800) | (4,892,735) | (262,000) | (183,625) | (246,000) |
| Interest Received | (5,651,711) | (2,530,000) | (1,630,000) | - | - | (150,000) | - | (750,000) |
| Grants & Contributions | (23,850,333) | (20,716,838) | (8,794,493) | - | (2,837,913) | (485,000) | (514,132) | (8,085,000) |
| Other Operating Revenue | (15,998,163) | (7,033,314) | (12,000) | (65,000) | (5,158,750) | (815,000) | (195,861) | (786,700) |
| **Total Revenue** | **(128,962,990)** | **(122,919,645)** | **(11,984,510)** | **(2,358,800)** | **(12,889,398)** | **(17,771,176)** | **(893,921)** | **(77,021,840)** |
| Employee Costs | 43,254,317 | 44,835,351 | 3,511,815 | 3,405,908 | 24,911,650 | 2,990,108 | 2,998,825 | 7,017,045 |
| Materials & Contracts | 35,307,415 | 35,804,207 | 2,390,092 | 475,930 | 12,686,771 | 14,351,018 | 2,536,976 | 3,363,390 |
| Interest Charges | 3,318,646 | 3,092,669 | - | - | | - | - | 3,092,669 |
| Depreciation | 17,761,546 | 22,369,868 | 13,571,523 | 804,313 | 6,813,880 | 41,722 | 611,662 | 526,767 |
| Other Operating Expenses | 8,241,336 | 8,630,455 | 17,760 | 9,500 | 2,511,792 | 2,385,925 | 836,618 | 2,868,860 |
| **Total Expenses** | **107,883,260** | **114,732,550** | **19,491,190** | **4,695,651** | **46,924,093** | **19,768,803** | **6,984,081** | **16,868,731** |
| **Net (Surplus)/Deficit Before Adjustment** | **(21,079,730)** | **(8,187,095)** | **7,506,680** | **2,336,851** | **34,034,695** | **1,997,627** | **6,090,160** | **(60,153,109)** |
| **Funding Reconciliation** | | | | | | | | |
| Less: Depreciation | (17,761,546) | (22,369,868) | (13,571,523) | (804,313) | (6,813,880) | (41,722) | (611,662) | (526,767) |
| Less: Reserve Funding of Operations | (2,461,342) | (601,784) | (155,126) | - | (162,789) | (184,130) | (99,739) | - |
| Add: Transfer to Reserve | 11,669,996 | 1,700,000 | - | | 500,000 | - | 200,000 | 1,000,000 |
| Add: Restricted Funds | 19,064,099 | 14,026,578 | 11,494,494 | - | - | 1,009,503 | - | 1,522,581 |
| **Total funding reconciliation** | **10,511,207** | **(7,245,074)** | **(2,232,155)** | **(804,313)** | **(6,476,669)** | **783,651** | **(511,401)** | **1,995,814** |
| **Operating funds available to finance capital works** | **(10,568,523)** | **(15,437,169)** | **5,274,525** | **1,532,538** | **27,558,026** | **2,781,278** | **5,578,759** | **(58,157,295)** |
| **Capital budget** | | | | | | | | |
| Capital expenditure program | 67,651,839 | 48,506,170 | 45,145,170 | - | 1,897,000 | 1,195,000 | - | 269,000 |
| Loan principal | 4,740,000 | 5,516,294 | | | | | | 5,516,294 |
| **Total Capital Expenditure** | **72,391,839** | **54,022,464** | **45,145,170** | **-** | **1,897,000** | **1,195,000** | **-** | **5,785,294** |
| **Capital Result** | | | | | | | | |
| Section 94 | (45,411,939) | (24,914,420) | (21,707,420) | - | (207,000) | - | - | - |
| Town Improvement Fund | (2,300,000) | (2,692,300) | (2,692,300) | - | - | - | - | - |
| Other restricted reserves | (1,435,000) | (2,002,300) | (807,300) | - | - | (1,195,000) | - | - |
| General reserves | (2,308,900) | (959,000) | - | - | (500,000) | - | - | (459,000) |
| Loan funds | (6,500,000) | - | | | | - | | |
| Grants and contributions | (3,905,529) | (8,022,275) | (8,022,275) | | - | - | | |
| Carryovers | - | - | - | | | - | - | - |
| **Total capital funding** | **(61,861,368)** | **(38,590,295)** | **(36,229,295)** | **-** | **(707,000)** | **(1,195,000)** | **-** | **(459,000)** |
| **Capital funding result** | **10,530,471** | **15,432,169** | **8,915,875** | **-** | **1,190,000** | **-** | **-** | **5,326,294** |
| **Funding Result (Surplus) / Deficit** | **(38,052)** | **-** | **14,190,400** | **1,532,538** | **28,748,026** | **2,781,278** | **5,578,759** | **(52,831,001)** |





# Consolidated operating budget by department

## Operating budget - Assets and Infrastructure

**Liverpool City Council**
**Operating Budget - Assets & Infrastructure**
**For Period 1 July 2009 to 30 June 2010**

| | Grand Total | Assets & Infrastructure | Assets and Capital Works | Buildings and Recreation Works | Design Services | Land Development | Procuremen Service |
|---|---|---|---|---|---|---|---|
| Rates & Annual charges | (1,280,000) | - | (1,280,000) | - | | - | |
| User Charges & Fees | (268,017) | - | - | - | - | (268,017) | |
| Interest Received | (1,630,000) | | (30,000) | | | (1,600,000) | |
| Grants & Contributions | (8,794,493) | - | (210,000) | - | | (8,584,493) | - |
| Other Operating Revenue | (12,000) | - | | - | - | - | (12,000) |
| **Total Revenue** | **(11,984,510)** | **-** | **(1,520,000)** | **-** | **-** | **(10,452,510)** | **(12,000)** |
| Employee Costs | 3,511,815 | 588,656 | 993,115 | 106,593 | 330,294 | 740,992 | 151,555 |
| Materials & Contracts | 2,390,092 | 12,000 | 1,893,600 | 425,222 | 54,570 | 1,200 | 3,500 |
| Interest Charges | - | - | - | | | - | |
| Depreciation | 13,571,523 | 4,179 | 13,372,338 | 189,553 | 2,329 | 3,124 | - |
| Other Operating Expenses | 17,760 | 300 | 11,250 | - | 3,850 | 1,760 | 100 |
| **Total Expenses** | **19,491,190** | **605,645** | **16,270,603** | **1,021,368** | **391,043** | **747,076** | **455,455** |
| **Net (Surplus)/Deficit Before Adjustment** | **7,506,680** | **605,645** | **14,750,603** | **1,021,368** | **391,043** | **(9,705,434)** | **443,455** |
| **Funding Reconciliation** | | | | | | | |
| Less: Depreciation | (13,571,523) | (4,179) | (13,372,338) | (189,553) | (2,329) | (3,124) | - |
| Less: Reserve Funding of Operations | (155,126) | (89,701) | - | - | - | (65,425) | - |
| Add. Transfer to Reserve | - | | - | - | | - | |
| Add: Restricted Funds | 11,494,494 | - | 1,310,000 | - | - | 10,184,494 | - |
| **Total funding reconciliation** | **(2,232,155)** | **(93,880)** | **(12,062,338)** | **(189,553)** | **(2,329)** | **10,115,945** | **-** |
| **Operating funds available to finance capital works** | **5,274,525** | **511,765** | **2,688,265** | **831,815** | **388,714** | **410,511** | **443,455** |
| **Capital budget** | | | | | | | |
| Capital expenditure program | 45,145,170 | | 13,666,850 | 14,360,300 | | 17,118,020 | |
| Loan principal | - | | | | | | |
| **Total Capital Expenditure** | **45,145,170** | **-** | **13,666,850** | **14,360,300** | **-** | **17,118,020** | **-** |
| **Capital Result** | | | | | | | |
| Section 94 | (24,707,420) | | (135,100) | (7,154,300) | | (17,118,020) | |
| Town Improvement Fund | (2,692,300) | | (2,642,300) | (50,000) | | | |
| Other restricted reserves | (807,300) | | (807,300) | | | | |
| General reserves | - | | | | | | |
| Loan funds | | | | | | | |
| Grants and contributions | (8,022,275) | | (4,091,275) | (3,928,000) | | | |
| Carryovers | - | - | - | - | - | - | - |
| **Total capital funding** | **(36,229,295)** | **-** | **(7,678,975)** | **(11,432,300)** | **-** | **(17,118,020)** | **-** |
| **Capital funding result** | **8,915,875** | **-** | **5,987,875** | **2,928,000** | **-** | **-** | **-** |
| **Funding Result** | **14,190,400** | **511,765** | **8,676,140** | **3,759,815** | **388,714** | **410,511** | **443,455** |

## Supporting documents

To help guide and manage its work, Council has adopted a number of strategies and plans that cover a wide range of our activities. Some of these are required by legislation and others are in place as best practice guidelines.

Some of these plans include;

- Social Plan
- Cultural Plan
- Disability Action Plan
- Graffiti Management Strategy
- Environment Restoration Plan
- Waste Avoidance and Resource Recovery Strategy
- Biodiversity Strategy
- Fraud Prevention Plan
- Liverpool Local Environmental Plan
- Consolidated Development Control Plan
- Liverpool Developer Contributions Plan

Many of the key actions for 2009-2010 contained in these documents have been integrated into the Corporate Plan.

It is not possible to include the actions from every plan and strategy. If you would like more information or a copy of one of these documents, please contact our Customer Contact Centre on 1300 36 2170 or visit our website www.liverpool.nsw.gov.au

## Detailed Budget Information

The following pages show:

Consolidated budget
Consolidated operating budget
Works funded by Stormwater Management Service Charge
Development contributions (section 94)
Detailed capital expenditure programs by department





## Consolidated budget for the period 2009-2012

| | 2008-2009 Budget $'000 | 2009-2010 Budget $'000 | 2010-2011 Budget $'000 | 2011-2012 Budget $'000 |
|---|---|---|---|---|
| Rates and annual charges | 59,166 | 68,602 | 70,317 | 72,075 |
| Annual Charges | 16,033 | 16,089 | 16,608 | 17,144 |
| User charges and fees | 8,452 | 7,948 | 8,147 | 8,351 |
| Interest received | 5,652 | 2,530 | 2,467 | 2,405 |
| Grants and contributions | 23,167 | 20,717 | 21,087 | 21,465 |
| Other operating revenues | 16,552 | 7,033 | 7,209 | 7,389 |
| **Total revenues** | **129,021** | **122,920** | **125,834** | **128,829** |
| Employee costs | 46,403 | 47,606 | 49,581 | 52,060 |
| Less: Capitalised labour | (2,563) | (2,771) | (2,909) | (3,055) |
| Materials and contracts | 35,757 | 35,804 | 37,103 | 37,866 |
| Interest charges | 3,319 | 3,093 | 2,711 | 2,303 |
| Depreciation | 17,762 | 22,370 | 23,712 | 25,135 |
| Other operating expenses | 7,664 | 8,630 | 8,803 | 8,979 |
| **Total operating expenses** | **108,342** | **114,732** | **119,001** | **123,288** |
| **Net income before adjustments** | **20,680** | **8,187** | **6,834** | **5,541** |
| **Funding reconciliation** | | | | |
| Add depreciation | 17,762 | 22,370 | 23,712 | 25,135 |
| Add reserve funding of operations | 1,866 | 602 | 593 | 614 |
| Less transfer to reserve | (11,670) | (1,700) | (1,750) | (1,750) |
| Less restricted funds (includes - Section 94 interest, TIF and TIF interest and Enviroment Levy) | (19,064) | (14,027) | (14,321) | (14,623) |
| **Total funding reconciliation** | **(11,107)** | **7,245** | **8,234** | **9,377** |
| **Operating funds available to finance capital works** | **9,573** | **15,432** | **15,068** | **14,918** |
| less: Loan Principal | 4,740 | 5,516 | 5,898 | 6,305 |
| **Available for Capital Expenditure** | **4,833** | **9,916** | **9,170** | **8,613** |
| **Capital Expenditure** | **67,240** | **48,506** | **42,339** | **52,476** |
| **Capital Funding** | | | | |
| Funded labour | 1,103 | 711 | 315 | 193 |
| Contributions Capital | 135 | 135 | 135 | 150 |
| Grants Capital | 3,721 | 7,840 | 3,546 | 3,107 |
| S94 Developer Contributions | 44,124 | 24,600 | 22,614 | 35,504 |
| Town Improvement Fund | 2,130 | 2,450 | 2,950 | 1,200 |
| Domestic Waste Management | 225 | 295 | 40 | 40 |
| Environmental Levy | 590 | 900 | 1,000 | 1,000 |
| Stormwater Annual Charge | 620 | 700 | 1,670 | 1,770 |
| Bus Shelter Reserve | 75 | 0 | 0 | 0 |
| CBD Reserve | 920 | 0 | | |
| Loan | 6,500 | 0 | 0 | 0 |
| Other Restricted Reserves | 996 | 0 | | |
| Plant Replacement Reserve | 800 | 500 | 500 | 500 |
| Information Technology Reserve | 507 | 459 | 400 | 400 |
| | **62,446** | **38,590** | **33,170** | **43,864** |
| **Capital Funding Result** | **(4,794)** | **(9,916)** | **(9,169)** | **(8,613)** |
| **Net Funding Position - Surplus/(Deficit)** | **39** | **(0)** | **0** | **0** |

Develop a policy and procedure for handling grievances and support this with training for managers and staff (Human Resources)

Integrate planning across the organisation according to the new Department of Local Government model

Continue developing a long-term (10 year) integrated financial management plan (Financial Services)

Develop long-term asset management plans for Council's infrastructure assets (Assets and Capital Works, Building and Recreation Works)

Review Council's existing financial planning system and integrate with the Asset Management Plan and other corporate planning documents (Financial Services)

Review new S94 guidelines, assess impact of funding and incorporate into the Long Term Financial Strategy and funding model (Financial Services)

Continue condition rating assessments and long term renewal planning for drainage and road infrastructure (Assets and Capital Works)

Redesign planning and reporting processes to reflect the requirement of the new integrated planning model (Strategic Research)

Design public consultation processes that comply with the new integrated planning model (Strategic Research)

## Council's regular services to the community

Council is responsible for:

- Implementing management and compliance systems (such as pecuniary interest framework and delegations) to improve governance including transparency to the public and compliance with legislation (Corporate Services)
- Managing Council records with a centralised electronic document management system according to best practice in NSW (Information Technology)
- Managing construction contracts in accordance with the terms of the contract and in conformity with all relevant Acts and Regulations (Procurement Services)
- Undertaking a program of Occupational Health and Safety audits that meet WorkCover's model for self-insurers (Human Resources)
- Managing Council's property portfolio (land and building assets) by undertaking purchase, sale, lease, licence or easement action in accordance with legislation and Council decisions (Property Services)
- Preparing and processing all employee entitlements and benefits on a fortnightly basis (Human Resources)
- Managing recruitment processes to match staffing needs (Human Resources)





- Providing and maintaining technology including desktops, notebooks, servers, printers, storage, network devices, communication links, backup and security devices to enable Council to deliver an efficient modern service (Information Technology)
- Providing desktop and business applications along with support to enable Council business units to efficiently store, retrieve and manipulate data (Information Technology)
- Ensuring alignment of procedures, policies and practices with legislation (Corporate Services)
- Providing services for the conduct of Council meetings, implementation of Council decisions and safekeeping of Council records (Corporate Services)
- Managing Council's Legal Services Panel, legal proceedings, subpoena compliance, access to Council's documents and providing in house expertise, including legal drafting services (Corporate Services)
- Providing a coordinated approach to grants funding to maximise opportunities and secure external funding for Council approved projects, services and functions (Financial Services)
- Maintaining Council's Disaster Recovery Plan (Human Resources)
- Developing and implementing policies, procedures and practices to identify, evaluate, mitigate and monitor risks within and to Council (Human Resources)
- Monitoring and reviewing investment options available to Council; securing required loan funds; managing accounts payable; monitoring outstanding debts; collecting rates; and completing various statutory reports and returns (Financial Services)
- Regularly reviewing existing financial policies and procedures and developing new financial policies and procedures as the need arises (Financial Services)
- Undertaking an independent program of management, financial, operations and compliance audits and advisory services (Internal Audit)
- Investigating and reporting suspected, notified and confirmed cases of fraud and corruption (Internal Audit)
- Providing tendering and contracting support for the procurement of for goods, services and assets across Council (Procurement Services)
- Providing contract formation services and coordinating contractual dispute resolution services (Procurement Services)

# Improved organisational management and development

Local government in NSW is at a turning point. Communities are rapidly changing and local councils must continue to evolve if they are to remain connected to their communities. Liverpool City Council faces pressures of interpreting its community's needs, considering the affordability of capital works programs and deciding recurrent levels of service in the context of a worsening financial situation. Resources are limited and competing community demands mean Council cannot do everything.

A number of recent inquiries has shown that Councils in NSW face enormous financial pressures arising from the maintenance costs of a large asset base and the absence of any clear sources of additional funds which can be used to ease the pressure.

Council strives to responsibly manage its resources by supporting and developing its staff, closely monitoring its finances and providing needed community-focused services.

## The community's long term vision (Outcomes)

The people of Liverpool will have a Council that:

- Provides the traditional range of local government services
- Has services that are highly customer focussed
- Demonstrates good governance and sound financial management
- Has sustainable operations, and
- Is a safe, healthy and productive workplace

## How Council is working towards this vision during 2009-2010 (Strategies and actions)

Provide staff with the necessary skills and resources to improve Council's business systems and customer service

Improve the access to information for staff through
- Regular newsletters (Communications)
- Revamping the intranet (Communications, Information Technology)
- Regular staff surveys (Communications)

Review training policies and procedures to better support staff undertaking essential long term studies, particularly planners (Human Resources)

Investigate opportunities to provide existing worker traineeships, especially in the areas of records management, administration and operational services (Human Resources)

Deliver more in-house training (Human Resources)

Research and pursue relevant grants as an alternative means of funding priority actions

Submit grant applications for:
- Recreation facilities (Community Planning)
- Library customer service projects (Library Services)
- Child restraint checking and local street speed campaign (Sustainable Environment)
- Community safety projects (Community Planning)





Investigate practical options to drive business improvement and organisational efficiency

Continue to implement a property management strategy to recommend the sale of surplus properties and or generate income from Council's property assets (Property Services)

Finalise the "voice over internet protocol" implementation (Information Technology)

Develop electronic systems to replace paper forms and provide training to support their implementation (Human Resources)

Review and improve processes and resources that support the operations of Council

Review Council's corporate policies including:
- Code of Conduct
- Code of Meeting Practice
- Payment of expenses and provision of facilities to Mayor and Councillors policy
- Fraud and Corruption Prevention (Corporate Services)

Revise Council's processes for dealing with requests for information held by Council (Corporate Services)

Update competencies and key performance indicators for all positions in consultation with managers and include in job descriptions (Human Resources)

Collate and document the duties performed by our staff across the Council and the competencies required to undertake them to enable improved identification of skills gaps and training needs (Human Resources)

Develop and implement a new job evaluation policy and procedure (Human Resources)

Improve the way Council uses technology

Review and report on the second year of implementing the new financial system (Technology 1) (Information Technology)

Develop a central name and address register to reduce duplication (Information Technology)

Store more data electronically and reduce the need for paper storage by assessing Council's records storage facilities and processes (Information Technology)

Develop policies and procedures, in consultation with employees or their representatives, which demonstrate the organisations commitment to the creation and ongoing provision of a safe workplace

Update Council's occupational health and safety system to comply with the self-insurers requirements of WorkCover and national standards (Human Resources)

Develop measurable Occupational Health and Safety objectives and targets to meet legal requirements which are relevant for all functional levels and then monitor these. (This is a requirement in the new guidelines for self insurers) (Human Resources)

Finalise the Equal Employment Opportunity Management Plan 2009-2012 and implement outcomes in key areas of policies and procedures, communication and awareness, recruitment and selection and training and development (Human Resources)

Provide recycling and decrease landfill through better public education and management of waste and resources

Trial the use of recycling bins in public places (Sustainable Environment)

Evaluate the effectiveness of new waste collection and waste processing system and update Council's Waste Avoidance and Resource Recovery Strategy to incorporate the findings (Sustainable Environment)

Refocus the Library collection, services and programs to better meet the various learning needs of people in the community

Provide a collection that meets the needs of the people of Liverpool and continue to take steps to improve the quality of the collection (Library Services)

Establish the Liverpool Regional Family History Centre within the Liverpool Regional Museum (Library Services)

Continue to implement the new customer service strategy based on a floor walking approach (Library Services)

Provide child care services to enable working parents to access high quality programs that support their families and career choices

Promote the benefits of children using quality early childhood services and help families select the child care service they need (Community Services)

Integrate sustainability across Council

Implement indicators that measure the community and Council progress toward sustainability to better inform decisions (Strategic Research)

Develop and implement education and awareness initiatives in relation to energy efficiency and water conservation that include workshops, brochures and email updates (Sustainable Environment)

### Council's regular services to the community

Council is responsible for:

- Providing on request a household waste cleanup up to two times per year per household for general waste, or unlimited times for metal waste (City Maintenance)
- Providing a domestic waste collection service and responsible disposal to approximately 56,000 households (Sustainable Environment)
- Sorting and recycling material from domestic waste collected from approximately 56,000 households (Sustainable Environment, City Maintenance)
- Implementing companion animal registration public awareness program, picking-up stray companion animals, investigating suspected offences and undertaking enforcement action as required (Rangers and Parking Services)
- Conducting regular inspections of food premises and providing advice as required to improve their health performance (Health and Building)
- Investigating and acting on complaints about public and environmental health (Health and Building)





- Conducting inspections of all regulated premises (hairdressers, beauty salons, places where skin penetration is performed, places of shared accommodation, caravan parks etc) and providing advice on improving their health and safety (Health and Building)
- Regularly removing litter and rubbish from bins in streets, public parks, sports grounds and other public spaces (City Maintenance)
- Operating a team that removes illegally dumped rubbish and prosecutes offenders where possible (Rangers and Parking Services).
- Providing professional development for local and regional artists through national and international touring (Casula Powerhouse)
- Providing responsible needle and other clinical waste collection and disposal (Sustainable Environment)

Implement actions to address priority issues in the social program

Undertake consultations to build stronger links between local youth service providers and schools which can lead to improved services and facilities for young people (Community Planning)

Develop a local Aboriginal affairs policy for Council (Community Planning)

Investigate opportunities to improve the documentation of the Aboriginal history in Liverpool (Community Planning)

Implement an agreement between residents, government and non government organisations to work collectively towards improving the amenity of Miller Square (Community Planning)

Research and consult to identify opportunities for establishing a self-sustaining youth enterprise in the 2168 postal area (Community Planning)

### Council's regular services to the community

Council is responsible for:

- Informing, educating and providing learning and leisure opportunities through a network of public libraries and online access points (Library Services)
- Providing a range of cultural, heritage and educational exhibitions, events and programs (Library Services, Casula Powerhouse)
- Providing an arts collection, education and entertainment facility of national standard that runs high quality exhibitions and other events which provide enjoyment and challenge perceptions (Casula Powerhouse)
- Collecting, preserving and providing access to cultural and heritage objects and materials that represent and celebrate the Liverpool region (Library Services, Casula Powerhouse)
- Providing child care services (in particular for children aged under three years) in response to demand (Community Services)
- Facilitating the provision of funding to community groups from sources other than Council (Community Planning)
- Providing non financial resources to support the operation of community networks (Community Planning)
- Providing information about the Liverpool community to the public in the form of fact sheets, reports and directories (Community Planning)
- Providing community development and social planning advice to internal and external customers (Community Planning)
- Undertaking up to two citizenship ceremonies per month for at least 70 prospective citizens (Events)
- Providing community centres for use by residents for social, educational, resourcing and networking occasions and community services providers to deliver programs to residents in their local and regional area (Community Services)
- Providing long-term unemployed people with work experience through maintenance, construction and landscaping projects (Recreation and Open Space)





## Sustainability

Our long term physical and emotional health relies on residing within healthy and fully functional natural ecosystems. Natural ecosystems are the basis for all life. All urban systems rely heavily on natural ecosystems that go well beyond their administrative borders. We therefore need to protect and restore those ecosystems directly within our influence if we are to protect our well being.

Sustainability has social and economic elements, as well as the more commonly understood environmental. Liverpool's people acknowledged this when, in the consultations for *Liverpool Directions*, they sought long-term attention to learning and local employment as much as to environmental sustainability exemplified by energy and water savings or reduced pollution and waste.

As a place undergoing enormous change – such as population growth with many new residents settling into a new city, development of new suburbs in a city built on the flood plains of Georges and Nepean River systems – Liverpool requires leadership and decision-making to simultaneously deal with current imperatives and stay focused on the legacy for future generations.

### The community's long term vision (Outcomes)

- Increased Council, community and business awareness, learning and action that will make Liverpool more sustainable
- Reduced waste, pollution and water usage will be the major noticeable results of future actions for sustainability
- There will be local or easily accessed education and training for all ages, supported by well-equipped and convenient libraries
- Workers living in Liverpool will have increased access to local employment and jobs diversity.
- Liverpool will be a competitive city with good business opportunities

### How Council is working towards this vision during 2009-2010 (Strategies and actions)

Raise community awareness of sustainability and environmental issues through education programs

Work with retailers to reduce abandonment of shopping trolleys (Rangers and Parking Services)

Work with Department of Environment and Climate Change and the State Government's Regional Illegal Dumping (RID) Squad to reduce illegally dumped rubbish in highly transient multi unit dwelling areas (Rangers and Parking Services)

Conduct a sustainability education program that includes the "Sustaining Liverpool" newsletter and environment workshops including:
- Green Cleaning
- Worm farming and composting
- Australian wildlife
- "No dig" gardens and seed saving (Sustainable Environment)

Prepare a report on Council's performance in relation to climate protection (Sustainable Environment)

Undertake ongoing promotions for the new waste collection service including recycling and alternative waste treatment in consultation with the waste contractor (Sustainable Environment).

# A place for people

Liverpool people are younger, more likely to live in a family with children, more likely to be born overseas and speak a language other than English and more likely have to leave their City to go to work than the average person in the Sydney metropolitan region. These characteristics are of fundamental importance in guiding decision-making by the Council and within the community.

The values and aspirations of people living in Liverpool come from our history and culture. A strong view is that social cohesion is a needed and attainable social characteristic of the City. Cohesion does not mean uniformity but the embracing of diversity, a belief that the diversity of the population is in fact a sound and desirable basis for social interaction rather than a barrier to be overcome.

## The community's long term vision (Outcomes)

- Liverpool's people will continue to value the diversity of Liverpool
- Liverpool's people will celebrate the City's rich variety of cultures, through events based on the City's cultural diversity and creativity
- Liverpool will be an integrated community with strong social networks and connections that will be strengthened by working together, promoting harmony and celebrating the City's unity
- Liverpool's people will care for and support others in the City, particularly those who are disadvantaged. Practical help and support will come from community organisations and volunteering, as well as programs offered or funded by government
- Liverpool's history and the City's unique places will be used to better guide current action and plans for the future
- Enjoyment of culture and the arts as well as participation in artistic production will be catered for by cultural centres offering an increased variety of exhibitions, performances and education
- State and Federal government resources will support the rapidly growing and changing City
- People will know what's available in Liverpool and where to get support because the City's main attractions, local services and facilities will be promoted and signposted

## How Council is working towards this vision during 2009-2010 (Strategies and actions)

Celebrate Liverpool's identity and culture by engaging the community in Council events and initiating community cultural development projects

Conduct the following program of community events of local and national significance:

- National Tree Day (August 2009)
- National Aboriginal and Islander Day of Celebration (NAIDOC) (Jul 2009)
- Children's Week (Oct 2009)
- Seniors Concert (Nov 2009)
- International Day of People with a Disability (Dec 2009)
- Clean up Australia Day (March 2010)
- Harmony Day (Mar 2010)
- Youth Week (Mar/Apr 2010)
- Seniors Week (May 2010)
- Sorry Day (May 2010)
- Refugee Week (Jun 2010)

Produce and present a series of film screenings at the Casula Powerhouse Theatre which will appeal to the residents of Liverpool and South West Sydney (Casula Powerhouse)





Develop and present public arts programs such as exhibitions, talks, theatre shows and music events (Casula Powerhouse)

Produce and present high quality visual arts, social history, performing arts and education programs that explore our diverse cultures at Casula Powerhouse

Produce an interesting education program which will attract existing and new audiences and encourage more local school children to visit the Casula Powerhouse (Casula Powerhouse)

Partner with Casula Clayhouse to provide additional leisure and recreation opportunities such as ceramic workshops and ceramic exhibitions for the people of Liverpool and South West Sydney (Casula Powerhouse)

Partner with the Liverpool Art Society to produce an exhibition showcasing local art for the people of Liverpool and South West Sydney (Casula Powerhouse)

Deliver in-house and external permanent and temporary exhibitions which showcase local and regional artist (Casula Powerhouse)

Support community development through working with others, sharing knowledge, and providing advice or other direct assistance to community groups

Work with relevant government and non-government agencies to investigate and develop responses to the issue of "food insecurity" to assist families in Liverpool to maintain access to affordable, nutritious food (Community Planning)

Deliver three funding programs for community projects: Community Development Support Expenditure (CDSE), Western Sydney Area Assistance Scheme (WSAAS) and Council's Community Donations Program (Community Planning)

Develop a new contract for the Brighter Futures Program, a partnership with Department of Community Services and Benevolent Society, to improve social networks and support systems for families facing difficulties such as financial, illness, domestic violence, as well as parenting education (Community Services)

Improve the external appearance of Council's child care centres and signposting (Community Services)

Develop a corporate sponsorship program that provides funds to organisations that promote objectives consistent with Council's Management Plan (Communications)

Develop a program to address social issues in Liverpool that have a high priority and to meet Council's statutory obligations

Collect and analyse social statistics and undertake extensive consultations on the social attributes and needs of Liverpool to inform social planning decisions (Community Planning)

Identify footpaths and ramps to be upgraded in areas that have a high number of residents with mobility difficulties which can be delivered through Council's disability access works (Community Planning)

Research options to improve access to transport for young people (Community Planning)

## Communities and governments working together

Words like "engagement" and "governance" in local government have become descriptive of an approach which says that change and decision-making for the future can only happen with the involvement and commitment of local residents. That involvement is a dynamic mixture of information, education, commenting on proposals and the ability to be involved in the generation of initiatives which governments will consider in a collaborative fashion.

### The community's long term vision (Outcomes)

- Council decision-making on Liverpool will be visible, open to participation and accompanied by practical steps enabling everyone's involvement
- The community will be encouraged to engage in Council initiatives and actions
  Information will be available on Council services, actions and future proposals

### How Council is working towards this vision during 2009-2010 (Strategies and actions)

Support involvement in Council-decision making through the Community Engagement Tool Kit, Community Forums and by providing other opportunities for communication and participation

Conduct family surveys and implement action plans to improve family involvement in Council's child care centre operations (Community Services)

Complete the review of the charters for all community facility committees (Community Services)

Upgrade Council's engagement policy (Strategic Research)

Better promote community forums to raise awareness and encourage attendance (Strategic Research)

Deliver a comprehensive corporate communications program

Improve the appearance and content of Council's website by
- Creating new web pages for the Mayor and Councillors (Communications)
- Integrating Council's websites into one (Communications)
- Translating sections of the Council website into the main community languages (Community Planning, Communications)
- Developing web pages for the Museum (Library Services)

Provide timely information and advice to the community through
- Quarterly newsletters to residents
- Pamphlets and letterbox drops on specific matters
- *LCC News* in both weekly newspapers (Communications)

Improve the capacity of people that are culturally and linguistically diverse to participate as citizens (Local Ethnic Affairs Policy Statement)

Review and update policy and action plans that will continue to improve access to Council services and facilities for people from culturally and linguistically diverse backgrounds (Community Planning)

Deliver the Language Aide Program (Customer Services, Community Planning, Human Resources)

Continue to translate sporting and recreational information into the four main community languages in Liverpool (Recreation and Open Space)





Conduct educational tours of Council facilities and services for recent migrants and refugees (Community Planning)

Acknowledge and reward citizens for their contribution to the community through a Council program of awards

Host the Australia Day Awards and Order of Liverpool Awards to recognise outstanding local citizens (Events)

Hold a garden competition in November 2009 (Recreation and Open Space)

Support the Australia Day Environment Award (Sustainable Environment)

### Council's regular services to the community

Council is responsible for:

- Operating a number of advisory committees that meet on a regular basis. These include
  - Liverpool Sports Committee
  - Traffic Committee
  - Environment Advisory Committee
  - Community and Recreation Panel
  - Aboriginal Consultative Committee
  - Access Committee
  - Youth Council
  - Hilda M Davis Management Committee
  - Heritage Advisory Committee
- Providing support to a number of community networks including
  - Liverpool Youth Worker's Network
  - Migrant Interagency
  - Community Sector Managers Forum
  - Liverpool Seniors Network
- Providing media relations, advertising, publications, a website, signage, marketing and a visitor servicing strategy to ensure that Council's activities, services and events are clearly, consistently and transparently communicated to the public (Communications)
- Providing presentations and site visits for schools on local government (Communications)
- Running an annual awards program for individuals whose actions work towards the social improvement of Liverpool (Events)
- Reporting publicly each month on Council's management of its investment portfolio, quarterly on Council's financial performance and providing other Council financial information on request (Financial Services)
- Outlining the short and long-term goals for the organisation and the City; and reporting on progress toward these goals (Strategic Research)
- Providing a range of customer service options including face to-face at the customer service counters, phone service through the Customer Contact Centre (24 hours a day and seven days per week) and online via Council's website (Customer Services, Communications)
- Attending to customer requests and complaints to ensure all information is acquired, recorded and forwarded to the appropriate officer, and then actioning in a timely manner (Customer Services)
- Responding to requests for access to Council information while managing issues of privacy (Customer Services, Corporate Services)
- Providing Interpreter Services and Language Aides, including the accreditation of new Language Aides, to assist customers of multicultural backgrounds (Customer Services, Community Planning)

# The land between two rivers, where city and country meet

Being a place where city and country meet is one of the main features giving Liverpool its uniqueness and distinctiveness. This was identified as a primary feature of Liverpool in the community consultation leading to the creation of Liverpool directions in 2006.

With an attractive mix of uses Liverpool's land is important as it provides the physical context for our social and economic pursuits. The main land uses in Liverpool include rural (11,379 hectares), environmental protection (5,949 hectares), residential (4,635 hectares), special uses (2,115 hectares) and recreation (1,744 hectares).

Because of Liverpool's size and history, there are many associations people have with the land and strong views on how that land should be used. The rural areas are increasingly subject to development pressures from expansion of metropolitan Sydney, as they have been for the past two decades. More recently our existing urban areas are subject to pressure to develop at higher densities.

The Liverpool local government area lies between the Georges River to the east and the Hawkesbury-Nepean to the west. The various sub-catchments within Liverpool have different environmental constraints and opportunities and are subject to pressures from human activity and land use. The protection and enhancement of these waterways and their increasing and responsible use also forms part of the Liverpool's identity.

## The community's long term vision (Outcomes)

- Liverpool's natural areas, in particular waterways such as the Georges River, Nepean River and the Cabramatta Creek system, will be cleaner, healthier and more widely and more responsibly enjoyed as places for recreation
- Some of the rural character of Liverpool will be maintained as significant urban development takes place
- Agricultural land, open space and protected bushland will be part of an inviting and attractive mix of land uses

## How Council is working towards this vision during 2009-2010 (Strategies and actions)

Undertake bushland restoration and rehabilitation in partnership with volunteers and other agencies

Undertake eight environmental restoration projects across the Council area (Sustainable Environment)

Support community environment groups to undertake environment restoration works at:
- Amalfi Park, Lurnea
- Clinches Pond, Moorebank
- Weaving Garden, Casula
- Wattle Grove Lake
- Harris Creek, Holsworthy
- Leacocks Lane, Casula
- Voyager Point
- Elouera Reserve (Sustainable Environment)





Protect and enhance natural assets including parks and reserves through provision of planning, advice, regulation and education programs

Monitor water quality in the major waterways of Liverpool (Georges River, Cabramatta Creek and Nepean River) to provide information for decision making (Sustainable Environment)

Develop a range of education resources such as brochures, e-newsletters and workshops to help improve staff and community understanding of biodiversity management issues and actions (Sustainable Environment)

Develop a generic plan of management for natural areas as required by the Local Government Act to ensure these areas remain for community usage (Community Planning, Sustainable Environment)

Develop and conduct audit programs targeting non-conforming uses and environmental pollution issues in rural areas (Statutory Planning and Compliance, Health and Building)

Reduce the impact of flooding

Review the Austral Flood Study to categorise and map the various levels of flooding risks to guide development (Assets and Capital Works)

Complete the review of Cabramatta Creek flood retarding basin strategy (Assets and Capital Works)

Reduce water pollution by conducting compliance inspections and education programs

Conduct an environmental audit program in the rural area for market gardens and similar activities that use chemicals which may flow into waterways (Health and Building)

## Council's regular services to the community

Council is responsible for:

- Maintaining sites included on the Environmental Restoration Plan (Recreation and Open Space)
- Undertaking control measures for noxious weeds on public land (Recreation and Open Space)
- Undertaking inspections and providing advice on weed management on private land (Recreation and Open Space)
- Regularly patrolling Council parks, facilities and open space areas to enhance public safety and amenity in regard to animals, pollution and illegal activities (Rangers and Parking Services)
- Inspecting on-site sewer systems on a regular schedule and providing advice to improve their environmental performance (Health and Building)

Develop a register of Council owned heritage items, which will assist with future use of the assets and applications for grant funding.

Assess Council's heritage buildings and recommend uses and maintenance schedules in line with building characteristics and heritage requirements (Property Services, Strategic Planning)

**Council's regular services to the community**

Council is responsible for:

- Investigating, planning, designing, project managing and providing roads, street lighting, street furniture, drainage, parks, landscaping and building assets needed by the community ensuring these assets provide an acceptable level of service through maintenance and replacement as needed. (Design Services, Assets & Capital Works, Building & Recreation Works, Land Development, Sustainable Environment)
- Maintaining sporting fields, parks, playgrounds, open space and public recreation areas (Recreation and Open Space)
- Inspecting playgrounds on a quarterly basis to assess equipment for damage and compliance (Recreation and Open Space)
- Undertaking spot maintenance on roads, drains and parks in response to reporting by the public (City Maintenance)
- Sweeping each street in the Council area at least once every six weeks, weather permitting (City Maintenance)
- Cleaning all street furniture on a regular schedule (City Maintenance)
- Undertaking regular cleaning, litter and rubbish removal in high pedestrian traffic areas of retail precincts (City Maintenance)
- Undertaking awareness programs, ranger patrols and enforcement of parking controls in streets and car parks (Rangers and Parking services)
- Maintaining community buildings and related facilities for community use (Community Services)
- Leasing and licensing use of Council properties in accordance with polices and procedures (Community Services)
- Facilitating use and redevelopment of land through rezoning action in accordance with Council and State Government policy in response to development needs (Statutory Planning and Compliance)
- Creating and maintaining planning documents that guide and control development of land within the local government area (Strategic Planning)
- Assessing submitted Development Applications in accordance with Council policies and the character of neighbourhoods (Statutory Planning and Compliance)
- Providing development, zoning and rezoning information and advice to residents and developers as required (Strategic Planning)
- Assessing applications for Construction and Building Certificates to ensure compliance with development consent, the Building Code of Australia and Council policy (Health and Building)
- Ensuring compliance with development consent conditions by informing developers, conducting random inspections and taking subsequent enforcement action as necessary (Statutory Planning and Compliance)
- Preparing and issuing Section 149 Certificates (Strategic Planning)





- Investigating suspected unauthorised developments and other activities identified in a random audit program on approved developments and random site inspections (Statutory Planning and Compliance)
- Monitoring traffic and transport functioning across the local government area through administration and scheduling of the Liverpool Traffic Committee (Sustainable Environment)
- Inspecting buildings in response to complaints relating to health and safety and undertake enforcement action (Health and Building)
- Reducing litter and the dumping of waste in public places by undertaking proactive patrols and public education programs (Rangers and Parking Services)
- Removing waste dumped in public places discovered through ranger patrols, surveillance operations and reporting by the public (Rangers and Parking Services, City Maintenance)
- Supporting the Rural Fire Service and the State Emergency Service through financial assistance, provision of buildings, administrative assistance and maintenance of equipment (City Maintenance)
- Monitoring and managing works carried out by others (such as driveway construction and road restoration) to ensure Council's standards and specifications are maintained (City Maintenance)
- Maintaining community safety through the implementation of the Emergency Risk Management and Disaster Recovery Plans (City Maintenance)
- Undertaking child restraint checking and local street speed campaigns (Sustainable Environment)
- Assessing all street lighting provided by developers in accordance with the Australian and Council Standards (Sustainable Environment)
- Monitor and plan for Council's important heritage through the administration and scheduling of the Heritage Advisory Committee (Strategic Planning)

Plan for new and upgraded community and recreation facilities in new and recently established areas (Community Planning)

Undertake planning funding submissions for the upgrade of Woodward Park and Whitlam Aquatic and Leisure Centre facilities (Building and Recreation Works)

Review the existing Bike Plan (schedule of proposed cycleway works) and place on public exhibition (Sustainable Environment, Strategic Planning, Assets and Capital Works)

Work in partnership with residents and agencies in Warwick Farm to improve the amenity and safety of public areas by piloting a mural project to help reduce graffiti (Community Planning)

Deliver the Miller Street Art Gallery project in Miller Square (Community Planning)

Deliver the cultural garden at the Police Community Youth Club (PCYC) in Miller (Community Planning)

Complete the community garden projects in Heckenberg and Busby, Miller Technology High School and Sadlier Anglicare in the 2168 postcode area (Community Planning)

Improve the use of community and recreation facilities across the local government area

Complete the Community Facilities Strategic Plan to guide Council decisions about the maintenance, upgrading, management and future delivery of its community facilities (Community Planning)

Expand the use of community centres to ensure the buildings are better utilised (Community Services)

Promote use of the Kelso Park skate facility to young people in Liverpool, based on recommendations of the evaluation of this facility (Community Planning)

Undertake a survey of Council's building and recreational facilities to assess their current condition and serviceability to the community (Building and Recreation Works)

Work closely with the relevant State Government agencies to:

- Deliver development of land as set out in the State Government's Metropolitan Strategy
- Deliver Smart Growth communities
- Seek the provision of adequate essential services and infrastructure as required
- Seek, where feasible, the retention of rural character
- Deliver development in accordance with the biodiversity certification for the area

Respond to State Government decisions on the South West Growth Centre with rezoning, planning controls, precinct planning, urban designing and comments on sustainability (Strategic Planning)

Advocate to government and non-government agencies for the delivery of appropriate community services to Liverpool in accordance with the Human Services Delivery Plan for Growth Areas developed by the Liverpool Human Services Planning Group (Community Planning)

Prepare plans, policies and agreements that enable urban development of various parcels of land and submit for endorsement by the Council (Strategic Planning)

Prepare concept masterplans for Cartwright and Miller in conjunction with the Department of Housing's re-development of the area (Strategic Planning)

Prepare a masterplan for the District Community and Recreation Facility adjacent to Carnes Hill Marketplace (Strategic Planning)





Make adjustments to Liverpool Local Environment Plan 2008 in response to changes by State Government in relation to "Exempt and Complying Development" (Strategic Planning)

Undertake a review of Liverpool Local Environment Plan 2008 addressing a review of outdoor advertising, localities rezoned in previous amendments and locality provisions for the R4 (home unit) zones, and other matters that may arise (Strategic Planning).

Prepare a revised map or bushfire prone land for the Council area in consultation with the Rural Fires Service (Strategic Planning)

Evaluate transport plans released by State Government, including South West Growth Centre, City Centre and South West Rail Link (Strategic Planning)

Review planning controls so they improve delivery of the community's aspirations

Develop a policy that describes the current issues and documents Council's efforts to increase the availability of affordable housing for people within the Liverpool local government area (Community Planning)

Consolidate Council's policies for filming in the Liverpool local government area (Statutory Planning and Compliance)

Develop and maintain Developer Contributions Plans (plans made under s94 of the Environmental Planning and Assessment Act) which will enable Council to provide well located multi-purpose facilities and services

Complete a comprehensive review of Liverpool Contributions Plan 2001, incorporate into it land recently rezoned for urban development and establish new management practices for delivering works (Strategic Planning)

Encourage the use of Council as preferred certifying authority

Expand the marketing strategy for construction certificates and appointment of Council as the preferred Principal Certifying Authority (Health and Building)

Research, analyse, consult and assist police to help reduce crime and increase perceptions of safety in Liverpool

Undertake community safety audits in conjunction with local police and program the implementation of the recommendations contained in the audits (Community Planning)

Hold a one day community safety event which will provide information and raise public awareness about crime and safety issues in Liverpool (Community Planning)

Distribute 100 car immobilisers to reduce car theft, as part of the Operation Bounce Back program (Community Planning)

Implement the resident graffiti removal kits project and evaluate outcomes at the end of a 12 month pilot (Community Planning)

Work with the Department of Corrective Services to deliver the Community Service Order program to remove graffiti on weekends (Community Planning)

Develop and implement Alcohol Free Zones throughout the local government area through consultation with the public (Rangers and Parking Services)

# Neighbourhoods and villages

Liverpool's 306 square kilometres, comparable in size to Malta, contain 40 suburbs, are traversed by 797 kilometres of roads, 1,139 kilometres of kerb and gutter and 502 kilometres of footpaths and cycleways.

The City contains 492 open space reserves that cover approximately 1,400 hectares and 107 recreational and sporting facilities including netball courts, tennis courts, cricket nets, skate ramps and aquatic centres. These are some of the public assets provided or maintained by Council within the local neighbourhoods and villages of Liverpool.

They are used daily by the 170,000 residents of Liverpool as well as others who work and play in Liverpool. The resulting expectations about the provision, maintenance and renewal of these assets drives Council's planning.

## The community's long term vision (Outcomes)

- Neighbourhoods and villages will be safe, clean, well-landscaped and well-lit
- Housing, community facilities and neighbourhoods will meet the needs of young families
- Each of the many neighbourhoods and villages will become more self-sufficient and have adequate local services (such as shops, medical services, schools and parks)
- People of all ages, levels of interest and skill levels will be able to find activities and venues for their sporting, recreation, leisure and community interests
- Infrastructure will be provided as new urban areas are settled
- There will be many ways of getting around neighbourhoods and villages, including cycle ways and walkways that people regularly use
- Neighbourhoods and village centres will be part of an integrated transport system linked with major centres
- The character and heritage of existing suburbs, villages and semi-rural areas will guide new development
- Commercial and residential high-rise will ideally be located in major centres near transport interchanges, complemented by open space and landscaped areas

## How Council is working towards this vision during 2009-2010 (Strategies and actions)

Upgrade existing and deliver new community assets such as parks, open spaces, community centres, roundabouts and roads, that minimise long-term operational and maintenance costs and take into account the needs of our community

*Note: this section highlights the main capital works. Please see page 66 for a comprehensive list of capital works and their cost.*

Undertake a program of capital works across the local government area including:

Drainage and Floodplain
- Undertake voluntary purchase of additional properties confronted with severe flood risk from Georges River at Moorebank (subject to availability of State Government grant funding) (Assets and Capital Works)
- Provide culvert blockage protection works in Anzac Creek at M5 to reduce risk of flooding (Assets and Capital Works)
- Commence construction of drainage basin No. 4 in Cecil Hills (Development Services)





- Construct seven hectares of open space including drainage basin No.11C and playing fields in Horningsea Park (Development Services)
- Undertake works funded by the stormwater management service charge (Assets and Capital Works)

Local and regional roads
- Construct a new roundabout at intersection of Pine and Box Roads subject to availability of State government grant funding (Assets and Capital Works)
- Reconstruct Fourth Avenue, Austral between Fifteenth Avenue and Gurners Avenue (Assets and Capital Works)
- Continue staged reconstruction of Governor Macquarie Drive, Chipping Norton between Georges River and Munday Street subject to availability of State government grant funding (Assets and Capital Works)
- Reconstruct and widen North Liverpool Road, Green Valley between Whitford Road and St Johns Road, a joint venture with Fairfield City Council subject to availability of State government grant funding (Assets and Capital Works)
- Undertake rehabilitation and resurfacing of 15 local roads to restore pavement service life and improve riding conditions (Assets and Capital Works)
- Complete pavement resurfacing and preventative treatments on 30 local roads to slow the rate of pavement deterioration and significantly extend its serviceable life – subject to budget allocation (Assets and Capital Works)
- Acquire the land and complete the designs for the future construction of the Kurrajong Road extension between Kookaburra Road and Sarah Hollands Drive, Hoxton Park (Development Services)
- Complete designs and documentation for the future construction of the upgrade of Bernera Road (Camden Valley Way to Kurrajong Road) (Development Services)
- Co-ordinate the delivery of roads and open space works in Middleton Grange to facilitate urban development (Development Services)

Sporting and recreation facilities
- Construct the sports fields, floodlighting and sports amenities building at Woolway Park, Cecil Hills (Building and Recreation Works)
- Design and construct an amenities building at First Avenue Reserve, Hoxton Park (Building and Recreation Works)
- Design and construct an amenities building and parkland at Cedar Road Reserve, Casula (Building and Recreation Works)
- Construct a park and playground at Maple Road Precinct Park, Casula (Building and Recreation Works)
- Upgrade Lakeside Park in Wattle Grove, Bradshaw Park in Miller, Collimore Park in Liverpool and Green Valley Reserve in Green Valley (Assets and Capital Works)
- Replace playgrounds at Alex Grimson Reserve, Hoxton Park; Aubrey Keecy Reserve, Busby; Biggs Park, Cecil Hills; Cordelia Park, Carnes Hill; Dunumbral Park, Cecil Hills and Greenway Park No 2, Carnes Hill (Assets and Capital Works)

Provide community and recreation facilities across the local government area

Complete the master plan for open space in First Avenue, Prestons that will include sports fields, sports amenities, community facilities, walkway and cycleway and bush regeneration (Building and Recreation Works)

Develop a city-wide action plan for the next five years that prioritises recreation projects across Liverpool (Community Planning)

Complete the master plan for a shared pathway in Pye Hill, Cecil Hills and seek funding for construction of priority works (Community Planning)

- Refurbish Pioneer Memorial Park, Liverpool, including landscaping, new internal pathway network, contemplation areas, and staged monument repair and placement on site of original headstones (Building and Recreation Works)
- Review the masterplan and prepare an implementation plan to guide the upgrade of Bigge Park (Building and Recreation Works)
- Construct a playground at Bigge Park that provides for the special needs of children with disabilities (Building and Recreation Works)
- Commence the staged refurbishment of the Dr Pirie Centre as identified by the Conservation Management Plan, addressing the replacement of sanitary drainage, joinery work to windows, painting and replacement of air-conditioning (Building and Recreation Works)

Prepare and start implementing a schedule of action to address car parking, condition of current parking assets and City Centre traffic congestion (Sustainable Environment, Strategic Planning)

Identify the key gateways for Liverpool and design appropriate treatments to recognise their significance (Strategic Planning)

Promote the region as a destination for learning, experiencing and engaging in cultural diversity

Deliver a variety of exhibitions, education and theatre programs which appeal to the residents of Liverpool and south west Sydney (Casula Powerhouse)

Continue to expand the Theatre Membership Program for the Casula Powerhouse to build a strong theatre audience and increase revenue for the Centre (Casula Powerhouse)

Produce and present off-site projects that will link the Casula Powerhouse to community and schools across the Liverpool and South West Sydney region (Casula Powerhouse)

Produce and present a variety of multi arts programs that offer social and cultural opportunities to our visitors including providing artist talks and guided tours for all age groups (Casula Powerhouse)

Develop and present a variety of multi disciplinary exhibitions and performance projects that integrate contemporary art, community, environment and heritage (Casula Powerhouse)

Continue to work with local tertiary institutions and high schools to develop and support students by providing work experience opportunities in the areas of education, visual arts, performing arts and business development (Casula Powerhouse)

Improve access to the Georges River and provide facilities to encourage recreational use of the river corridor

Initiate the construction of River City Project for passive recreation facilities and environmental improvements to the Georges River western foreshore between Casula Powerhouse and Light Horse Park, Liverpool. The works will include a shared pedestrian walk and cycle ways, picnic facilities, adventure playground, landscaping and timber observation platforms along the river (Building and Recreation Works)

Co-ordinate with Australian Rail Track Corporation the construction of a new access road from Shepherd Street, Liverpool to Casula Powerhouse (Design Services)





Promote the role of the City Centre as a regional city

Use the Metropolitan Strategy as the basis for promoting Liverpool as the Regional City for south west Sydney to government and investors (Strategic Planning)

Run a conference to showcase health, commercial, education and retail precincts as sites for superior investment opportunities arising from Liverpool's role as a Regional City of Sydney and as the host to the South West Growth Centre (Statutory Planning and Compliance)

Implement an interpretation strategy for City Centre heritage sites including the upgrade of the information pylons which form part of a heritage trail that contains information about the history and significance of various sites around the City Centre (Strategic Planning)

Promote key and potential commercial sites in the City Centre to encourage the relocation of government offices to Liverpool through liaison with the NSW Department of State and Regional Development (Strategic Planning)

Work with sporting groups to attract major sporting events (state and national titles) that will highlight Liverpool as a regional centre (Recreation and Open Space)

Provide a comprehensive program of community events to be held in, and highlight the features of, the City Centre including CBD Exposed (youth music event), Australia Day, Harmony Day and International Women's Day (Events, Community Planning)

Celebrate Liverpool's Bicentennial through a range of community events (Events)

## Council's regular services to the community

Council is responsible for:

- Picking up litter in the main shopping precinct twice daily during the week and road sweepers cleaning all streets daily (City Maintenance)
- Removing offensive graffiti from Council property in the City Centre within 24 hours in most instances (City Maintenance)
- Conducting daily inspections of the City Centre to identify safety and maintenance requirements (City Maintenance)
- Managing 1,000 undercover car parks and over 300 open air spaces in the heart of the City Centre (City Maintenance)
- Maintaining the 5 major parks, 5 pocket parks and other green areas such garden beds, planter boxes and traffic islands on a fortnightly program. (City Maintenance)
- Conducting regular high visibility foot patrols to monitor and address issues relating to footpath and road obstructions, illegal signage program, street trading matters, illegal dumping, outdoor dining policy, alcohol free zones and responsible animal control (Rangers and Parking Services, Statutory Planning and Compliance)
- Working with retailers and business owners to better address waste management (Rangers and Parking Services)
- Reviewing the City Centre planning policies (Strategic Planning)
- Investigating incentives for growth and economic development of the City through supporting the work of the CBD Committee (Strategic Planning)

# Corporate Plan

## Introduction to our plan

The corporate plan is divided into the following themes:

- The regional city for South West Sydney
- Neighbourhoods and villages
- The land between two rivers where city and country meet
- A place for people
- Communities and governments working together
- Sustainability
- Improved organisational management and development.

Each theme is divided into outcomes, strategies, actions and Council's regular services.

### Outcomes (The community's aspirations for the long-term)

These are the outcomes toward which Council is working over the next 10 years, and are derived from extensive community consultation conducted by Council between 2004 and 2006, as part of the Partnership Project which resulted in the establishment of *Liverpool Directions*. These outcomes are grouped under seven themes.

### Strategies (How Council will achieve these outcomes)

These are the strategies or approaches Council will implement to achieve the outcomes that are the responsibility of Council. They generally cover a four-year time period and are subject to review on an annual basis as part of our corporate planning process.

### Actions for 2009-2010

These are highlights of the specific actions that Council will complete in the 2009-2010 financial year to implement the strategies. The actions listed in this section are our performance indicators and are reported quarterly to Council in accordance with the requirements of the Local Government Act 1993.

### Council's regular services to the community

Liverpool City Council provides the Liverpool community daily with a wide range of services, many of which are routine or unchanging. These services and other work of the Council in turn are supported by a wide range of internal services. They are mainly those that relate to the resources necessary for the delivery of actions in the Corporate Plan, improve the efficiency of Council operations or are otherwise required by State legislation or policy. Collectively all these services absorb the majority of Council staff and financial resources.





# The regional city for south west Sydney

Liverpool City Centre has been designated as one of three "Regional Cities", along with Parramatta and Penrith, in the Metropolitan Strategy for Sydney. The City's location and resources provide significant opportunities for employment and residential growth.

The Liverpool City Centre Plan, a major study accompanying the "Regional City" designation, establishes a vision for the City Centre, provides information on the history and development context and includes an action plan to facilitate the City Centre's growth. Key long-term actions include provisions for connections to the Georges River, strengthening Liverpool as a learning City, and growing the commercial and residential base.

The Liverpool City Centre Plan also suggests Liverpool will be the primary centre for jobs, key regional services and cultural activities. Jobs will focus on high growth industries and build on existing strengths including health, education, retail and business services or commercial activity. The long-term ambition for the City Centre includes 15,000 new jobs and 12,000 more local residents within the next 25 years.

### The community's long term vision (Outcomes)

- The City Centre will offer a variety of places which foster an active social and cultural life for all age groups
- Strong regional-level precincts and activities will emerge over time; a major medical centre and health precinct centred on Liverpool Hospital; a commercial centre employing more people in the business and financial services; an education precinct of tertiary and secondary education; tourist activities highlighting heritage buildings and precincts; more street-front retail; and civic and other events utilising suitable indoor and outdoor public spaces
- Access will be opened in the City Centre to the Georges River extending to the Casula Powerhouse
- The southern part of the City Centre will experience increased economic activity and development
- The City Centre will be highly convenient and accessible to all: safe, pedestrian friendly, well signposted, with good public transport, free-flowing roads and convenient parking
- The City's transport services and assets will be designed around the needs of people
- Better integrated and user-friendly public transport will attract more passengers
- Roads and a convenient public transport system will be supported by funding from the State and Federal governments

### How Council is working towards this vision during 2009-2010 (Strategies and actions)

Improve the economic viability, public amenity, parking and accessibility of the City Centre

*Note: this section highlights the main capital works in the City Centre. Please see page 66 for a comprehensive list of capital works and their cost.*

Undertake a program of capital works in the City Centre including:
- Upgrade streetscapes along Elizabeth and Moore Streets - subject to budget allocation (Strategic Planning, Assets & Capital Works)
- Continue the facade upgrade scheme for businesses in the City Centre (Strategic Planning)
- Continue the City Centre Trunk Drainage upgrade between George and Macquarie Streets – subject to budget allocation (Assets & Capital Works)
- Construct accessible footpaths and kerb ramps identified in the Pedestrian Access and Mobility Plan (Assets & Capital Works)
- Continue major refurbishments to the Whitlam Aquatic and Leisure Centre (Building and Recreation Works)

## Sustainability indicators

There is a wide range of sustainability indicators in use in local government. These cover corporate sustainability indicators as well as 'community' or 'state of the city' type indicators. In general, Councils appear to have selected indicators in a variety of ways from a variety of sources. Taking this experience into account along with the primary consideration that data for the indicators is obtainable within a reasonable time frame and at low cost, has led to the consideration of the following indicators.

Although all the indicators will be reported on annually, some are based on annual data as indicated, while others rely on data available on a more limited basis such as the Census which is taken every five years.

### Corporate sustainability indicators

| | |
|---|---|
| Environment | Total annual water consumption by source (Kilolitres). *Initially only potable water purchases will be reported.* |
| | Total annual energy consumption by energy source (Gigajoules). *To be based on electricity, gas and fuel consumption only.* |
| | Total annual waste (Tonnes) collected disaggregated by type. |
| | Total waste diverted from landfill (Tonnes). |
| Social -Cultural | Overall resident satisfaction with the performance of Council. |
| | Total workforce at June 30. |
| | Total annual rate of turnover. |
| | Average hours of training per employee per year. |
| Economic | Unrestricted ratio of current assets to liabilities. |
| | Debt service ratio. |
| | Rate coverage ratio. |
| | Rates outstanding ratio. |





### City sustainability indicators

| | |
|---|---|
| Environment | Total annual water consumption by source (Megalitres). *Initially only potable water purchases will be reported* |
| | Level of resident satisfaction that river and creeks are healthy. |
| | Total annual waste (Tonnes) collected disaggregated by type. |
| | Total annual waste (Tonnes) diverted from landfill. |
| | Cumulative area of land restored and maintained as native plant ecosystems by the Council. |
| Social | Level of resident satisfaction with their access to the services they need. |
| | Annual rate of volunteering with Council- proportion of volunteers to adult population. |
| | Ratio of applications for advertised Council committee positions to positions. |
| | Annual use of translation services as a proportion of total customer contacts. |
| | Annual use of language aides proportion of total customer contacts. |
| | Proportion of residents who feel safe using their local park. |
| | Rate (per 1000) of non-domestic assaults committed in Liverpool. |
| | Proportion of people who participate in physical activity. |
| | No of bus stops shelters installed per year. |
| | Level of resident satisfaction with access to the public transport they require. |
| | Proportion of residents who have a high quality park within 1km walk of their property. |
| | Proportion of residents satisfied with the level of access to the community facilities they require. |
| Economic | Increase in the number of local residents working within Liverpool. |
| | Growth in office and commercial space in the City Centre. |
| | Labour force participation rate. |
| | Proportion of people receiving government benefits. |
| | Employment rate. |
| | School retention rates- People attending school as proportion of under 18s and proportion of 15-19s that did not complete year 12. |
| | Proportion of young people participating in post school education -15-24s attending as a proportion of 15-24s. |

# Towards a sustainable Liverpool

## Integrating sustainability into our planning

Following work undertaken last year to prepare a corporate environmental sustainability framework, Liverpool has continued its sustainability journey by participation in the ICLEI Sustainability Services triple bottom line governance project. (ICLEI was formerly known as the International Council for Local Environmental Initiatives.) Work on the project to date has allowed development of a practical way forward tailored to Liverpool's circumstances as well as to the proposed integrated planning system of the State Government.

Practical actions that the Council can now take to move further along the sustainability journey are the adoption of a definition of sustainability and accompanying sustainability principles and indicators.

Definitions of sustainability or sustainable development abound with at least as many definitions as there are Councils. What is important is that a Council has a definition that is meaningful to its community. To this end Liverpool City Council has drafted the following definition:

***Sustainability means a change in approach to civic leadership and decision making whereby environmental, economic and social-cultural considerations are equally embraced for the well being of present and future generations.***

This definition reflects both a triple bottom line and quadruple bottom line in that "governance ", the fourth bottom line in the State Government's proposed integrated planning model, is covered by the opening words in the definition involving civic leadership and decision making. Similarly, the expanded words social and cultural may still be seen as the single social bottom line.

The proposed definition only provides a minor clarification on what the Council means by sustainability. Further explanation is provided by a set of sustainability principles that may form the basis of the Community Strategic Plan as required under the proposed integrated planning system. These principles are explained below.

## Sustainability principles

### Create a long term vision of a sustainable city that reflects community values to guide decision making by the Council and the community

A shared vision or shared aspirations are needed to guide the journey towards sustainability. In essence this is a translation of our currently held values into a future picture. Liverpool has already made a step forward in creating this vision in the form of *Liverpool Directions* which includes a theme on sustainability. Other themes have sustainability concepts in them also. The key element of this principle is that the vision guides decision making by the Council and within the community.

### Take a systems approach to decision making that takes account of the Quadruple Bottom Line

This means using the four bottom lines of environment, social (including cultural), economic and governance as perspectives to view the ramifications of our actions and decisions. The concept suggests that all four bottom lines receive attention, if not equal attention, when considering the ramifications of a decision. In doing this we are also recognising that the bottom lines represent interconnected systems and that all decisions will have implications in all four systems whether or not explicitly considered.





### Foster community participation in decision making and implementation and develop collaborative networks with and within the community

Governance is part of the quadruple bottom line. From a sustainability perspective, improving governance is about improving the community's engagement with the Council. This recognises that many of the changes needed for sustainability will need to happen within the community and can only be achieved with its commitment and involvement. Most will also require some collective action that will only come from improved networks and social cohesion.

### Recognise and build on the cultural, historic and natural characteristics of the city

Social cohesion and social sustainability come from a having a strong sense of place. The community's values and aspirations come from our history and culture. Cohesion does not mean uniformity but instead embracing diversity. On the natural side, Liverpool is a city built on the floodplains of two large river systems, the Georges and Nepean Rivers, their creeks and other tributaries. The health of these river systems is socially important. Liverpool also has a long history of Aboriginal occupation and European settlement as well as recent waves of immigration covering a wide diversity of ethnic groups. Collectively these attributes create Liverpool's unique identity.

### Recognise the value of our natural ecosystems to our well being and protect and restore them

It is easy to take the natural environment for granted, yet our long term physical and emotional health relies on residing within healthy and fully functional natural ecosystems. Natural ecosystems are the basis for all life. All urban systems rely heavily on natural ecosystems that go well beyond their administrative borders. We must protect and restore those ecosystems directly within our influence if we are to protect our well being.

### Achieve long term economic and social security

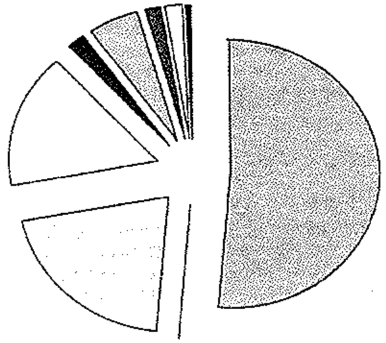
The emphasis here is on the long term. Long term economic security for example relies on the long term renewal of the natural assets on which it is based as well as the long term health of society. Another common way of looking at this is to think of this as the preservation of our natural and social capital. The financial sustainability of Council is a necessary part of economic and social security of the community.

### Reduce the ecological footprint of our community

The ecological footprint is both a metaphor and a technical calculation. The footprint is a measure of how lightly or heavily we tread upon the earth. Technically it is the area of land that is needed to support our city in terms of both our inputs (resources used) and outputs (our waste). An ecological footprint can show the amount of land required to support the lifestyle of an individual, region, community, nation or an industry. The ecological footprint of an average consumer in a country such as Australia is about four times that of an average consumer in the developing world. Our average size footprint is 10 hectares. The average for all people on the planet now is about 2.5 hectares. Our footprint is not an easy thing to measure or monitor or compare. On the other hand, it is often easy to identify steps or actions that will reduce our footprint and respond accordingly.

## Capital budget summary: sources

The graph below provides the funding sources for the 2009-2010 capital program including the 9 per cent special rate variation.



| Funding Source | Total $ '000 | % |
|---|---|---|
| S94 Developer Contributions | 24,914.4 | 51.4% |
| Loan Funds | - | 0.0% |
| General Funds | 9,916.6 | 20.4% |
| Capital Grants and Contributions | 8,021.6 | 16.5% |
| General Reserve | 959.0 | 2.0% |
| Town Improvement Fund | 2,692.3 | 5.6% |
| Stormwater Annual Charge | 807.3 | 1.7% |
| Environment Levy | 900.0 | 1.9% |
| Domestic Waste Management Plan | 295.0 | 0.6% |
| **Totals** | **48,506.2** | **100.0%** |

## Development contributions (section 94)

Section 94 of the Environmental Planning and Assessment Act, 1979 gives Council the power to levy contributions from developers for public services and public 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 public amenity for which the levy is being 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.

At the reporting period ended 30 June 2008 Council held $62.07 million of developer contributions for the provision of infrastructure. Approximately $24.9 million of these funds have been allocated in the 2009-2010 capital works program. The table on page 63 highlights the projects that will be undertaken.

## Town Improvement Fund (TIF)

The TIF is a special levy based on the rateable land value of all commercially zoned properties within an agreed Town Improvement District boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The TIF 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. The following projects are to be funded from the TIF and have been identified in the draft 2009-2010 Capital Works Program:





### Town Improvement Fund capital expenditure program

| | $'000 |
|---|---|
| Parks & Recreation | 50 |
| Bigge Park - Masterplan | 50 |
| Roads, Bridges and Footpaths | 2,642 |
| Elizabeth St Streetscape - Bathurst to George | 1,099 |
| Moore St Streetscape - Bigge to George | 1,543 |
| **Total** | **2,692** |

Note: This works program is not affected by the 9% Special Rate Variation

## Stormwater management service charge

In 2006 the State Government approved the introduction of a package of sustainable stormwater funding and related arrangements to support councils in undertaking stormwater management. The Local Government Amendment (Stormwater) Act 2005 amends the Local Government Act 1993 to allow councils the option to make a charge for the provision of stormwater management services outside their capped rate arrangements. Those new legislative provisions came into force from 13 April 2006 and could be applied from the 2006-2007 financial year, however, Council did not levy the charge until 2008-2009. This charge is intended to ensure that maintenance, renewal and improvements to the city's stormwater system are adequately funded. All funds collected must be applied to stormwater management in accordance with the regulations. Funds will be accounted for separately and an annual report on works and expenditure will be made. The works program to be funded by the charge is as follows:

### Stormwater management service charge funded capital expenditure program

| | $'000 |
|---|---|
| Flood Mitigation | 228 |
| Anzac Creek MS culvert blockage protection (sw) | 118 |
| Scalabrini Village Levee Bank | 110 |
| Stormwater Quality | 24 |
| Clinches Pond upgrade works (sw) | 18 |
| Riverside Park wetland approach channel upgrade (sw) | 6 |
| Urban Drainage System | 556 |
| Enhanced Pipe Drainage Maintenance (sw) | 177 |
| Minor drainage improvement works in urban areas (sw) | 83 |
| Urban drainage renew & upgrade Cabramatta Ck Catchment (sw) | 118 |
| Urban drainage renew & upgrade Georges River Catchment (sw) | 177 |
| **Total** | **807** |

Note: This works program is not affected by the 9% Special Rate Variation.

Please refer to page 65 for details of the10 year works program funded by the Stormwater Management Service charge.

## Operating budget

Council is responsible for managing a local government area of 306 square kilometres made up of 40 suburbs. In doing so, Council provides an extensive range of community services and is responsible for maintaining numerous facilities. On behalf of the community, Council maintains a substantial portfolio of public infrastructure assets estimated to be $1.87 billion.

Assets include: 797 kilometres of roads and other transport related facilities; floodplain and drainage networks (some 24,000 structures that include pits, trash racks, retention basins and channels); 492 open space reserves covering over 1,400 hectares of parks, natural reserves, gardens and streetscapes; 107 recreational and sporting facilities including netball courts, tennis courts, cricket nets, skate ramps and aquatic centres; and 211 buildings accommodating its commercial, operational, community, recreational, cultural and heritage services. Most of Council's $114 million operating budget is utilised specifically in providing and maintaining these assets and services.

The table below is a summary of the main services Council has funded as part of the 2009-2010 operating budget. Estimates exclude depreciation expenses, interest costs or corporate and support services.

### Operating Services Budget

| Service | Budget 09-10 |
|---|---|
| Building maintenance | 2,702 |
| Casula Powerhouse | 2,259 |
| Childcare Services | 4,344 |
| City Planning | 4,168 |
| Community Facilities (Halls, Centres etc) | 1,423 |
| Community Planning | 1,521 |
| Council Election Expenses** | 0 |
| Domestic Waste Collection and Disposal | 14,941 |
| Environment and Health Services | 2,097 |
| Library Services | 5,299 |
| Liverpool Regional Museum | 113 |
| Plant, fleet and asset system maintenance | 3,163 |
| Promotion and events | 1,137 |
| Recreation and Open Space | 7,295 |
| Regulatory Services (Building, DA's, Enforcement) | 4,260 |
| Roads, footpaths and cycleways | 6,802 |
| Safety and Emergency Services | 2,183 |
| Stormwater drainage | 1,276 |
| Street cleaning and commercial waste | 3,631 |
| Liverpool Bicentenary | 400 |
| **Total** | **69,014** |

*** Council elections are held every four years, with the next election scheduled to be held in 2012. Although there is no expenditure identified in the above table, Council allocates $200,000 each year to a reserve to ensure that sufficient funds are available for the election when required.*





## Capital budget

The following tables provide a summary of the proposed capital works by asset class for the three years commencing 2009-2010.

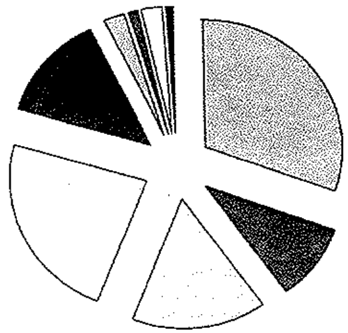
### 3 Year Capital Expenditure Program by asset class for the period 2009-2010 to 2011-2012

| Asset Class | '000 09-10 | '000 10-11 | '000 11-12 |
|---|---|---|---|
| Buildings | 6,495 | 3,020 | 15,659 |
| Drainage & Floodplain | 7,689 | 6,877 | 4,651 |
| Information Technology | 459 | 400 | 400 |
| Land | 4,726 | 922 | 2,095 |
| Land Improvements | 1,107 | 1,040 | 1,040 |
| Library Materials | 610 | 918 | 966 |
| Parks & Recreation | 11,403 | 7,918 | 11,698 |
| Plant and Fleet | 1,245 | 1,261 | 1,307 |
| Roads, Bridges and Footpaths | 14,772 | 19,984 | 14,660 |
| **Total** | **48,506** | **42,339** | **52,476** |

Please refer to pages 66 to 70 for the Detailed Capital Expenditure Program

## Capital budget summary: allocation

The graph below shows the allocation of expenditure for the 2009-2010 capital program including the 9 per cent special rate variation.



| Asset class | Total $ '000 | % |
|---|---|---|
| Roads, Bridges and Footpaths | 14,772.2 | 30.5% |
| Land | 4,725.7 | 9.7% |
| Drainage & Floodplain | 7,689.3 | 15.9% |
| Parks & Recreation | 11,403.1 | 23.5% |
| Buildings | 6,494.8 | 13.4% |
| Plant and Fleet | 1,245.0 | 2.6% |
| Library Materials | 610.0 | 1.3% |
| Land Improvements | 1,107.0 | 2.3% |
| Information Technology | 459.0 | 0.9% |
| **Totals** | **48,506.2** | **100.0%** |

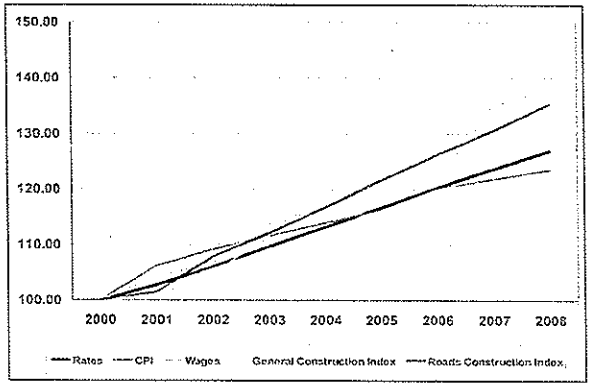
The local community rightfully expect higher standards of infrastructure, community facilities and services. With an area of 306 square kilometres and as home to 173,000 people, Liverpool has competing demands and pressures to maintain high service levels across the City. Present income levels cannot maintain these standards, particularly with escalating costs continually being imposed on Council

Council is seeking the special variation to notional income to remain financially sustainable. For 94 per cent of residents this represents no more than $2.00 per week extra. In fact if the special variation is approved by the Minister, the average resident will be paying an additional $1.48 per week

Stringent accountability requirements monitored by the Department of Local Government will ensure that the money raised by the levy is spent strictly in accordance with the purpose intended. Progress will be reported annually to the Department of Local Government and to the community through regular reports on the Management Plan and the Annual Report.

Note: Council's application for the Special Rate Variation of 9% was approved by the Minister for Local Government on 3 July 2009 for a period of 5 years (to 2014-2015).

The graph below clearly demonstrates the widening gap between the rate peg index and relative indices for wages, consumables and various construction costs. While the CPI index has dipped below rate pegging in recent years, it is important to note that the CPI basket is skewed towards consumer goods rather than construction and maintenance costs. Various materials that represent a significant proportion of Council expenditures such as petrol, building and construction materials, equipment parts etc have increased at a significantly higher rate than the CPI index.




Source: ABS Catalogues 6401.0, 6302.0, 6345.0 and 6427.0

Over the period 2000 to 2008, the general construction cost index and wages index increased around 40 per cent and road and bridge construction index increased by more than 35 per cent, relative to a CPI increase of 23 per cent and a rate peg increase of 26 per cent. Although Council has undertaken a program of efficiency improvements and seeks opportunities to grow non-rate revenue through income producing activities, this widening gap places Council under continued pressure to do more with less or reduce the level of services available to the community.

### Financial Assistance Grant

The estimated amount for the Financial Assistance Grant in the 2009-2010 is $7.4m representing a nil increase from the current financial year. The nil increase is consistent with advice recently received from the NSW Grants Commission. A nil increase adds significant pressure to Council in maintaining existing services which bear cost increases for materials and labour in the order of 4 per cent or more.





### Investments

Council has an investment portfolio that is balanced and diversified so as to achieve its policy objective of maximizing returns from authorised investments and minimising risk. Council also uses independent professional investment advisory services in the management of its investment assets. However, ongoing volatility in the global financial and economic markets has had a significant impact on all investment securities over the past 18 months. These events combined with reduced interest rates and a reduction in overall holdings has resulted in an estimated income from investments declining to $2.53m for the 2009-2010 financial year compared with $5.19m in 2008-2009.

### Employee related costs

Council employed the equivalent of 598 full-time staff at the end of June 2008. That number fluctuates daily and consists of part-time as well as full-time officers that work directly on providing Council services in the Liverpool Local Government Area and indirectly through the provision of support services such as information technology, human resources, financial management and reporting etc.

Council estimates that employee related costs in 2009-2010 will be in the order of $46.9 million. This represents an overall increase of only 2.3 per cent when compared to estimates for 2008-2009, and less than half the state average annual increase in employee costs over the last eight years.

Employee related costs include expenses for salaries, superannuation, workers compensation, staff training and welfare, and uniforms. In 2009-2010, Council will be required 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. It is estimated that there will be an increase in superannuation contributions over the next 10 years.

### Projected budget result

Council's projected consolidated result (refer tables on pages 49 and 50) indicates a balanced budget for 2009-2010 and the following two financial years. Figures are subject to change and depend on a range of variables and therefore may be reviewed or amended accordingly.

## Consolidated budget

As in previous years, the 2009-2010 budget has been prepared on a fully consolidated basis. Information is collated from Council's controlled entities, Council's business activities and special purpose funds, and incorporates non-cash transactions to present a complete picture of Council's operations.

The consolidated operational budget is summarised into Council's current divisional responsibility areas as follows (refer pages 50 and 51):

- Assets and Infrastructure Delivery
- City Services
- City Planning
- City Strategy
- Executive
- Governance and Financial Services