

# ATTACHMENT BOOKLET

ORDINARY COUNCIL MEETING  
27 MARCH 2019

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The logo for Liverpool City Council, featuring the words "LIVERPOOL CITY COUNCIL" in a bold, sans-serif font, with a small red heart icon to the right of the word "COUNCIL".

**LIVERPOOL  
CITY  
COUNCIL**

JANUARY 2019

The cover image features a low-angle, upward-looking perspective of a modern glass skyscraper against a bright blue sky filled with soft, white clouds. The building's glass facade reflects the sky, creating a sense of height and modernity. The title text is centered over the middle of the image, with a semi-transparent white rectangular background behind it for readability.

# **Liverpool City Council International Trade Engagement Strategy**





LIVERPOOL CITY COUNCIL

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INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## Executive Summary

*Liverpool City Council (LCC) represents a diverse and inclusive community on the precipice of vast institutional change.*

The skills and assets of the Local Government Area are all in place to take advantage of these changes. With the development of world class expertise in the medical research, accident and emergency, a burgeoning tertiary education sector and a supportive environment for new industries to flourish within, Liverpool is a city poised to be discovered.

Liverpool's goal is to create a domestically thriving, globally known business landscape that prioritises the expansion and innovation of industry to promote its identity to the world. In order to do so, Liverpool must expand the region's internationally competitive capabilities. Aligning economic priorities and identifying chosen regional markets must be supported by development of export skills within the business community and relationship building at an international and institutional level.

In this report, the opportunities and challenges presented from within Liverpool's business profile are examined, as well as the compatibility and difficulties of entering new international markets in a sustained and considered manner across private and public industry. International markets are prioritised based on their greatest potential to suit Liverpool's strengths. The regulatory and diplomatic ties of Australia to each nation is considered, along with the intersection of each industry sector with Liverpool's ambitions.

Based on this analysis, four strategies have been developed to assist in building momentum within LCC:

- Development of economic strengths in the region
- Building of a regional identity to inspire local business action
- Development of capacity building programs
- Creation of international connections for the local community

Sustainable and consistent development, aligned to take advantage of unique opportunities presented by the Western Sydney Airport, are critical across all sectors. This means investing into the growth of long-term assets, as well as being open and eager for external investment and interest. The city's global significance relies on the identity and abilities of Liverpool being coordinated. Through local government efforts, the strengths of the region can be highlighted, supported and developed.

This report presents a framework through which LCC can assess the options and opportunities for government to direct efforts internally and towards international markets.

## LIVERPOOL CITY COUNCIL



## Introduction

Australian Business Consulting & Solutions (ABCS), a division of NSW Business Chamber has been engaged to assist Liverpool City Council (LCC) to develop an International Engagement Strategy that will enhance its international competitiveness and stimulate growth of its region in preparation for the launch of the Western Sydney Airport (WSA) in 2026.

The development of the WSA has triggered an unprecedented change in the regional economy.

From the growth of new industry to the expansion of existing industry, the implications to sector development in the region, stimulated by ongoing economic and infrastructure investments are positive and long term.

Healthy global cities have visible models for business growth. They enjoy recognition for an easy place to do business, provide talent pathways, offer an attractive live, work and

play quotient and are recognised for sector excellence. Underpinned by LCCs economic strategy to address transport, social liveability, housing, services, health and education, the Liverpool Region is rapidly developing the foundations of a global city.

Existing business tenure is stable, the 'Start-up' ecosystem is growing, flagship organisations in education, health and innovation are providing anchors for emerging creative supply chains and living areas that are transforming to meet the needs of a growing and diverse population.

The timing for LCC to build a platform for international growth is immediate. The export landscape is immature and LCC has a unique opportunity to develop trade support pillars which will attract business to the region, create momentum for international market expansion and brand the region as a global destination.

### *This report will include:*

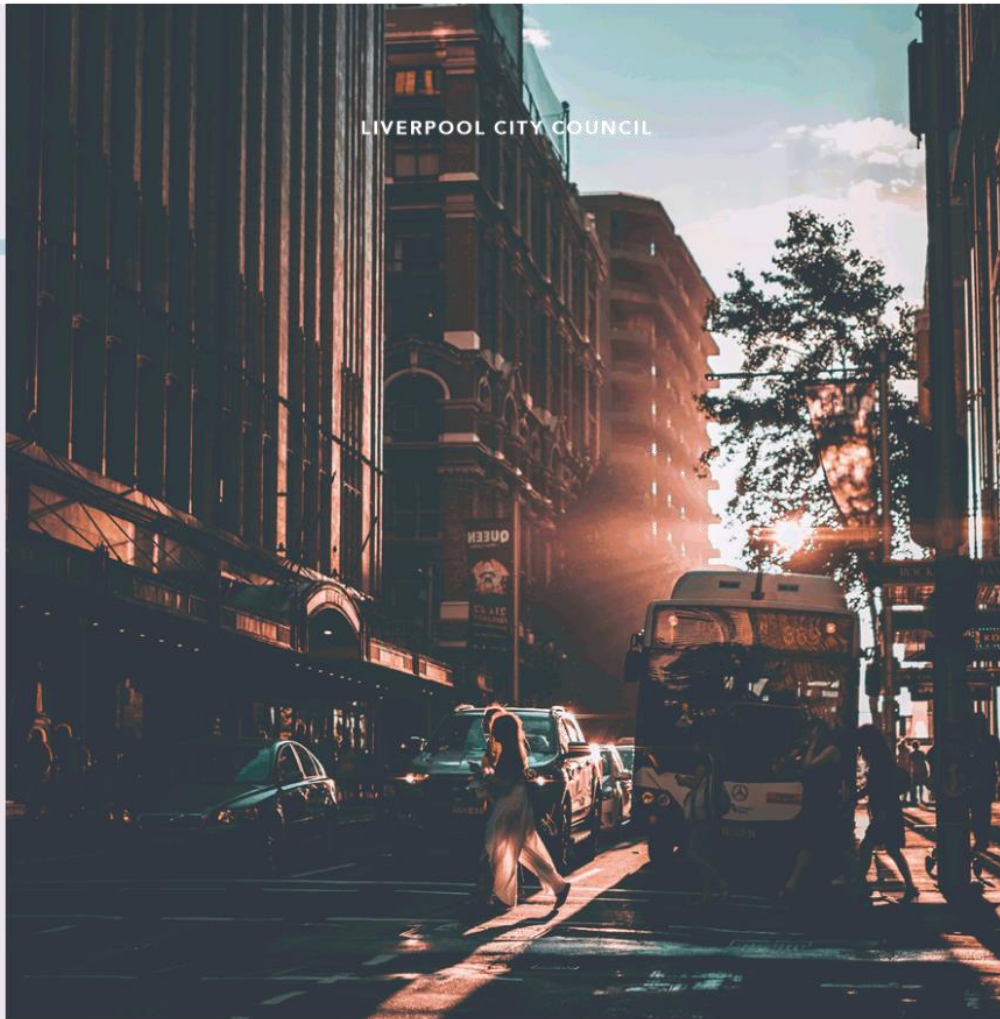
- A Statement of Ambition for Council's vision to be a competitive global location
- Key capability areas of the Liverpool economy
- Strategic recommendations to achieve Council's vision for international engagement
- Identification of priority offshore markets that correlate to Liverpool's key capability areas
- Long and short term actions as they relate to capacity development of local businesses, trade delegations and strategic partnership development
- Linkages to Council's Economic Development Strategy 2019-2029 and Community Strategic Plan, Our Home Liverpool 2027.

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

**Liverpool City Council  
will create a domestically  
thriving, globally known  
business landscape that  
prioritises the expansion  
and innovation of industry  
through an alignment  
to economic priorities;  
promotion of regional identity  
in chosen markets; export  
skill development and  
trade connections for  
accelerated business  
and investment success.**

STATEMENT OF AMBITION





## Consultation and Research

In preparation for the report, a strategic workshop, local business interviews and a scan of international markets was conducted to determine findings.

The strategic workshop was held with Liverpool Hospital, Ingham Institute of Applied Medical Research, Western Sydney University, University of Wollongong, Southern Strength Advanced Manufacturing Network, Liverpool Chamber of Commerce, South West Sydney Local Health District and Regional Development Australia.

Contributors represented their business cohorts and identified the strengths and weaknesses of the region and the

elements required to build an appropriate trade ecosystem.

41 local businesses were interviewed to analyse their export capability, trade strengths and weaknesses and support infrastructure required to be global companies in the future. Thirty-nine businesses were established entities greater than 3 years and one Start-up was in its inaugural year.

International market research was conducted using a Success Probability Matrix to analyse the maturity of the sector, complexity of the business environment, competitiveness of the sector and cultural ease of engagement.

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

# Top 10 Survey Findings

**1 Business cohort are primarily importers vs exporters.** 60% of companies interviewed were not exporting and 40% exported to limited markets (NZ, USA, China and SE Asia). 86% of companies imported componentry, systems or widgets for repurposing or resale in their domestic markets.

**2 Businesses owners consider exporting a longer term strategy, preferring to focus investments on domestic markets.** 46% of companies were not considering plans to expand internationally with 80% of current exporters planning to continue global expansion. Finding the time to develop new markets and ability to meet competitive pricing offered by their global competitors were cited as major impediments for international growth.

**3 Exporting is unplanned but sustainable.** Of those businesses exporting, their journey was 'accidental' and not part of their business plan. All exporters operate an agent or reseller arrangement and have exported for greater than 5 years. A 'lack of confidence' or 'resources' to set up their own operation in market were cited as major barriers. 'Quality of product' however were cited as the main reason for their export longevity reinforcing Australia's global reputation for provision of high quality, clean and safe goods and services.

**4 Asian markets most attractive.** Companies looking to expand globally are most interested in possible export opportunities within the Asia Pacific region including in China, New Zealand, South Korea, Japan, Malaysia, Vietnam and India. Proximity, scale of market and consumer trends were cited as primary reasons.

**5 Exporters went it alone.** None of the companies surveyed cited the assistance of a third party to export. Start-up companies explored international markets using their own online connections and resources. Exporting success was gained through personal trial and error costing some businesses more than they anticipated.

**6 Attraction of skilled talent to the region a major barrier to growth.** Whilst mid to low skill jobs are filled by a local workforce, those businesses requiring technical, skill based talent had difficulty sourcing locally citing attraction of the CBD as a major barrier. Highly skilled employees and senior management travelled over 40 minutes from the northern and eastern suburbs of Sydney.


**7 Live, work and play efforts welcomed but has a way to go.** Businesses welcomed Councils efforts to modernise the region. The development of the intermodal

hub, freeway upgrades, land availability, housing and retail precinct modernisation were cited as positive building blocks for a growing and global city. However, changing the region's social perception to be safe, vibrant and an interesting place to 'play' outside work hours was cited as a vital element in attracting global companies, highly skilled people, Start-up communities and extended tourism time in the region.

**8 Council's role was unknown.** The role of Council to step up and take a leadership position in establishing a regional global identity; promoting industry excellence; facilitating pathways to export and connecting business to in market opportunities were cited as activities that would add value to business.

**9 Lack of State and Federal support.** Nearly all interviewees cited an absence of trade programs and support by federal, state and local government to help them export. Only one company used federal government assistance.

**10 Practical connections to business were most valuable.** Industry focused business delegations led by the Council were cited as the most preferred way to start business on their trade journey. Access to funding, training and business matching were cited as the most important elements in their intent to export in the future.



**What will it  
take to make  
Liverpool  
a known  
global city?**



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## Current landscape

### Economic priorities

The Liverpool Local Government Area takes in a diverse economy with recent growth in population-driven industries as well as core strength in the manufacturing sector.

It is the 7th largest LGA in NSW and has a projected population growth of 2.04% p.a. over the next 20 years. This is above the projected growth rates for Sydney and NSW as a whole.

This major expansion is attributed to the planned growth of South Western Sydney, prompted by investment into large-scale infrastructure projects like the WSA.

Additionally, the population in Liverpool is relatively young and diverse with a lower median age than the state average and half the population speaking languages other than English at home.

The total Regional Gross Product of Liverpool sits at \$11.26 billion as of June 2018. Current infrastructure priorities are: the construction of Western Sydney Airport and surrounding mixed-use business precinct, the Aerotropolis development, the South-West Rail extension, a rapid transit corridor between WSA and Liverpool, upgrades to Liverpool Hospital, new university campuses, health and education precincts and the Moorebank Intermodal.

### Domestic market

Liverpool catchment houses 15,538 businesses of which 6,999 are employing businesses. Industry growth in the region is coming from health, transport and construction. Manufacturing is still the largest employer in the LGA, despite downturns prompted by the global financial crisis of 2007-08 and parity with the US dollar.

Health is currently the second largest employer, but planned expansions to Liverpool Hospital and the creation of the Liverpool Innovation Precinct will likely see this sector gain on manufacturing.

Spurred by the impending aerotropolis, housing demand and rezoning for mixed use commercial buildings in the CBD; construction is a prominent industry, from the residential through to commercial scale.

As of the 2016 census only 30.5% of locals stayed in the LGA to work, with employment self-containment in Liverpool up from the previous census (28.7% as at 2011). Liverpool LGA's actual workforce is made of 37.8% of workers who live in the LGA, while 62.2% of workers live outside of the LGA.

### Global relevance

According to ABS 2017, NSW has a total of 14,697 exporters with an export value of \$2.9 billion. The



Liverpool region accounts for an estimated 300 exporters, and the total export value is unknown.

The creation of the Western Sydney Airport provides Liverpool an opportunity to transform itself into a global city strategically elevating Liverpool as an important edge city which provides a concentration of commerce, entertainment and shopping.

As other edge cities emerge over time along major transport routes, Liverpool can play an active role in positioning itself as the leading edge city in the region, connecting Sydney with Greater Western NSW and forging its own identity through the economic growth promoted by ongoing infrastructure and industry revitalisation.

Liverpool's development of key assets and the implementation of public works strategies are the foundations from which this recognition can develop. Assets such as the Liverpool Hospital upgrade, the WSA and the Moorebank Intermodal provide improvements in core capability areas that allow for an expansion of processes to build global significance.

The Liverpool Hospital is the largest free-standing hospital in Australia, and represents the anchor of a robust and growing health sector in Liverpool. Additionally, the Ingham Institute of Applied Medical Research and the South Western Sydney Private Hospital

## LIVERPOOL CITY COUNCIL



are all within the Liverpool CBD, and form the core of a growing innovation precinct supported by significant medical practices.

Mixed-use high rises can be constructed to attract new business to the area, and provide residential property within the CBD.

Projects like the Georges River upgrade and changing restrictions on businesses allow for a true 18-hour economy to develop, with a vibrant and accessible CBD. All of these already ongoing projects are also designed to change the perception of the area nationally, and funnel high value business into the region, to continue to develop the components necessary for a global city.

### Current skill set

Liverpool has a strong residential population working in the manufacturing sector that has remained in the region despite challenges brought on by the global financial crisis and parity with the US dollar.

Due to its position as an 'edge city' for Sydney CBD, Liverpool's logistics and transport industry is well developed. Direct access to three arterial roads and the commencement of operations at the Moorebank Intermodal in 2018 take advantage of this geography. Moorebank, rail

linkages and the Western Sydney Airport build on it's position as the gateway between Sydney and NSW as a whole.

Tertiary education has increasingly become a sector of strength for Liverpool, with STEM specific campuses from a number of regional universities opening or expanding over the next few years. The University of Western Sydney, University of Wollongong and University of New South Wales already have a presence in the area. While the proposed 'Multiversity' area in the Western Sydney Aerotropolis including engineering and aerospace will bring the University of Newcastle (UON) to the region as well, it is estimated that these campuses will bring 10,000 students to the Liverpool CBD area once at capacity.

### Priority sectors

Based on current skills and developing projects within Liverpool, there are a number of priority sectors to focus investment.

Aerospace, Agribusiness, Education, Health, Logistics and Transport are the most internationally relevant sectors.

While construction is an important aspect of the development of the city, Liverpool's current environment is directing construction towards expanding the city, rather than positioning itself as a construction business hub for the export of skills. Likewise, developments in public works and community projects highlight the vibrancy and commitment of the city to long-term success, but from an international perspective, support the commercial sectors rather than providing opportunities by themselves. Each sector was chosen based on the following:

- Liverpool's current strength in the sector.
- Planned developments that will affect the sector within Liverpool.
- International appetite for the skills or products created by that sector:

**Aerospace:** the WSA represents a once in a generation opportunity, as new large-scale commercial and freight international airports are exceedingly rare.

**Agribusiness:** Liverpool's existing manufacturing sector has a strong focus on food and groceries. A proposed Fresh Food Precinct within the aerotropolis area would support international expansion for production and development. Existing logistics connections between Liverpool and rural agribusiness also provides an area for development in conjunction with WSA.

**Education:** Three universities currently have campuses within the Liverpool LGA. These three plus University of Newcastle will launch a STEM campus as part of the aerotropolis. This sector is an importer of international students, and continues to grow as these campuses mature.

**Health:** Liverpool Hospital is the largest free-standing hospital in Australia. A promised \$740 million upgrade will increase the ability of the hospital to research and develop medical technologies and skills. Liverpool Hospital will also serve as the anchor institute for a planned innovation precinct, including the Ingham Institute of Applied Medical Research, South Western Sydney Private Hospital and the region's universities. The innovation precinct allows for a supportive Start-up environment to expand the LGA health and technology profile.

**Logistics and Transport:** Liverpool has direct access to the Southern Sydney Freight Line, the M5 and M7 motorways and the Hume Highway, and is within 30 minutes by road to Sydney Kingsford Smith Airport and Port Botany. Rail and Air asset development mean the region can develop a 'hub and spoke' model of logistical support between rural NSW and the world. This is supported by the continued development of the Moorebank Intermodal, which increases containerised trade from the region.



## Barriers to growth





## LIVERPOOL CITY COUNCIL

While the WSA offers a link between Liverpool and the world, businesses in the area must be ready to take advantage of this unique opportunity. For Liverpool to grow as an internationally recognised city, several important barriers need to be addressed at fundamental levels. Without this, the expansion of the region's capabilities will not align with the potential of the WSA and other major infrastructure upgrades.

**Immature export sector**

Liverpool is home to an established business community with a low percentage of export representing an opportunity to encourage global expansion.

Businesses lack awareness of the support and education offered by government on how to achieve export success. Current perception remains within local business communities that the domestic market continues to be the safest and most viable area for expansion.

Additionally, businesses within Liverpool are much more likely to be importers than exporters. Businesses who are exporting tend to do so through individual connections, rather than sustained and deliberate expansion. Changing the perception of the value exporting can bring to a business requires a change in mindset that time and labour required to build an export capable company is outweighed by the opportunities available domestically.

Major barriers to exporting for the region's businesses include lack of knowledge about export regulations, foreign markets, and logistics/transportation. Financial barriers such as insufficient working capital and labour resources, prohibitive administration costs, regulatory and infrastructure barriers and excessive financial risk delay movement outward.

These barriers to growth have formed the platform for the development of the regional exporting strategies described in this paper.

**Live, work and play**

Liverpool City Council has developed numerous public works plans designed to transform the city into one that is interconnected, walkable and possess an 18-hour economy. These have all been identified as the requirements of a globally accessible city. The concept of these plans is to redress the image of Liverpool, to redefine the perception of the region as being a family-friendly, vibrant alternative or complementary location to Sydney and Parramatta. These projects, many of which have already created change in the city, take time to change external perception.

For management and technically skilled workers, the value of leisure and cultural activities within Sydney present a superior proposition to those offered in Liverpool. For less technical workers, the lifestyle of the area continues to improve, however the options for work are not as diverse as what can be found in the Greater Sydney Area.

While changes to local zoning laws and major projects will expand options for a local workforce, tailored initiatives to encourage highly skilled workers who exit the region to work in the CBD would assist with the skills shortage of highly skilled workers within the Liverpool region.

**Global relevance**

There is not a single formula that defines what makes a successful global city, but there are common factors that can be observed.

Global cities are places that have an attractive business environment, providing employment and investment opportunities; they have diverse economies and a supportive regulatory environment for construction and business growth.

To build a reputation as a global city, the city must also possess a cultural environment that is inclusive, welcoming and accessible to newcomers. The city

must have a defined identity, and a unique selling point within the region it is located.

Generally, cities will focus in two major areas for their unique selling point. Either, they will have foundational cultural artefacts that draw tourists and money to the region (canals of Venice, the Eiffel Tower in Paris) or they have a specialist business environment that brings in not just businesses in that sector, but associated companies to support the sector (Hamburg as an export hub, Silicon Valley as a technology Start-up incubator).

As with the 'Live, Work, Play' question, the creation of a global city takes time. Importantly, it also takes a strong and focused definition of what the city will be. The reliance on existing strength, such as Liverpool's logistics history, or redefinition via new opportunities (aerospace and defence through WSA) depends on the local government's understanding of the potential of the region, and how best to market that.

**Appropriate land use**

The ability for manufacturing businesses to grow is dependent on their access to the leasing of specialised or appropriately sized site. Work has been done to improve the commercial capabilities of the CBD and continual improvements need to be a priority for the local industrial sector. One respondent to the Chamber's interview questions noted that they were currently using three warehouses across the region because they lacked access to a single space large enough.

Land use must also be considered carefully. Liverpool City Council has proposed and researched the potential for a rapid transit corridor between the WSA and Liverpool CBD. Projects like this must be undertaken to link the city as closely and efficiently to the airport as possible, or risk that the airport will underperform until supported correctly.

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY



## Key Strengths of Region

The pace of change within Liverpool has increased exponentially since the inception of the WSA. While the export market is underdeveloped in the region, the strength and assets of both business and government present opportunities for the city to achieve the goal of being internationally known and valued.

### Infrastructure

The creation of an international Liverpool, to be a third CBD of the Greater Sydney Area, relies on its transport. If a city does not provide residents the ability to access every aspect of their lives within 30 minutes of their homes, talent retention remains a challenge.

Liverpool maintains much of the city structure laid down at its inception, in the Hoddle Grid. This grid gives the city simple building blocks from which ambitious projects can be launched, and is a design principle that can be emulated in developing the city and aerotropolis.

Projects like the M12 Motorway and South West Sydney Rail Extension highlight the ongoing development of Liverpool's transportation capabilities. Council's efforts to look ahead and address the future of transport with a proposed Rapid Transit Corridor from WSA to Liverpool demonstrates the principle of new infrastructure being addressed as a continuous program of improvements.

### Sectors

#### AEROSPACE

The Western Sydney Airport is a defining piece of infrastructure of the region, that will change how and who

it does business with. It also presents the greatest potential for expansion. Liverpool's current aerospace industry is non-existent, but as the airport and aerotropolis begin to be built, the sector will develop. Already Northrup Grumman have agreed to take a \$54 million facility within the airport. Four universities have collaborated to announce a 'multiversity' campus within the aerotropolis with a focus on STEM, aerospace engineering and associated fields. A centrepiece of the Aerotropolis will be a STEM focused high school.

All of the components of a competitive and engaging environment are beginning to come together for the Aerospace sector. Liverpool's support of Start-up's combined with these cornerstones allows for the development of long-term education and career prospects within the region.

#### AGRIBUSINESS

The Liverpool LGA is not only suburban and metropolitan areas; it also includes a portion of the agricultural producers of the Sydney Basin. These producers, along with Liverpool's manufacturing sector represent a skilled and capable asset. It is via the addition of a Fresh Food Precinct within the Aerotropolis that this sector will be elevated.

Proposed by the NSW Farmers Association and supported by local government, the precinct would create a custom-built export facility for fresh foods and pre-packaged products. The Precinct is expected to create 12,000 jobs across a variety of fields, not just within Liverpool but among the wider agricultural industry.

Taking advantages of planned infrastructure upgrades and the

opportunity to plan consolidated industry groupings, the Fresh Food Precinct, can create a hub for domestic and international food processing and exporting.

#### EDUCATION

Liverpool's educational assets are new, but have already benefited the region. Western Sydney University, University of Wollongong, University of New South Wales all currently have campuses within the CBD. The addition of the 'multiversity', with the UON diversifies the education portfolio further.

Vocational education is also expanding, with two TAFE institutes in the area and a proposed agricultural high school as part of the Fresh Food Precinct.

Specialised departments such as the MARC's Institute offer the chance for unique, internationally significant work within the region, the close connections of organisations around the Innovation Precinct keep talent in Liverpool.

#### HEALTH

Liverpool Hospital, the Ingham Institute of Applied Medical Research and local universities allow for an innovative precinct that is engaging with some of Australia's most pressing health problems.

The cooperative nature that is core to the identity of Liverpool city is reflected in the innovation precinct. An area of the CBD in which stellar organisations support education and employment opportunities. The success of these larger organisations help to bring in smaller supporting businesses and Start-ups. The precinct concept is testament to the principles that push Liverpool towards international success.



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**LOGISTICS AND TRANSPORT**

Whilst the Airport is a key driver it is the support of the current industry that will build sector success. Containerised trade moving through the Moorebank Intermodal, the new road and rail upgrades and the geographic position of Liverpool all show a region in which transport is a specialised and critical field.

New technologies and ideas, such as autonomous vehicles for the Rapid Transit Corridor, demonstrate Liverpool's willingness to adapt sectors to maintain advantages.

**Cooperation of public and private industry**

The strongest value to Liverpool is the manner in which commercial assets are created and being implemented.

LCC has embraced the opportunities offered by changes in the region, and in doing so has sought to develop and deepen the relationship between public and private works.

The health innovation precinct in the CBD and the proposed multiversity in the aerotropolis are evidence of a holistic view of city and regional development. The consideration of education and private business in how the city moves from its current state and perception into a new identity is key.

An area for opportunity associated with the new areas of WSA and the aerotropolis is for businesses to collocate and collaborate to improve the value chain and offer a competitive advantage to other areas in NSW. For example, advanced manufacturing businesses can collocate and collaborate with public institutions, to conceptualise, prototype and develop products all within one region.



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

**Australia's largest trading markets**

Country	FTA?	Ease of doing business	Inbound Investment, 2017 (A\$m)	Outbound Investment, 2017 (A\$m)	Import of Goods into Australia, 2017 (A\$m)	Export of Goods out of Australia, 2017 (A\$m)
New Zealand	✓	1	45,059	103,040	7,812	9,100
China	✓	78	64,954	77,099	64,524	100,184
United States	✓	6	896,850	664,512	31,313	12,269
Japan	✓	34	219,236	125,122	21,098	44,981
Taiwan	None	15	14,829	8,194	4,377	8,969
Canada	✓	18	47,335	46,888	2,146	1,618
Germany	Under Negotiation	20	47,153	73,643	13,731	2,403
Singapore	✓	2	82,038	59,418	8,272	6,628
South Korea	✓	4	26,310	19,890	30,859	21,209
Malaysia	✓	24	21,331	9,597	11,026	5,959
India	In Progress	100	15,494	13,957	5,109	15,748
Thailand	✓	26	3,120	4,453	14,394	4,476
Vietnam	✓	68	735	2,335	5,094	4,628
Indonesia	✓	72	1,044	10,734	4,212	7,030
Hong Kong	In Progress	5	116,602	47,402	755	12,035
Luxembourg	Under Negotiation	63	80,985	18,014	32,929	3,022
Switzerland	None	33	53,693	35,889	3,038	1,440
Norway	None	8	19,856	Nil	399	85
Belgium	Under Negotiation	52	305,323	4,486	1,984	1,256
France	Under Negotiation	31	24,793	50,983	4,901	1,416
Netherlands	Under Negotiation	32	79,025	43,555	2,328	3,078
Ireland	Under Negotiation	17	23,799	17,037	1,819	98
United Kingdom	None	7	481,387	333,117	6,876	6,114

## LIVERPOOL CITY COUNCIL

a. Countries where Australia receives significant investment into Australia include Bermuda \$28.9bn, Virgin Islands (British) \$24.3bn.  
b. Countries listed are World Trade Organisation (WTO) members and so offer trading terms via the WTO (and those that are party to any WTO plurilateral arrangements). Also a number nation's offer special economic zones which also are a pathway for market entry that may offer benefits Australian firms should consider (India, UK, USA, Thailand, Malaysia, Japan, S Korea, China)

ia,	Import of Services Into Australia, 2017 (A\$m)	Export of Services out of Australia, 2017 (A\$m)	Two-Way Trade, 2017 (A\$m)	Number of visitors of Australia 2017 (by '000)	Total visitor spend in Australia 2017 (\$'000)	Source of international students ('000)	rank of international students
	5,584	4,936	27,432	1,231,089	1,652,041		
	2,873	15,812	183,393	1,251,095	8,284,648	192.1	1
	16,178	8,703	68,463	728,983	1,733,446	7.8	17
	3,514	2,259	71,852	397,888	1,008,867	11	14
	329	1,430	15,105	167,192	715,156	12.7	12
	2,115	1,025	6,904	157,886	446,552	3.9	25
	2,963	1,643	20,740	200,415	710,292	3.3	28
	5,141	5,333	25,374	381,979	1,067,848	7.2	18
	1,071	2,157	55,296	276,837	1,049,021	21.4	7
	957	2,613	20,555	352,960	1,107,165	25.5	5
	2,167	4,412	27,436	282,981	101,5523	73	2
	2,844	1,305	23,019	90,153	403,550	19.7	8
	1,524	1,541	12,787	505,555*	1,853,137*	23.1	6
	3,696	1,601	16,539	173,295	563,723	15.2	10
	2,976	2,993	18,759	258,266	988,188	13.6	11
	113	44	36,108	231,522*	850,948*		
	706	1,025	6,209	53,006	217,498	0.9	47
	417	277	1,178	105,490	392,554	1.4	38
	138	180	3,558	231,522	850,948	0.4	67
	2,127	928	9,372	121,517	504,117	4	24
	1,119	495	7,020	52,834	181,250	0.8	49
	1,067	504	3,488	231,522*	850,948*	0.7	55
	8,216	5,422	26,628	689,133	2,021,989	5.3	21





INTERNATIONAL TRADE ENGAGEMENT STRATEGY

New Zealand  
Australia  
Japan  
Malaysia  
Hong Kong  
Germany  
India  
Singapore  
South Korea  
Canada  
Thailand  
Indonesia

## LIVERPOOL CITY COUNCIL

## Recommended Markets

The following markets have been identified as the primary focus areas for LCC to develop activities that will accelerate trade success for the business community.

Markets have been categorised as Tier one and Tier two, with Tier one markets presenting a greater strategic fit against the region's assets and business strengths.

Tier one markets were assessed using the following criteria:

- Sector maturity
- Business complexity
- Sector competition
- Regulation
- Current diplomatic ties
- Cultural fit
- Financial ease
- Current national engagement

It is recommended that LCC focus on Tier 1 markets within the next 1-3 years.

Tier two markets were assessed using the same criteria as Tier 1, but are considered a longer term focus for LCC as the priority sectors within these countries are evolving and the strategic fit not as high as Tier 1 countries. LCC should review Tier 2 countries annually and adopt a more long term

planning approach of 3-10 years.

Tier one markets, priority sectors and actions recommended in this report complement and support those outlined in the NSW Trade and Investment Action plan. Strong collaboration with NSW Trade and Investment to invest in funding and programs to improve the awareness and uptake of international trade is critical to LCC's success.

	Tier one market				Tier two market					
	1-3 YEAR HORIZON				3-10 YEAR HORIZON					
	New Zealand	China	USA	Japan	Taiwan	Canada	Germany	ASEAN Nations	South Korea	India
Aerospace	✓		✓	✓			✓			
Defence	✓		✓	✓			✓		✓	
Medical	✓	✓	✓		✓			✓		✓
Advanced manufacturing		✓	✓			✓				
Agribusiness		✓		✓				✓		✓
Transport and logistics				✓			✓			
Education	✓	✓	✓	✓		✓		✓	✓	



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## New Zealand

*New Zealand is currently ranked as the number one country for ease of doing business globally.*

Over 650,000 New Zealand (NZ) nationals currently live in Australia (15% of total NZ Population).

NZ is a signatory party to hundreds of treaties and agreements with Australia, the most significant being the Australian and New Zealand Free Trade Agreement and the Australia New Zealand Economic Relations Trade Agreement.

Whilst the following sectors are recommended as immediate areas of focus for LCC development, primary and food processing industries will benefit from a no-curfew WSA and expand logistical supply chains. The planned inclusion of an Agribusiness Export Hub will provide NZ's businesses with multiple pathways to engage with Liverpool business.

### Aerospace and Defence OPPORTUNITIES

NZ's defence capabilities are currently in review. In May of 2018, the federal government issued a Strategic Defence Policy Statement outlining a number of ongoing projects and new developments. The close military ties between Australia and NZ through the ANZAC alliance and membership to numerous multilateral organisations and treaties (such as NATO and the Five Eyes surveillance group) make Liverpool's design for an Aerospace and Defence precinct a natural export partner.

On a federal level, at the start of 2018, then Prime Minister Malcolm Turnbull called for Australia to upscale its defence exports, identifying NZ as a priority market.

\$20 million per annum is budgeted to identify and assist with export readiness in the sector and LCC can collaborate with Federal Government to build and expand defence contractors located within the WSA Precinct.

### CHALLENGES

NZ relies heavily on multi-national corporations and national defence departments overseas for the supply of their military equipment and upgrades. Tenders take a long time to secure and businesses like Lewis Machine & Tools or foreign government departments like the United States Department of Defence carry higher probabilities for winning large-scale projects. Smaller pieces of total projects are often absorbed by these same organisations. Defence developers would need to work with hyper-specialised supporting components, often in partnership with existing multi-nationals in order to have their business recognised for export.

The lack of an established defence manufacturing and innovation sector in Liverpool means that currently all goals in this sector depend on successful execution of broader planned developments. While the

WSA and a move towards advanced manufacturing are highlighted in Liverpool's Community Strategic Plan (2027), both sectors are not significant or competitive currently. Investment in the aerospace and defence sectors within Liverpool must be a priority to maintain relevance with NZ's industry.

### Medical OPPORTUNITIES

In February of 2017, a treaty-level agreement was signed between NZ and Australia, referred to as the Science, Research and Innovation Cooperation Agreement. The agreement addresses chronic diseases, advance general healthcare and improve the accuracy of GPS signals. This, on top of the existing reciprocal health agreement between Australia and NZ provide an open environment for medical innovation across the Tasman Sea.

NZ currently has the highest rate of skin cancer in the world, and a national obesity related health crisis. The geographic proximity and shared colonial history between our countries means that population-wide health issues are often similar. Research and execution of health policy allows for a cooperative response to these issues. The Ingham Institute of Applied Medical Research, Liverpool's premier medical research organisation, has undertaken a number of studies around mental

An aerial photograph of a coastal town and surrounding mountains. A large, semi-transparent white circle is centered over the town. The text "LIVERPOOL CITY COUNCIL" is visible in the upper part of the image, and the text "Two way trade is estimated at \$26.8 billion." is centered within the white circle. The page number "21" is at the bottom center.

LIVERPOOL CITY COUNCIL

**Two way trade  
is estimated  
at \$26.8 billion.**





health and is a world leader in prostate cancer research. The University of Otago in Christchurch has a similar program studying bowel cancer, its causes and the relationship to gut flora. The Auckland Medical Research Foundation has a similar focus on gastro-intestinal cancer through their association with the Auckland Bioengineering Institute. The University of Auckland's school of population health is leading research into global obesity statistics.

While there are complementary medical research and innovation sectors across NZ, there is also a focus on various forms of mental health, pharmacology, developmental and paediatric medical care. Branding Liverpool's medical precinct with attributes of cohesion and collaboration from which creative, sustainable medical solutions evolve will attract cooperative works with NZ's institutes.

#### CHALLENGES

NZ's small population limits the size

of its research sector, talent pool and funding. Leading innovative organisations are based in Christchurch and Auckland. The lack of geographic diversity, population density and depth of the industry should be considered. The industry's contribution to the local economy which was estimated at \$1.3 billion in 2015 and Australia and the United States are consistent partners in trade within the industry.

The G20 group of nations exemplify the competitive nature of the medical innovation field. All G20 countries feature medical innovation as a priority with larger economies such as Germany, France and the United States outweighing the field in funding and resources to outpace NZ's sector. As a result of this NZ is frequently dependent upon multi-nationals and external business to fund and resource innovation in their medical practices. The specialisation of the NZ medical research community reflects niches not already filled by larger bodies but can be internationally irrelevant.

Liverpool's expanding health sector has an opportunity to deliver benefits from association with NZ but should monitor possible inequity in sector exchange as the sector develops.

#### Education OPPORTUNITIES

Like Australia, the university system in NZ is undergoing disruption. Flexible and multi-mode education is part of the discussion at a national policy level challenging traditional institutions.

NZ's education industry enjoys high participation rates despite a small international market. Mature age education is on the rise with 50% of people over 15 maintaining a tertiary qualification.

The Universities of Auckland and Otago both hold rankings in the top 200 universities globally, and the Victoria University of Wellington is nationally ranked the highest for research quality across a number of disciplines. A mutual recognition



## LIVERPOOL CITY COUNCIL

scheme between NZ and Australia allows for easy transfer of students compared to other nations. As of 2018, NZ is trialling a 'free first year' of university with an intent to go to a three year free program by 2024. Australian citizens residing for at least three years in NZ can participate.

NZ's tertiary rate of completion from its indigenous population remains low, with the metro location of major universities a barrier.

Institutes of Technology and Polytechnics are underfunded and face student shortages. Australian universities and private vocational bodies are well-positioned to assist in building a NZ vocational framework that is competitive and efficient.

While Liverpool's tertiary education community is still in a building period, new ideas offered by the NZ system should be explored. The construction of an industry specialist high school and the universities allows for cohesive education structures that play to the intended strengths of the region. Concepts being trialled in Liverpool provide an exportable service for NZ, while the innovative campuses throughout the CBD provide attractive opportunities for

international students looking to experience work placement and practical studies.

## CHALLENGES

In 2017, the Australian government proposed to increase international student fees for NZ students. While the policy was not enacted, the divergent philosophies of Australia's price rises in HECS and NZ trialling free tertiary education need to be considered for international initiatives.

Liverpool currently has three university campuses in the area, with a fourth scheduled to join the 'multiversity' STEM campus in the Aerotropolis. The region already houses half the amount of universities throughout all of NZ. Construction skills shortages in NZ are challenging Polytechnic Institutes while Liverpool possesses a strong vocational workforce and expanding TAFE facilities. The export of vocational education or the migration of students looking to learn vocational skills into Liverpool may prove counterproductive to the short term export aims.

## RECOMMENDATIONS

Aerospace/Defence	Medical	Education
<ul style="list-style-type: none"><li>• Commission research into skills shortages in defence manufacturing in Australia</li><li>• Attract Australian defence Start-ups to the aerospace hub around WSA.</li><li>• Market WSA no-curfew commercial airport to local producers with NZ import orders.</li></ul>	<ul style="list-style-type: none"><li>• Invite leading researchers for exchanges at Liverpool Hospital and medical precinct tours.</li><li>• Encourage cross-border collaboration on data gathering and research into shared problems (obesity, gastrointestinal cancers)</li></ul>	<ul style="list-style-type: none"><li>• Build relationships/ programs with leading NZ universities in growth fields (medical, engineering)</li><li>• Lobby for increasing mutual recognition of TAFE qualifications</li><li>• Invite senior administrative members of major NZ cities to tour and view the aerospace or medical precinct concepts.</li></ul>

Two way trade is estimated at

**\$26.8 BN**

GDP:

**\$201 BN**  
(NZD)

GDP Growth Rate:

**3.1%**

Per Capita GDP:

**\$38,500**  
(NZD)

Major Exports:

Dairy, Meat, Logs, Fruit, Crude Oil, Wine

Major Imports:

Petroleum, Mechanical Machinery, Vehicles, Electrical Machinery, Textiles

Value of Imports into Australia:

**\$11.8 BN**

Value of Exports out of Australia:

**\$13 BN**

Value of Two-Way Trade:

**\$27.4 BN**

YOY Percentage Growth of Two-Way Trade:

**7.0%**

Visitors per Year to Australia:

**1.3 MN**

Visitors Spending Per Year:

**\$2.6 BN**

A photograph of the Shanghai skyline, featuring the Oriental Pearl Tower on the left and several other skyscrapers. The image is framed by a light blue border. A large, semi-transparent white circle is overlaid on the center of the image, containing text.

**Two way trade is  
estimated at \$183.4 billion  
and Australia relies  
heavily on China for  
export and import.**



## LIVERPOOL CITY COUNCIL

## China

*China is currently Australia's largest trading partner accounting for 24% of total trade and ranked 78 for ease of doing business.*

Two way trade is estimated at \$183.4 billion and Australia relies heavily on China for export and import. There are over 192,100 international students in Australia, making it our number 1 market for students. China is Signatory to Australia's most profitable Free Trade Agreement, the China Australia Free Trade Agreement. Over 1.2 Million Chinese nationals live in Australia.

The following sectors have been identified as immediate areas of greatest opportunity for LCC to focus regional development.

### Agribusiness OPPORTUNITIES

China is the second largest importer of agricultural products in the world. While there has been a domestic focus on developing smart agricultural practices, the growth of the middle-class and the challenges of modernising a vast system mean importation remains critical for the continued growth of the nation. US protectionism has resulted in tariffs hikes between the two nations opening opportunities for Australian agribusiness exporters to fill gaps.

Recommended in the Western Sydney City Deal and supported by the NSW Farmers Association, A Fresh Food Precinct within the Aerotropolis would allow for the integration of new technologies into the processed food-manufacturing sector. Agri-tech is a key area of investment for China as it seeks to shift towards a sustainable and competitive industry.

The goal of the precinct, to provide ready-to-eat meals across the globe within 36 hours of an order being placed is ambitious, but aligns with the expectations and demands of Chinese consumers. Combining this convenience with Australia's perception as a 'clean, green and safe' ecology with well-regulated food processing safety protocols is a unique competitive advantage in the China market.

The existing Liverpool manufacturing sector and the Moorebank Intermodal mean that both freight and manufacturing are positioned to expand into China before the airport scheduled opening in 2026.

### CHALLENGES

The Agriculture Sustainable Development Plan (2015-2025) is the centrepiece of China's agricultural policy and drives significant changes in the local sector. China continues to develop technology for self-sufficiency so that trade shifts do not affect its ability to feed its population. For example, it is estimated that should China stop sourcing US soybeans, it would take the entire world supply of soy to fill the void.

China's investment into Australian agribusiness has dropped by 8% in 2018, prompted by tightening rules on overseas investment. In conjunction with the Chinese policy change, Australia has increased the regulation of foreign investment into strategic infrastructure assets. Australia remains the second largest recipient of Chinese investment

across all sectors. The challenge for the Fresh Food Precinct is in securing capital for the proposed integration of cutting-edge technologies like the Internet of Things and Blockchain providence software and to remain ahead of the ongoing developments around FDI and agricultural trade pressures in China.

### Medical Innovation OPPORTUNITIES

The maturation and expansion of the Chinese middle class is triggering fundamental societal shifts away from three-generation households. China's ageing population (250 million people over 60 by 2020) and an underdeveloped aged-care infrastructure presents Liverpool service providers and 'teach the teacher' programs opportunities in nursing and aged care. Western Sydney University's Liverpool campus, with its focus on nursing can explore advanced training across a range of disciplines.

Made in China 2025 is the most influential piece of policy in the healthcare sector in China. The policy aims to push innovation across pharmacy, medical technology and healthcare delivery. While the goal of the paper is to promote Chinese innovation in these areas, the implementation of systemic changes leaves opportunities for foreign niche industry to fill skills gaps in the short term. Additionally, collaboration and education that can be provided by Liverpool Hospital, the various university departments and the

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

GDP:  
**\$11.2 TN**  
(USD)

GDP Growth Rate:  
**6.7%**

Per Capita GDP:  
**\$8,123.18**  
(USD)

Major Exports:  
Electronics, Machinery,  
Computers, Furniture,  
Clothing, Medical  
equipment, Plastics and  
Vehicles

Major Imports:  
Electronic equipment,  
Mineral fuels, Ores, Medical  
equipment, Vehicles,  
Plastics, Organic Chemicals,  
Oil seeds, Copper.

Value of Imports  
into Australia:  
**\$64 BN**  
(AUD)

Value of Exports  
out of Australia:  
**\$100 BN**  
(AUD)

Value of Two-Way Trade:  
**\$183.4 BN**  
(AUD)

YOY Percentage Growth  
of Two-Way Trade:  
**16.1%**

Visitors per Year  
to Australia:  
**1.2 MN**

Visitors Spending Per Year:  
**\$9.78 BN**  
(AUD)

Ingham Institute of Medical Research represent high value export and relationship building opportunities.

The sale and development of Intellectual Property in the pharmaceutical space presents a possibility for the research based groups within Liverpool's Innovation precinct. China will be the world's second largest pharmaceutical market by 2020. Exponential consumer growth and the Made in China 2025 policy paves the way for healthcare solutions to be marketed.

**CHALLENGES**

While the Made in China 2025 policy represents an opportunity for trade in services, it can also be viewed as an inherently protectionist, which over time may replace foreign businesses with Chinese ones. Filling specialised roles within the medical technology sector relies on relevant agents in the LGA having funding and resources to outpace China's expanding industry. Made in China 2025 rules that only the final processing of a good needs take place in China so foreign businesses seeking incentives from this policy may need to cede control of their product for market opportunities.

'Teach the Teacher' programs rely on the mutual recognition of qualifications for service providers and courses being run in a foreign market. While mutual recognition is an aspect of the China Australia Free Trade Agreement, it is one that is being gradually accepted as each nation looks to protect nationally significant industries from influxes of talent and shore up national skills shortages.

**Education OPPORTUNITIES**

China is the largest supplier of international students to Australia, with 103,000 enrolments in 2018, and 8% increase on 2017. As wealthier Chinese study internationally, the opportunity for universities to offer unique value propositions are paramount. Liverpool's multicultural demographic and modern campuses provide a new option for students beyond the traditionally areas

of Sydney, Melbourne and Brisbane. Liverpool's focus on healthcare education, through the Western Sydney University Nursing campus and teaching wing of Liverpool Hospital provide services which are gaps in China.

As China's population grows, educational technologies which tailor teaching methods to large groups of students at a time are in demand. In particular, technologies catering to the challenging Gaokao exam and assisting students to gain a high mark are a huge area of growth.

China and its centralised government is well placed to make education a holistic and economic enterprise. In the past, the emphasis on wider educational access and development of vocational skills in the 1990s and 2000s focused on building domestic infrastructure, expanding exports and foundational works in logistics and engineering.

Now, China is building a smart workforce that innovates and adapts ahead of Western counterparts. Technology and the shift from government means that foreign education facilities and general innovative tools are increasingly welcomed.

The relative youth and innovation of Liverpool's tertiary education system places institutions in a good position to develop flexible and agile international models that meet the needs of the Chinese market.

**CHALLENGES**

Exporting education, be it technology or services, requires cooperation with existing entities for new products to be viewed as credible. Relationships with educational institutions in China are a competitive commodity, as organisations from other developed nations seek to find a foothold in the sector. As China develops its modern education system, the sheer scale and speed of development may position China as a leading education industry. This means western industries looking to export their education services to China have a short term timeframe to collaborate with like-minded institutions and position their products as part of an overall Chinese reform.

## LIVERPOOL CITY COUNCIL

The perception of China as the testing grounds for innovative educational delivery techniques means that institutes looking to engage in China must provide unique, futureproof methodologies tailored to Chinese students needs. Emphasis should be placed on requirements of future employment opportunities and a supply pipeline of educated students.

Liverpool's tertiary education sector is relatively new and decentralised with flagship campuses located in other areas, so Liverpool will need to offer unique value propositions for favourable relationships with China.

### Advanced manufacturing OPPORTUNITIES

The Chinese government is focused on technological advancements in agriculture, education, health and research as the new pillars of the economy; advanced manufacturing remains a strength in all of these areas. As an example, in 2013 only one of the top ten global solar cell manufacturers was Chinese, now four of the top five are. However, as the advanced manufacturing sector continues to grow, centralised around the city of Shenzhen, the cost of manufacturing rises. Many businesses have solved this

by outsourcing their manufacturing to contractors, or into developing nations. However, products are still administered and branded through China.

The West has long had a scepticism for the quality of Chinese made goods. While innovative products exist, achieving sales remains a challenge. The attraction of regional offices based in Liverpool, with all of its comparative transport and logistics advantages, is increased by the reputation of Australian goods and services. Corporate offices in Liverpool can market and brand products Australian, while the robust manufacturing economy of the region can be utilised for the final processing of goods.

A shared interest in autonomous manufacturing and artificial intelligence may also offer Liverpool's educational institutes avenues to build relationships with Chinese universities and urban developers. Liverpool can benefit from the skills and research present in China in the development of advanced infrastructure systems.

### CHALLENGES

The advanced manufacturing sector in Liverpool is developing. While the aerotropolis and the concept of a regionally contained product

development cycle are being developed, Liverpool's advanced manufacturing capabilities need aggressive growth. The global recognition of areas like Silicon Valley are dependent on the presence of innovators to bring in international acclaim. Currently, Liverpool faces a skills drainage caused by Sydney's diverse job market.

Australia's relative high labour costs make further challenges for Liverpool as an outsourcing location. Chinese advanced manufacturers may have the ability to shape the aerotropolis around their factories and offices, but Liverpool's advantages are not economically competitive with developing markets.

As part of the move from a 'made in China' mentality to an 'innovated in China' one, companies are more interested in acquiring foreign companies instead of direct investment. As foreign direct investment decreases, so does the ability for Start-ups to rely on the interest and wealth of China to fund their initial capital costs. China has set the goal of importing less than 5% of their technology by 2045, the window into which Australian advanced manufacturers can find a market is finite.

### RECOMMENDATIONS

Agribusiness	Medical	Education	Advanced Manufacturing
<ul style="list-style-type: none"> <li>• Develop and shift the current manufacturing sector in Liverpool further towards processing food.</li> <li>• Present a marketing package on the WSA to Chinese investors/importers (based on fresh-food precinct and commercial manufacturing).</li> <li>• Focus expansion on Moorebank Intermodal around 'last stop before port' commodity shipping</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to encourage Allied Health courses in university precinct.</li> <li>• Connect via delegation visits private medical research groups with Chinese investors.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Liverpool's education precinct as an international alternative to Sydney City.</li> <li>• Encourage private education sector in Liverpool to internationalise services</li> </ul>	<ul style="list-style-type: none"> <li>• Present new A-Grade commercial buildings as potential field offices for Chinese companies</li> <li>• Conduct business delegations specific to the continuation of relationship building on cutting-edge infrastructure projects</li> </ul>



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## United States of America

*The United States of America (USA)  
is ranked 6 for ease of doing business.*

Despite recent protectionist moves within America's political landscape, Australia remains a key ally in the Pacific region. Currently the USA is Australia's 3rd largest trading partner with two way trade rising 5% in 2017 estimated at \$68.5 billion. The USA continues to be Australia's largest two way services trading partner.

The following sectors have been identified as immediate areas of greatest opportunity for LCC to focus regional development.

### Aerospace and Defence OPPORTUNITIES

With one of the most expensive and well-resourced standing armies, the largest space exploration program and some of the world's busiest airports, the USA presents a diverse range of opportunities for Liverpool. Agreements between Australia and the USA are varied and significant, as one of the key allies for the US Pacific Strategy.

In the middle of 2017, Boeing signed a \$35 million contract with the CSIRO to create their largest research and development facility outside of the USA. The creation of the WSA as curfew free, 7-days a week airport, Northrop Grumman building a \$54M facility at the precinct has already garnered US attention. The scale of operations for this facility inevitably create an environment

for supporting businesses to grow. The airport also brings Holsworthy Army Base closer to the world and the potential for shared military exercises or secondments is increased with the airport's presence.

The USA is the second largest source of visitors to the country, and the presence of a second airport in the Greater Sydney Region has the potential to increase tourism to the west. As Liverpool remodels its city centre, ability to draw business and leisure international visitors increases.

### CHALLENGES

The USA's increasingly aggressive foreign policy bolsters the risk of Australia being drawn into conflicts and operations that run counter to the interests of our largest economic partner China, whose aggressive movements in the South China Sea are a cause for concern for nations with shared economic and political interest in the two Great Powers. The ability to maintain complex business relationships with the two nations may well be compromised by the other.

The privatisation of the US space industry makes it more likely that cheaper countries, instead of diplomatically close countries may benefit from outsourcing programs. While Australia has a historic supporting

role for many NASA missions, our space agency and the private industry programs do not share the same legacy.

The success of the WSA is dependent entirely on the ability to plan and build adequate connections between the airport itself and the surrounding cities. While LCC and state government are currently committed to a planned series of developments, that plan must remain in place for the airport to gain full utility. Once the airport is operational, Liverpool faces a further challenge of presenting and marketing a brand that draws tourists and businesses to the area. Without the development of unique city characteristics, even business visitors are not guaranteed.

### Medical Innovation OPPORTUNITIES

Commitments were made in the first half of 2018 to create a new body, The Australian Advisory on Technology and Health Competitiveness, which has formed an alliance with a comparable body in the United States. This alliance promotes shared health technology developments. Further, CSIRO and Swinburne University have co-located close to Silicon Valley, widely considered the most significant global innovation hub.

American health research into obesity, gastro-intestinal cancers and



LIVERPOOL CITY COUNCIL

**The USA is  
Australia's most  
significant alliance  
partner accounting  
for 9% of total trade**

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

**The combination of government support, educational commitment and private industry drive is building an ecosystem of amalgamated businesses that take advantage of the strengths of each sector.**

afflictions corresponds with the priorities pursued by Liverpool Hospital and the Ingham Institute of Applied Medical Research. The collaboration fostered by CSIRO and others paves way for other institutes to follow suit.

Student exchange programs provide an opportunity for shared experiences that frequently have a net positive influence on local perception of other nations. Marketing the Liverpool campuses of WSU, UoW and UNSW for semesters abroad, or post-graduate research positions is an important component of extending the relationship between US and Australian institutes.

The Texas Medical Centre has already accepted bids from a pair of Australian companies in September of 2018 to work for a number of months with the centre via an Austrade Bio-bridge program. Programs such as this can be used for the funding and education of Start-ups and to incentivise skilled graduates to stay in the Liverpool region.

**CHALLENGES**

The USA leads the world in the Start-up arena. For Liverpool to compete in this sector a Start-up environment should be considered to foster Australian and USA collaborations. While the USA has a market for medical research into disease and

cancer, medical technology is a favoured commercially viable route. Disruptive businesses are a hallmark of the American medical technology sector. Liverpool should work with The MARCs Institute at Western Sydney and the Ingham Institute of Applied Medical Research as well as private start-ups to maintain agile and globally innovative programs to attract US interest and investment.

**Education OPPORTUNITIES**

Australia's education exports reached \$20 billion in 2016 with the USA being the most popular destination for Australian's studying abroad. Soft power ties, built by cultural and personal connections students make are invaluable.

Mutual recognition programs and post-graduate research grants are a continual source of development and collaboration for US and Australian students and educators. Liverpool's development of an innovation precinct that encompasses the local universities allows for the potential importation of skills via these programs.

**CHALLENGES**

Despite the international reputation of American Universities, their primary

GDP:  
**\$20.4 TN**  
(USD)

GDP Growth Rate:  
**2.9%**

Per Capita GDP:  
**\$62,152.10**  
(USD)

Major Exports:  
Motor vehicles, aircrafts,  
medical instruments,  
telecom equipment

Major Imports:  
beef, meat, aircraft and  
parts, pharmaceutical  
products

Value of Imports  
into Australia:  
**\$31.3 BN**  
(AUD)

Value of Exports  
out of Australia:  
**\$12.2 BN**  
(AUD)

Value of Two-Way Trade:  
**\$68.5 BN**  
(AUD)

YOY Percentage Growth  
of Two-Way Trade:  
**9%**

Visitors per Year  
to Australia:  
**759,000**

Visitors Spending  
Per Year:  
**\$3.7 BN**  
(AUD)



## LIVERPOOL CITY COUNCIL

and secondary schooling is suffering from critical shortages in funding and staffing. The USA is ranked 17th for international students studying in Australia. The priority of our education markets do not necessarily align. The Liverpool region will face a significant investment of marketing to find synergy with American universities. Regional and community colleges are more likely to support exchange programs.

The USA does not have an established and centralised qualification recognition system, meaning that fulfilling entire degrees in Australia is a risk for American citizens and transporting Australian educated students to the US for work is dependent on the discretion of their employer. Barriers for entry such as these make drawing the two educational systems as close as the NZ-Australia relationship a challenge.

### Advanced Manufacturing OPPORTUNITIES

Start-up culture can be said to have been born in the USA with the dot com boom, and matured through it's subsequent crash. While Europe, Korea and Japan are competitive advanced manufacturers, the US maintains a position as a world leader in innovative

technologies.

The combination of government support, educational commitment and private industry drive is building an ecosystem of amalgamated businesses that take advantage of the strengths of each sector.

3D printing is at the forefront of the advanced manufacturing sector. The Department of Defence in the US has recently built a concrete 3D printer for the construction of outposts and bases. Multiple developments in 3D printing have come from the USA. However in Australia, a local company collaborated with a European business to develop a 3D printed jet engine. Liverpool's ability to draw companies from around Australia into design and innovation hubs must be developed. The skill sets for innovative product design exist, they only need an industry environment that supports them.

The concept of a single region providing the talent for conceptualising, prototyping, manufacturing and shipping a product is a possibility with the design and direction of the Aerotropolis. Focusing on unique projects and Start-ups that develop from university research can allow Liverpool to fill a complementary niche to America's maturing advanced manufacturers.

### CHALLENGES


Through the 20th century, the USA was the manufacturing leader of the world. Today, outsourcing and economic expansion in Asia has moved business out of the USA. The global financial crisis also impacted the US manufacturing industry. While advanced manufacturing is being invested into, the USA is no longer standing at the summit of this profitable sector. India, South Korea, the European Union, Japan and China have staked claims to leading in various parts of this industry.

Advanced manufacturing is referred to as a sector, but it contains a multitude of different industries within it. As Liverpool develops innovation hubs around the medical and aerospace industries and seeks to make the Western Sydney Airport a success, focus on these sectors must remain consistent. Encouraging Start-ups that have direct relationship with Liverpool's core capabilities further develop the reputation of those skills, and to stand out against the mature market of the US, hyper-specialisation and unique product offerings must be a priority.

### RECOMMENDATIONS

Aerospace/Defence	Medical	Education	Advanced Manufacturing
<ul style="list-style-type: none"> <li>• Market Western Sydney Airport as an alternate personal flight destination</li> <li>• Promote other spaces in aerospace precinct to American businesses looking for Australian bases</li> <li>• Continue modernising urban spaces to build tourism profile</li> </ul>	<ul style="list-style-type: none"> <li>• As with New Zealand, promote collaborative data gathering and research on shared medical issues.</li> <li>• Encourage and potentially provide funds for medical Start-ups in the region.</li> <li>• Develop domestic relationship further with CSIRO to build overseas relationship.</li> </ul>	<ul style="list-style-type: none"> <li>• Look to build specific ties and supportive schemes between Campuses and US universities.</li> <li>• Create marketing plan for US students to come to the area's universities (look to engineering sector)</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on developing a Start-up environment that encourages agile and hyper specialised advanced manufacturing</li> <li>• Develop the 'one region, one product' model for competitive difference.</li> <li>• Build career pathway support for graduates in the area to keep them in Liverpool and mature their talents</li> </ul>



An aerial photograph of a densely populated urban area, likely in Japan, showing a high concentration of multi-story buildings and a complex network of streets. A large, semi-transparent white circle is centered over the middle of the image, serving as a background for the text.

**Australia is the  
biggest supplier  
of raw materials  
to Japan. Two way  
trade is estimated  
at \$72 BN.**



## LIVERPOOL CITY COUNCIL

## Japan

*Japan overtook the USA as Australia's second largest trading partner and accounts for 9.4% of total trade.*

Japan is ranked 34 for ease of doing business. Japan is a signatory to a bilateral agreement (JAEPA) and two multilateral agreements that are in negotiation or coming into force (TPP-11 and RCEP).

Around 430,000 Japanese students study in Australia currently and Japan is the most studied language in Australian schools. Japan has 102 sister city relationships and 6 state to state relationships. Currently LCC has a Cultural Sister City relationship with Toda.

The following sectors have been identified as immediate areas of greatest opportunity for LCC to focus regional development.

### Aerospace and Defence OPPORTUNITIES

In 2015, Japan changed the laws that surrounded the abilities of the Japan Self Defence Force (JSDF) to wage wars of self-defence in connection with allies. Australia does not possess a formal alliance with Japan. However a number of close agreements between the Australian Defence Force (ADF) and JSDF has seen us working together on humanitarian aid missions and shared military practice exercises. As the ADF looks to build those ties and expand Australia's defence relationship, Liverpool may benefit from the proximity to Holsworthy Army Base. Shared exercises in the region would expand the tourism economy through visiting Japanese service-people and allow for word of mouth marketing of the region to Japanese citizens.

As with other nations, the aerotropolis and airport provide an opportunity for Japanese investment and tourism. Already two Japanese financial companies have agreed to take offices in the aerotropolis. Corporate marketing of the area as a southern hemisphere base may also assist Liverpool's issues of management level skill drain from the region.

### CHALLENGES

Currently Australia and Japan are in a 'quasi-alliance', both are formal allies with the US, but do not possess a bilateral alliance. The recent changes in US foreign policy may expand to effect the ability of Japan and Australia to engage with one another, particularly as Japan faces sovereignty encroachment from China in the South China Sea. If called to assist in the region, Australia's economic and political ties to larger powers may cause distance with Japan.

### Agribusiness OPPORTUNITIES

Japan relies on Australian agricultural commodities as the country is far from self-sufficiency. Providence and sustainability are key to this market and new technologies that can be deployed via a Fresh Food Precinct allow for unique competitive advantages in Liverpool.

One of Australia's greatest strength is the ability to grow counter-seasonal

## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

GDP:  
**\$5.1 TN**  
(USD)

GDP Growth Rate:  
**1.0%**

Per Capita GDP:  
**\$40,849.20**  
(USD)

Major Exports:  
Vehicles, Electronics,  
Computers,  
Medical apparatus,  
iron, plastics,  
chemicals,  
gems, fuels.

Major Imports: Mineral  
fuels, electronics, vehicles,  
ores, organic chemicals,  
plastics and clothing.

Value of Imports  
into Australia:  
**\$21 BN**  
(AUD)

Value of Exports  
out of Australia:  
**\$44.9 BN**  
(AUD)

Value of Two-Way Trade:  
**\$72 BN**  
(AUD)

YOY Percentage Growth  
of Two-Way Trade:  
**9.3%**

Visitors per Year  
to Australia:  
**429,000**

Visitors Spending  
Per Year:  
**\$1.7 BN**  
(AUD)

crops. With the creation of the Fresh Food Precinct, closing the gap between harvest and supply of pre-packaged foods (international farm to table thinking), Liverpool can position itself as the connective line between the Sydney Basin and the world. Beyond the ability of the region to produce raw produce, the presence of the Western Sydney Airport and Moorebank Intermodal allow the area to become a key exporter for the high-protein grains of rural NSW, as well as short shelf-life foodstuffs of the area.

Natural foods and organic products are in high demand and Australia is well placed with our 'clean and fresh' reputation. Tariff reductions under the Japan Australia Economic Partnership Agreement are opening new Australian markets e.g., Australian nuts and dried fruits sales have grown year on year as tariffs reduce and consumer awareness grows.

Japan faces one of the most severe ageing population demographic shifts of any nation and the pre-packaged food market is in high demand. The manufacturing base in Liverpool already has strong capabilities in food processing, which along with the Fresh Food Precinct, can be utilised to test and develop innovative food solutions marketed in Japan.

#### CHALLENGES

Processed food is a creative and sophisticated market in Japan, one in which quality and price consciousness are extremely mature. Products must be unique and innovative to capture attention. In such a competitive market, Japanese made products have the edge on marketing and brand recognition.

Competition is not confined to the processed food sector. Canada and the United States are two of the largest agricultural importers to Japan and remain a major competitor, even with the counter-seasonal advantage. The size and scale of their export market, as well as the sophistication of logistics networks, means Liverpool's developing agribusiness export hub must aim to be cutting edge to remain competitive.

#### Education OPPORTUNITIES

Japan and Australia have a wide range of links between schools, research organisations and universities, including the recognition of Australian bachelor degrees in 2016 by Japan. Beyond this, Japan is a global leader in research, education, science and innovation. Hundreds of formal partnerships already exist between Australian and Japanese universities. Shifting to more strategic partnerships, including developing double and joint degree programs would allow for increased collaborative learning. This has already been shown to benefit both sides, with the quality of collaborative research proven to be much higher when compared to both countries individually. The international reputation of Japan as a leading science and technology innovator remains true despite challenges from other developed nations. Government programs like the New Colombo Plan support the ability of Liverpool's STEM focused universities to continue or build collaborative relationships with Japan.

#### CHALLENGES

Japan's total Research and Development expenditure is seven times that of Australia. Liverpool's ability to be equal partners in any collaborative educational pursuit is compromised by the extent to which funds are accessible and directed to education. Liverpool's relatively new campuses may have innovative programs, but the ability to publish and display them on the same scale needs to be developed.

Trends in education across both groups may not align either, as Japan's institutes continue to push the limits of AI capabilities and robotics, Liverpool's current educational persona is heavily medically focused. It is not a case of these focuses being exclusive, but rather that funding and interest may not be funnelled into like-minded programs that would allow for extensive and costly collaborative research or grants.

## LIVERPOOL CITY COUNCIL

## Around 430,000 Japanese students study in Australia currently and Japan is the most studied language in Australian schools.

### Transport and Logistics OPPORTUNITIES

Japan's transport capabilities are legendary across the world. An absolute world leader in passenger transportation, Japan has consistently pursued dramatic innovations like MagLev railways and less substantial but consistent upgrades to their planning and IT infrastructure. Disaster mitigation for logistical assets is also something in which Japan excels, due to external crises and natural disasters throughout centuries.

Liverpool, with the expansion of the Moorebank Intermodal and numerous road and rail upgrades should look to Japan for how to upgrade the LGA's transport capabilities.

The 30-minute city is an ambition for The Greater Sydney Area, something that Liverpool must succeed at to position themselves as the 3rd CBD and the corridor between the WSA and Sydney Harbour. Rapid transit corridors and autonomous vehicles need to be considered but implementing upgrades and rethinking existing transportation norms in Australia relies on experienced information and education, an area of expertise in Japan. It is important that local government's planning department, as well as Federal and State Government and private industries work together to build this vision.

### CHALLENGES

Liverpool's transport and logistics

network is not competitive with Japanese systems. The benefits of long-term cooperation for Japanese businesses must be clearly expressed. The potential for the Liverpool area to serve as a testing ground and provide space for the development of unique solutions has to be marketed correctly.

Additionally, the close links to Sydney, Penrith, Campbelltown and regional areas may not be compatible with innovative solutions brought into the region. Long-term projects like the Leppington train line extension are already underway, using the railway technology that is standard for the region. The ability of trackless trams, or other new developments to seamlessly link with older systems may complicate any potential interest in the area.

### RECOMMENDATIONS

Aerospace/Defence	Agribusiness	Education	Transport/Logistics
<ul style="list-style-type: none"> <li>• Increase collaboration with RAAF or Holsworthy Army base for shared exercises</li> <li>• Create campaign for financial services companies to locate in the CBD which will build business tourists.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop manufacturing sector expertise in processed foods.</li> <li>• Target Australian short-shelf life produce suppliers for WSA commercial shipment flights.</li> <li>• Prioritise research and product development for highly competitive products.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop joint and double degrees between existing partnerships and new Liverpool campuses.</li> <li>• Market the area as an alternative to Sydney CBD for international students.</li> <li>• Build the profile of world-leading work being conducted by the region's institutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Delegation visits to Tokyo and other transport hubs by stakeholders in new infrastructure developments around Western Sydney Airport.</li> <li>• Push for secondary logistics focus to be developed as part of the engineering multiversity concept</li> </ul>



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY



## Tier Two Markets

*Secondary markets present a longer term opportunity for businesses in the region where unprecedented growth is expected in the next 20 years.*

### ASEAN Nations

New Zealand, USA and China are Australia's closest allies and economic partners, however the future of ASEAN to our nation's economy cannot be understated. The ASEAN nations are party to a number of bilateral and multi-lateral free trade agreements with Australia, a number that increases with the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and Regional Comprehensive Economic Partnership. As a bloc, ASEAN's import and export market value is larger than China's. An important part of these new agreements will be trade in services, with education and health as top priorities. The expansion of these fields in Liverpool provides opportunities for shared educational programs and internships within the healthcare sector. ASEAN also represents an agribusiness market that is more diverse in its demands than China, but less matured than Japan, particularly around horticulture and seafood. Vietnam, Thailand and Indonesia in particular have strong economies and government commitment to become globally competitive. Liverpool can use the existing close relations between ASEAN and Australia to focus on the region as a secondary agricultural market, to support and potentially exceed ties to China's uncertain market.



## LIVERPOOL CITY COUNCIL

**Taiwan**

One of Asia's largest traders, Taiwan has developed an economy of services, some of which may benefit Liverpool. Taiwan is a world leader in ICT products and innovation, with a healthcare system whose structure is based on Britain's (a structure that Australia's system is also based upon). The shared British heritage also brings shared challenges and with the focus on medical technology identified as part of the 5+2 initiatives, the planned upgrades to Liverpool Hospital could benefit from association with Taiwan on their medical IT infrastructure and bio/medtech.

**Canada**

Canada and Australia have frequently been classified as part of the same band of "middle power" nations, who benefit and are challenged by the great powers of China, Russia and the US. While we are competitors in many agricultural markets, there are complementary services and education fields where Canada and Australia could cooperate. Additionally, the Canadian cities of Toronto and Montreal are tech hubs boasting robust Start-up cultures and dedicated government funding for entrepreneur programs. Information sharing on smart cities and cutting-edge technologies that can work to modernise Liverpool's identity as a self-contained city should be considered for the longer term.

**Germany**

The leading economic nation of the European Union, Germany continues to be a force for defence manufacturing, transport and logistics. Hamburg is the 3rd largest container port in Europe and the export capital of Germany, where autonomous vehicles for logistical purposes and sophisticated logistic support IT is in place. Linking the WSA with Europe as flight paths develop means that Germany is an important country to market the benefits of WSA to. Germany is also the base for a number of defence companies that may benefit from facilities similar to Northrup Grumman's already proposed WSA space.

**South Korea**

South Korea is a historical ally, with shared strategic interests in the Pacific region, solidified by years of mutual security cooperation. So close are these ties that outside of the United States, Australia is the only nation that has held a 2+2 ministerial meeting with Korea (defence and foreign affairs ministers shared strategic meeting). The Korea-Australia Free Trade Agreement (signed in 2014) positioned Korea as the fourth largest two-way trading partner, and one of the primary exports from Australia to Korea is education services. The development of Liverpool's educational infrastructure is key to expanding its international presence. The good relations between Australia and Korea allow for this outreach to take place and for mutual recognition of qualifications for skill exchanges.

**India**

Positioned as the next rising giant, after China's ascent in the 2000's, India's economy is being reshaped by its growing and younger middle class. Estimated to surpass China's 250 million middle class by 2030, India is an important longer term trading partner for Australia. Current regulation and ethical business challenges make the market less accessible for foreign entities with a degree of difficulty greater than Tier One market recommendations however India's hunger for agricultural products and services remains undiminished and will grow. The proposed 'pre-check' ability of the Fresh Food Precinct, to allow goods to be checked against the destination's regulatory requirements provides an attractive market for Liverpool to grow relationships that will result in Indian investment and relationship building in the longer term.



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## Building a robust export community

LCC is well placed to champion and collaborate with partners to develop a successful trade ecosystem.

LCC has strong relationships in the region and more broadly across the State with the prime players required to build a robust export community including government, industry, universities and businesses in the export supply chain.

Ultimately an effective trade ecosystem will not only drive export excellence from the region but also attract investment into the region. An example of a potential trade ecosystem for LCC is illustrated in here:

The immaturity of the export market in the Liverpool region means that LCC has a clean slate for the development of its international trade engagement strategy.

LCC require foundational strategies in place to develop a robust trade ecosystem which will be necessary for an effective trade narrative in 2025. Investment by LCC will be required to achieve trade engagement outcomes and should be considered in forward budgets.

- Business set up
- Staff recruitment
- In-market representation
- Investments support
- Regulation management
- Product registrations
- Compliance management
- Contracts
- Sales growth

### In Market Support

### In Market Intelligence

- Overseas partner intelligence Austrade, State Government Chamber networks
- Sector Intelligence
- Sector Regulation
- Case Studies

### Export Trade

- Business matching
- Buyer identification
  - Sale Negotiation
  - Export
- Business Delegations
- Growth Centre support packages

Diagram 1: Potential Liverpool City Council International Trade Ecosystem





INTERNATIONAL TRADE ENGAGEMENT STRATEGY

## Intended Outcomes



Development of a brand identity that connects the city to an easy place to do business



Achievement of economic growth targets that result in GDP increase



Harnessing existing sector excellence in health and transportation for global recognition



Attraction of businesses that are innovative including advanced manufacturing, research and education



Facilitating stimulating career pathways from study to work



Development of transport and logistics sector to support a green and sustainable airport

## Strategies

*The following strategies will kick start the journey towards increasing businesses to export in Tier one markets. The scope of the suggested actions is not exhaustive and LCC in collaboration with stakeholders should review actions regularly to identify further regional export market development initiatives.*

### Strategy 1

**Develop Economic strengths of the region**

Alignment of economic development, investment and marketing teams along with key stakeholders will ensure that LCC achieves its objective of becoming a global city.

#### RECOMMENDED ACTIONS

##### 1.1: Map out a potential trade ecosystem for 2025

- Identify regional assets, collaborative partners, trade supply chain, capacity building requirements
- Establish trade networks in Tier one markets using collaborative partnerships
- Conduct business delegations to Tier one markets to promote the identity of the region, the business landscape and inbound and outbound trade opportunities

##### 1.2: Develop business attraction strategies for companies to set up in the region

- Develop a Trade and Investment Pack 2025 to promote pathways into the region for international trade engagement; economic development priorities, investment objectives, contact points
- Identify existing exporters from priority sectors located in NSW and broader Australia for relocation/ expansion into the Region
- Focus Start-up programs/ hubs on high tech in the health, education and advanced manufacturing sectors
- Develop incentives (financial and non-financial) to reward business for exploring new markets eg. first time exporters; and established business

### Strategy 2

**Build a regional identity to inspire local business action**

It is recommended that LCC infuse international content to all of its current marketing mediums and begin the journey towards recognition of the region as a global city.

#### RECOMMENDED ACTIONS

##### 2.1: Develop an international marketing strategy

- Develop business personas for better campaign segmentation
- Articulate the region's key value proposition and differentiation to competing regions
- Allocate funding and resources to execution of marketing priorities

##### 2.2: Promote a regional identity in Tier one and Tier two markets

- Review regional assets in priority sectors, live work and play initiatives and optimise branding and content for international trade attraction
- Upgrade website with international engagement content and resources
- Promote international activity

and results domestically to demonstrate international trade engagement in action. Use NSW Government and Austrade marketing including overseas posts to promote international success stories.

##### 2.3: Develop a live, work and play narrative to support business attraction

- Map out export narratives against different business personas identified for growth in the region
- Review all marketing content and highlight the strengths of the region across all marketing mediums
- Create social momentum using case studies, social media and sharing within existing business community



## INTERNATIONAL TRADE ENGAGEMENT STRATEGY

**Strategy 3**  
**Develop**  
**Capacity Building**  
**Program**

The immaturity of international trade conducted by business in the region means that LCC can build a program of awareness, education, do it yourself resources and connections from the ground up. Program priorities should align with identified business personas and priority sectors.

**RECOMMENDED ACTIONS****3.1: Foster a community of trade experts**

- Invite contributors to LCC programme of works with competencies including Tier one priority market knowledge; export readiness development; strategy; access to finance; regulatory and government understanding; mentoring and coaching
- Introduce an 'ask an expert' service fulfilled by trade experts (private and government)
- Collaborate with NSW Government Trade and Investment Concierge service to offer localised 'triage' service for the region

**3.2: Create an online export hub**

- Use hub to engage community, trigger push notifications on LCC activity including content, ask and expert, DIY tools and resources
- Monetise hub with sponsorship and content advertising

**3.3: Launch an events program**

- Connect business online (webinars) and face to face to build capability for non-exporting through to experienced exporting.
- Topics should include: international trade as a viable commercial opportunity; trade readiness, access to finance, investment readiness and investment business models, global opportunities in priority sectors and priority markets
- Host regular strategic roundtable discussions to understand live issues

**3.4: Identify and target born global companies**

- Review existing Start-up programmes to align international engagement strategies in priority markets
- Create a Mentorship programme

**Strategy 4**  
**Build practical**  
**connections for**  
**trade success**

Authentic connections are key to successful international engagement. LCC is in a unique position through its government and private enterprise to build connections in priority markets as it shapes the business landscape and prepares for the creation of a global city.

**RECOMMENDED ACTIONS****4.1: Build and maintain strong collaborative relationships with nominated Tier one markets**

- Allocate a dedicated LCC international trade team to deliver activity
- Collaborate with NSW Government and Austrade overseas posts, as well as Business Chambers to conduct LCC led outbound sector delegations and invite inbound sector delegations to the Liverpool region

**4.2: Provide practical connections to potential buyers in Tier one countries**

- Create a formal strategic alliance program with groups who offer business matching and connection services in priority sectors and markets

- Facilitate and take a leadership position in both attending and driving attendance by business and stakeholders at relevant business expos in priority sectors
- Establish in market representation with trusted partners for accelerated results for business in the region

**4.3: Collaborate with other Western Sydney Councils for a broader global reach**

- Review neighbouring international trade strategies for synergies and possible funding or programs which may be more successful through collaboration.





**AUSTRALIAN BUSINESS**  
Consulting & Solutions

Australian Business Consulting & Solutions (ABCS) is a division of NSW Business Chamber. ABCS has been helping Australian business for over 30 years to expand their exports and viability in international markets while advocating for policy changes that benefit all Australians.

Our services include international strategy development, market assessment, market research, partnership opportunities, international agreements and export sale and shipment.

**This report has been prepared by:**

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## Office of Local Government

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 Your Reference: 346342.2018  
 Contact: Policy Team  
 Phone: 02 4428 4100

Ms Kiersten Fishburn  
 General Manager  
 Liverpool City Council  
 Locked Bag 7064  
 LIVERPOOL BC NSW 1871

01 MAR 2019

Dear Ms Fishburn

Thank you for your letter of 23 January 2019 requesting a review of the *Impounding Act 1993* to better enable councils to deal with the issue of abandoned shopping trolleys.

I acknowledge abandoned shopping trolleys are a cause of concern for local councils and the community. The Ipswich City Council example of installing a wheel lock containment scheme is one strategy, along with coin deposit schemes, that encourage people to return trolleys to their appropriate place.

The NSW Government encourages councils, which are authorised to regulate shopping trolleys locally, to work together with retailers to keep abandoned shopping trolley numbers down. Councils can do this by encouraging retailers to use trolley tracking technology and by stepping in with their regulatory powers, when necessary, based on local community and business needs.

Strategies currently in place in many local areas include coin deposit schemes, employing designated trolley collectors and installing trolley tracking technology.

Councils also have legal powers to deal with shopping trolleys including:

- Under the *Environmental Planning and Assessment Act 1979*, councils can impose conditions of development consent on shopping centre developers to manage trolleys which require operators to have plans in place to manage abandoned shopping trolleys. Breaches of these conditions can result in large fines.
- Under the *Impounding Act 1993*, councils can impound abandoned trolleys and charge the relevant retailer a fee for their release.
- Under the *Local Government Act 1993* and the *Protection of the Environment Operations Act 1997*, councils can issue a fine to anyone abandoning a trolley or dumping one in a watercourse.



2

Your suggestion of more regulation surrounding the requirement of tracking technology, or the like, is appreciated and will be considered when the next review of the current legislation is undertaken.

Thank you for writing to the Minister about this important matter and I trust this information is of assistance. Should you require any further information, please contact the Office of Local Government's Policy Team on 02 4428 4100 or [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).

Yours sincerely



**Tim Hurst**  
**Chief Executive**  
**Office of Local Government**

22/2/19

### **Summary of public submission – Controls for shopping trolleys**

Eight submissions were received by Council during the public exhibition.

<b>Comments/Suggestions</b>	<b>Council staff response</b>
If a wheel lock system is used, make sure that a shopper can still get their groceries to their car.	Typically, a wheel lock system will ensure that shopping trolleys are confined within the business site (including the carpark). Details of any wheel lock system will be assessed as part of a Development Application (DA) in which Council officers will use their discretion to determine if trolleys can still reach parked cars (including nearby off-street parking).
Trolley bays must be located in easy to reach places so that they are not abandoned.	Any DA will need to be accompanied by a trolley management plan. The plan is to include a map showing the location of trolley bays and exit points. The optimum location for these items will be determined by the assessing officer.
A percentage of council rates should be used to contribute to the cost of establishing trolley containment systems.	The proposed controls intend to minimise the abandonment of shopping trolleys. Funding mechanisms for the containment of shopping trolleys cannot be enforced through a Development Control Plan (DCP).
Suggest that a home delivery service is made available for the disabled and elderly in order to help reduce trolley use.	Major supermarket chain such as Woolworths and Coles already offer such services. The proposed controls intend to minimise the abandonment of shopping trolleys. Any proposed home delivery services are to be provided at the discretion of individual businesses and cannot be enforced through a DCP.
Controls must apply to all businesses not just new ones. With the increase of high rise buildings then a lot more trolleys will be left everywhere.	The DCP only applies to new businesses, as existing businesses are subject to existing use rights, pursuant to Division 4.11 of the <i>Environmental Planning and Assessment Act 1979</i> . Accordingly, existing businesses must manage their shopping trolleys in accordance with the relevant conditions of consent.
Suggest that trolley abandonment is treated as an OHS safety issue and that it is dealt with under the relevant rules and regulations.	<p>The Occupational Health and Safety (OH&amp;S) legislation was repealed in 2011 and replaced by the Work Health and Safety (WHS) legislation. The WHS legislation is administered by the Federal and State governments and it aims to provide a balanced and nationally consistent framework to secure the health and safety of workers and workplaces.</p> <p>The proposed DCP intends to respond to community concerns regarding the effect of abandoned trolleys on the local environment. Although abandoned trolleys may pose a risk in the workplace, this is an issue that would need to be administered by the relevant authorities.</p>
Signage should be displayed at the locations where shopping trolleys are available so that users are educated about the consequences of abandoning trolleys.	Details of relevant signage are to be included in the trolley management plan.
Casula Mall instituted the coin return method for trolleys and it did not work. The preference should be the wheel locking mechanism that stops the trolleys being removed from the car park.	<p>The proposed controls require operators to install a trolley containment system when 20 or more trolleys are being provided. Although the DCP provides suggestions, there is no requirement to install a specific type of system.</p> <p>Any proposed trolley containment system will be assessed as part of a DA. During the DA process, Council officers and</p>



	members of the public will have the opportunity to deliberate on the most effective way of containing shopping trolleys.
--	--------------------------------------------------------------------------------------------------------------------------

## 28. Shopping Trolleys

### Applies to

This section applies to any development that will provide shopping trolleys for customers.

### Background

Abandoned shopping trolleys are a major problem throughout the Liverpool LGA as they tend to end up in streets, parks and waterbodies.

### Objectives

To minimise the abandonment of shopping trolleys.

### Controls

1. A management plan is required for all businesses that offer the use of trolleys to their customers. At a minimum the management plan must contain the following elements:
  - A list of contacts for the store/premises (including phone numbers).
  - A statement verifying that trolley management will be undertaken in accordance with the relevant consent (the consent is to be attached as an addendum once issued).
  - Methods for identifying shopping trolleys that belong to a specific business (e.g. serial numbers, company logo, tracking device etc.).
  - A schedule for the daily collection of abandoned shopping trolleys, including details of trolley collection routes.
  - Details of a trolley containment system which restricts the removal of trolleys from the premises.
  - Measures to ensure that any trolleys reported as posing a risk or nuisance, are collected immediately upon notification (this may require an "after hours" collection service).
  - A register of all trolleys that have been reported or collected (including instances where the trolley was not found at the reported location).
  - Methods for warning customers about the consequences of abandoning or removing trolleys from the premises.
  - A site plan of the premises showing the location of trolley bays and exit points.

*Note:*

*Council must be notified of any updates to the plan of management.*

2. A trolley containment system must be provided for businesses with 20 or more trolleys. Such examples include:
  - Coin/token operated system with refund
  - Trolleys with wheel locks activated by a radio signal or magnetic strip
  - Radio signal transmitters on trolleys

## Appendix 1 - Definitions

The following list of definitions used in the DCP which are not defined in *Liverpool LEP 2008* or the *Environmental Planning and Assessment Act 1979*. Please refer to these for the appropriate definition.

<b>Access Driveway</b>	A roadway extending from the edge of the frontage to the property boundary to connect with the first ramp, circulation roadway or aisle encountered, and carrying one or two-way traffic.
<b>Active Frontage</b>	A street frontage that is characterised by lively pedestrian activity.
<b>Adaptable Housing</b>	The definition as contained within <i>Adaptable Housing Australian Standard AS 4299 (1995)</i> .
<b>Adaptation or adaptive reuse</b>	means the modification of a heritage place to a new use that conserves its heritage values. Adaptation may involve the introduction of new services, or a new use, or changes to safeguard a heritage item. A good adaptation is one that is sympathetic to the existing building and its historic context, and inserts new work, or makes changes that enhance and complement the heritage values of the heritage item.
<b>Adjoining land</b>	Land, which abuts the land, which is the subject of an application, or is separated from it only by a pathway, driveway or similar thoroughfare.
<b>Affected person means a person:</b>	(a) who owns or occupies land that adjoins a site which is the subject of an application in which their enjoyment may be detrimentally affected by a proposed development; or  (b) who owns or occupies neighbouring land.
<b>ANZECC</b>	( <i>Australian New Zealand Environmental Conservation Council</i> ) Guidelines for the Assessment and Management of Contaminated Sites.
<b>Annual Exceedance Probability (AEP)</b>	Is the probability of a flood of a given or larger size occurring in any one year, usually expressed as a percentage. For example, if a peak flood discharge of 500m <sup>3</sup> /s has an AEP of 1%, it means that there is a 1% probability (that is one-in-100 chance) of a peak flood of 500m <sup>3</sup> /s or larger occurring in any one year (see average recurrence interval).
<b>Apron</b>	The area in front of the loading dock including the service bay.
<b>Arborist</b>	A person who is qualified in arboriculture or tree surgery.
<b>Atrium</b>	A void intersecting all building levels that brings light (and sometimes air) into a building core.
<b>Australian Height Datum (AHD)</b>	A common national plain of level corresponding approximately to mean sea level.
<b>Australian Noise Exposure Forecast (ANEF) contour</b>	A contour marked on a map to determine a level of noise exposure by aircraft. Certain restrictions apply to development within these contours.
<b>Average Recurrence Interval (ARI)</b>	The long-term average number of years between the occurrences of a flood as big as, or larger than, the selected event. For example, floods with a discharge as great as, or greater than, the 20 year ARI flood event will occur on average once every 20 years. ARI is another way of expressing the likelihood of occurrence of a flood event.
<b>Basement car parking</b>	Car parking areas generally below ground level, or above natural ground level and enclosed by bunding, where inundation of the surrounding areas may raise water levels above the entry level to the basement, resulting in rapid inundation of the basement to depths greater than 0.8m. Basement car parks are areas where the means of drainage of accumulated water in the car park has an outflow discharge capacity significantly less than the potential inflow capacity.
<b>Batter</b>	The slope of a dam embankment wall.



<b>Berm</b>	Soil piled against the length of a wall at an angle to reduce the exposure of surface area to solar radiation and to assist in the maintenance of equilibrium between subsoil ground temperature and the building's thermal mass. Berms also provide insulation against noise.
<b>Borrow pit</b>	An area from which excavated soil is taken to construct the embankment of a dam.
<b>Buffer zone</b>	An area of land, set aside to minimise the impacts of land uses on each other.
<b>Building footprint</b>	The area of the site occupied by buildings and includes other structures attached to the main building such as decks, verandas, garages and carports.
<b>Bushland</b>	means land on which there is vegetation which is either a remainder of the native plants of the land or, if altered, is still representative of the structure and floristics of the natural vegetation.
<b>Canopy</b>	That part of the tree above the main stem comprising primarily branches and foliage.
<b>Car Space</b>	The area of pavement required to park one car, and is usually delineated.
<b>Character</b>	is defined by the combination of the particular characteristics or qualities of a place.
<b>Collector street</b>	A non-Classified Road, which collects and distributes traffic in an area, as well as servicing the abutting property.
<b>Commercial Vehicle</b>	The trucks and vans used for commercial purposes. Cars, station wagons and utilities may also be used for commercial purposes but are, by definition, not included because they become submerged in the large number of such vehicles, which are used for private purposes. Dimensions of typical commercial vehicles are found in Section 4 of this document.
<b>Compatible use</b>	means a use that involves no change to the culturally significant fabric, changes which are substantially reversible or changes which require a minimal impact.
<b>Composting</b>	The breakdown of organic matter by microbial action.
<b>Conservation</b>	means all the processes of looking after a place so as to retain its cultural significance. It includes maintenance, and may according to circumstance, include preservation, restoration, reconstruction and adaptation and will commonly be a combination of more than one of these.
<b>conservation management plan</b>	means a document prepared in accordance with the NSW Heritage Branch guidelines which establish the heritage significance of an item, place or heritage conservation area, and identify conservation policies and management mechanisms that are appropriate to enable that significance to be retained.
<b>Contaminated soil</b>	Soil that contains a concentration of chemical substances that are likely to pose an immediate or long-term hazard to human health or the environment.
<b>Council</b>	The Council of the City of Liverpool.
<b>cultural significance</b>	means aesthetic, historic, scientific, or social value for past, present or future generations.
<b>dB(A)</b>	Decibels of the 'A-scale' – a set frequency-weighted scale of noise which allows for lack of sensitivity of the ear to sound at very high and very low frequencies.
<b>Design floor level</b>	The minimum floor level that would apply to development if it was not categorised as Concessional Development. The floor level standards specified for the relevant land use category (excluding Concessional Development) in the low flood risk precinct are to be applied.
<b>Drip Line</b>	The area directly beneath the outer canopy of the tree.
<b>Demolish a building</b>	To wholly or partly dismantle the building.

<b>Drive-in Food Outlets</b>	<p>One of three types of drive-in facilities:</p> <ol style="list-style-type: none"> <li>1. Where customers park on site and walk to the food outlet, with no seating for the onsite consumption of food.</li> <li>2. Similar to 1 but with seating for onsite food consumption.</li> <li>3. With the features of 1 and/or 2 plus a drive through service for customers not wishing to consume food on the premises.</li> </ol>
<b>Effective warning time</b>	The time available after receiving advice of an impending flood and before the floodwaters prevent appropriate flood response actions being undertaken. The effective warning time is typically used to move farm equipment, move stock, raise furniture, evacuate people and transport their possessions.
<b>Embankment</b>	The low permeability earth fill wall of a dam comprising crest, batter slopes and foundation.
<b>Extreme flood</b>	An estimate of the probable maximum flood, which is the largest flood that could conceivably occur at a particular location.
<b>fabric</b>	means all the physical material of the place.
<b>Fenestration</b>	The disposition of glazing on a facade.
<b>Flood</b>	A relatively high stream flow, which overtops the natural or artificial banks in any part of a stream, river, estuary, lake or dam, and/or local overland flooding, associated with major drainage as defined by the FMM before entering a watercourse.
<b>Flood awareness</b>	An appreciation of the likely effects of flooding and knowledge of the relevant flood warning and evacuation procedures.
<b>Flood compatible building components</b>	A combination of measures incorporated in the design and/or construction and alteration of individual buildings or structures subject to flooding, and the use of flood compatible materials for the reduction or elimination of flood damage.
<b>Flood compatible materials</b>	Materials used in building which are resistant to damage when inundated. A list of flood compatible materials is attached in Appendix 3.
<b>Flood evacuation strategy</b>	The proposed strategy for the evacuation of areas within effective warning time during periods of flood as specified within any policy of Council, the FRMP, the relevant State government disaster plan, by advices received from the <i>State Emergency Services (SES)</i> or as determined in the assessment of individual proposals.
<b>Flood hazard</b>	The potential for damage to property or persons due to flooding.
<b>Flood storage</b>	Parts of the floodplain that are important for the temporary storage of floodwaters during the passage of a flood.
<b>Floodplain</b>	The portion of a river valley, adjacent to the river channel, which is covered with water when the river overflows during floods.
<b>Floodplain Development Manual (FDM)</b>	Refers to the document dated April 2005, published by the New South Wales Government and entitled " <i>Floodplain Development Manual: the management of flood liable land</i> ".
<b>Floodplain Risk Management Plan (FRMP)</b>	A plan prepared for one or more floodplains in accordance with the requirements of the FDM or its predecessor.
<b>Floodplain Risk Management Study (FRMS)</b>	A study prepared for one or more floodplains in accordance with the requirements of the FDM or its predecessor.
<b>Floodways</b>	Areas where a significant volume of water flows during floods. They are often aligned with obvious naturally defined channels. Floodways are areas, which, even if only partially blocked, would cause a significant redistribution of flood flow, which may in turn adversely affect other areas. They are often, but not necessarily, the areas of deeper flow or the areas where higher velocities occur.

<b>Form</b>	means the overall shape and volume and the arrangement of its parts.
<b>Freeboard</b>	A factor of safety expressed as the height above the design flood level. Freeboard provides a factor of safety to compensate for uncertainties in the estimation of flood levels across the floodplain, such as wave action, localised hydraulic behaviour and impacts that are specific event related, such as levee and embankment settlement, and other effects such as "greenhouse" and climate change.
<b>Frontage</b>	The width of an allotment at the street boundary.
<b>Full supply level</b>	The top water level of a dam, equivalent to the spillway intake level.
<b>Greenhouses / Igloos / Market Gardening</b>	A free - standing outbuilding covered in plastic / fabric / or other rigid coverings such as glass or poly-carbonate used to provide a controlled environment and improved crop production rates associated with the cultivation / propagation or growth of vegetables, flowers, mushrooms and other agricultural products.
<b>Habitable floor area</b>	means: <ul style="list-style-type: none"> <li>(a) in a <b>residential situation</b>: a living or working area, such as a lounge room, dining room, rumpus room, kitchen, bedroom or workroom;</li> <li>(b) in an <b>industrial or commercial situation</b>: an area used for offices or to store valuable possessions susceptible to flood damage in the event of a flood.</li> </ul>
<b>Habitable room</b>	A main living room, such as a living room, dining room, family room or bedroom.
<b>Hatchet shaped allotment</b>	A lot which has frontage to a public street by only an access way.
<b>Height</b>	In relation to a building, means the vertical distance measured between ground level at any point at which the building is sited, and the ceiling of the topmost floor of the building above that point.
<b>Hazard</b>	A source of potential harm or a situation with a potential to cause loss. In relation to this plan, the hazard is flooding which has the potential to cause harm or loss to the community.
<b>High hazard</b>	Possible danger to life and limb; evacuation by trucks difficult; potential for structural damage; social disruption and financial losses could be high.
<b>In the vicinity</b>	means surroundings, context, environment or vicinity of a heritage item
<b>Item</b>	means a place, building, work, relic, movable object or precinct.
<b>LEP</b>	Local Environmental Plan
<b>Leasable Floor Area (LFA)</b>	Means the sum of the areas of each floor of a building where the area of each floor is taken to be the area within the outer face of the external enclosure walls as measured at a height of 1400 millimetres above each floor level, excluding: <ul style="list-style-type: none"> <li>- Columns, fin walls, sun control devices, awnings and any other elements, projections or works outside the general lines of the outer face of the external wall; and</li> <li>- Lift towers, cooling towers, machinery and plant rooms, ancillary storage space and air conditioning ducts; and</li> <li>- Car parking needed to meet any requirements of the Council and any internal designated vehicular or pedestrian access thereto; and</li> <li>- Space for loading and unloading of goods; and</li> <li>- Internal public arcades and thoroughfares, terraces and balconies with outer walls less than 1400 millimetres high and the like.</li> </ul>
<b>LGA</b>	Local Government Area



<b>Loading Dock</b>	The specific area set aside for loading and unloading of a commercial vehicle. Commonly the operation is carried out from a raised platform to which the vehicle is backed. Loading and unloading can, however take place from the side and/or ground level.
<b>Local overland flooding</b>	The inundation by local runoff rather than overbank discharge from a stream, river, estuary, lake or dam.
<b>Local street</b>	A road or street used primarily for access to abutting properties.
<b>Loft</b>	The gross floor area contained within the roof space of a dwelling where: <ul style="list-style-type: none"> <li>(a) the pitch of the roof creating the space does not exceed 35 degrees; and</li> <li>(b) the external enclosing walls do not exceed a height of 300mm measured vertically from the floor level of the loft (not including gabled end walls); and</li> <li>(c) there is no balcony, terrace, and the like forming part of the loft; and</li> <li>(d) the floor space of the loft does not exceed 60% of the footprint of the storey immediately below; and</li> <li>(e) one or more dormers may form part of the loft.</li> </ul>
<b>Lopping</b>	The incomplete removal of branches leaving stumps attached to the tree.
<b>Low hazard</b>	Should it be necessary, people and their possessions could be evacuated by trucks. Able-bodied adults would have little difficulty wading.
<b>m</b>	Metre
<b>Merit approach</b>	An approach, the principles of which are embodied in the Floodplain Development Manual which weighs social, economic and ecological impacts of land use options for different flood prone areas together with flood damage, hazard and behaviour implications, environmental protection and wellbeing of the State's rivers and floodplains.
<b>Natural ventilation</b>	A range of techniques that combine natural airflow with building design characteristics to induce fresh air into a building and exhaust stale air. Natural ventilation is also sometimes used as a means to reduce the temperature of a building's thermal mass.
<b>Neighbouring land</b>	Any land, other than adjoining land, which in the opinion of Council, may be detrimentally affected by a proposed development (and may include properties in a neighbouring Local Government area).
<b>Notified Development</b>	Where Council writes to those people identified as requiring notification advising of the submission of an application.
<b>Number of Employees</b>	The number of persons anticipated to be working for re-numeration at a given development site, whether for salary or wages, part time or full time at the time of day, day of the week, which is being assessed. It should not be confused with employment which is the expected number of persons registered as working and which is thus equal to or greater than the number of employees on site at any given time.
<b>Outbuilding</b>	A building, which is ancillary to a principal residential building and includes sheds, garages, car ports and similar buildings.
<b>Outdoor cafes</b>	An area that exhibits these characteristics: <ul style="list-style-type: none"> <li>(a) Food and drink are provided for public consumption.</li> <li>(b) Items of furniture, such as tables and chairs, are provided for use by cafe patrons.</li> <li>(c) The site is accessible, out-of-doors and available for public use.</li> <li>(d) There is an adjacent associated business such as a cafe, coffee bar, milk bar, restaurant, ice-cream parlour, dining hall, food court or sandwich shop.</li> <li>(e) The associated business extends its supervised activities within the outdoor cafe location.</li> </ul>

<b>Outdoor Markets</b>	Places or temporary structures / stalls for the purpose of retailing goods able to be carried away by the purchaser. Stalls are combined on suitable sites to form an outdoor market place.
<b>Permeable ceiling</b>	A false ceiling that allows air to come in direct contact with a slab above it.
<b>Place</b>	means an area of land, with or without improvements.
<b>Potential koala habitat</b>	Areas of native vegetation where the trees of the types listed in Schedule 2 of the <i>State Environmental Planning Policy No 44 - Koala Habitat Protection</i> constitute at least 15% of the total number of trees in the upper or lower strata of the tree component.
<b>Poultry</b>	All forms of farmed bird including chickens, waterfowl, turkeys, ostriches, quail, squab and emus.
<b>Poultry farming</b>	Birds such as domestic fowls, turkeys, ducks geese, game birds, squab, quail and emus, whether as meat birds, layers or breeders and whether as free range or shedded birds.
<b>Poultry processing plants</b>	Poultry abattoirs and plants for the further processing of poultry (e.g. cutting up, filleting etc.), packaging and dispatch.
<b>Probable maximum flood (PMF)</b>	The largest flood that could conceivably occur at a particular location, usually estimated from probable maximum precipitation.
<b>Probable maximum precipitation (PMP)</b>	The greatest depth of precipitation for a given duration meteorologically possible over a given size storm area at a particular location at a particular time of the year, with no allowance made for long-term climatic trends (World Meteorological Organisation, 1986). It is the primary input to the estimation of the probable maximum flood.
<b>Probability</b>	A statistical measure of the expected chance of flooding (see ARI).
<b>Private open space</b>	An open area of land or building attached to a dwelling (e.g. balcony or roof garden) intended for the exclusive use of the occupants of the dwelling, being located and designed so as to offer maximum privacy to occupants and neighbours.
<b>Primary frontage</b>	means: <ul style="list-style-type: none"> <li>(a) the single frontage where an allotment has a single frontage to the street; or</li> <li>(b) the shortest frontage where an allotment has two or more frontages to the street; or</li> <li>(c) the two frontages where an allotment (not including a corner allotment) runs between two streets.</li> </ul>
<b>Prune</b>	To remove some of the branches or roots of a tree.
<b>Ramp</b>	The circulation roadway, which connects an access driveway to an off-street car park, or service facility on a substantially different level, or which, connects two levels in a multi-level development.
<b>Rebuilt dwelling</b>	Refers to the construction of a new dwelling on an allotment where an existing dwelling is demolished.
<b>Reliable access</b>	<i>During a flood</i> means the ability for people to safely evacuate an area subject to flooding, having regard to the depth and velocity of flood waters, the suitability of the evacuation route, and without a need to travel through areas where water depths increase.
<b>Remnant vegetation</b>	Any patch of native vegetation around which most or all of the native vegetation has been removed. Remnant vegetation can range in size from a few plants to a very large group of plants.
<b>REP</b>	Regional Environmental Plan
<b>Ridgeline</b>	The highest point at which upward angled roof planes meet.

<b>Ring barking</b>	Cutting through the bark and sapwood of the tree so as to stop the flow of water and nutrients between roots and leaves.
<b>Riparian Corridor</b>	That component of land (including floodplains) adjacent to creeks.
<b>Riparian vegetation</b>	Any vegetation, which is adjacent to a water body and is reliant upon and contributes to the hydrological regime and ecology of that water body.
<b>Risk</b>	The chance of something happening that will have an impact. It is measured in terms of consequences and probability (likelihood). In the context of this plan, it is the likelihood of consequences arising from the interaction of floods, communities and the environment.
<b>Road</b>	A public thoroughfare used for the passage of vehicles or animals.
<b>Root plate</b>	The volume of roots of a mature tree.
<b>Run-off</b>	The amount of water that actually ends up as storm flow.
<b>Rural shed</b>	A building or structure erected on a rural zoned property for uses associated with agriculture or other permissible rural land uses on the site. This does not include buildings for the keeping of poultry or intensive horticultural activities.
<b>Scale</b>	means the size of a building and its relationship with its surrounding buildings or landscape.
<b>Secondary frontage</b>	means: (a) the longer frontages where an allotment has two or more frontages to the street; or (b) the frontage that adjoins a lane where an allotment (not including a corner allotment) runs between a street and a lane. A lane is a roadway that is 6m wide or less.
<b>Sensitive populations</b>	Population groups that include Childcare centres, Hospitals, Education facilities and Retirement villages.
<b>Separation distance</b>	The distance between the point of generation of an environmental impact and a receptor sensitive to that impact that will allow for the effects to be minimised.
<b>SEPP</b>	State Environmental Planning Policy
<b>Service Aisles</b>	The roadways, which connect, service areas with driveways and the street system. They may be part of the internal circulation road system. Required widths for straight sections of service aisles are 4.5m one way and 6.5m two-way. The width of curved sections should be determined by the swept path of the largest, relevant design vehicle.
<b>Service Bay/Area</b>	The service bay/area is the specific area delineated for a commercial vehicle to stand within a service area.
<b>Service Facility</b>	The service facility is the area in a development set aside for the manoeuvring lay-by, loading and unloading of commercial vehicles, together with shelter and equipment, which might be provided for the receipt and dispatch of freight. Normally included among the facilities is the storage of waste (garbage), prior to its removal by a special purpose vehicle.
<b>Setback</b>	The horizontal distance measured from an external enclosing wall (including an above ground deck, balcony, and the like), a window, or the eaves of a building, to the: (a) allotment boundary; or (b) a window to a bedroom or living area of another dwelling.
<b>Setting</b>	means the area around a heritage item that contributes to its heritage significance. It may include views to and from the heritage item. The listing boundary of a heritage item does not always include the whole of its setting
<b>Side boundary</b>	The boundary between adjacent properties



<b>Site Emergency Response Flood Plan</b>	A management plan that demonstrates the ability to move goods above the flood level within the available warning time, and includes a strategy to safely evacuate persons.
<b>Spillway</b>	The earth swale (or pipe) used to divert water from a dam.
<b>sqm</b>	Square metre
<b>Stacked Car Parking</b>	The car parking, which may require the removal of other vehicles in order to gain access
<b>Street sign</b>	A street name sign or a sign under <i>Australian Standard AS 1742</i> being <ul style="list-style-type: none"> <li>(a) guide sign;</li> <li>(b) warning sign;</li> <li>(c) temporary warning sign;</li> <li>(d) regulatory sign;</li> <li>(e) parking sign;</li> <li>(f) hazardous markers;</li> <li>(g) service symbol;</li> <li>(h) which is on a public road.</li> </ul>
<b><u>Shopping Trolley</u></b>	<u>A basket, frame or flat base on wheels (or castors), usually of metal construction that is provided by a business for customers to transport items within the store and within any car parking area allocated for use by customers of the store.</u>
<b>Survey plan</b>	A plan prepared by a registered surveyor, which shows the information required for the assessment of an application in accordance with the provisions of this Policy.
<b>The Act</b>	The <i>Environmental Planning and Assessment Act 1979</i> .
<b>The Plan</b>	This <i>Development Control Plan</i> .
<b>Third party advertising</b>	The content of the advertisement is not related to the land, building or premises or goods sold on the land, building or premises to which the advertisement is attached.
<b>Threatened species, population or community</b>	means any species, population or ecological community which is scheduled under the Threatened Species Conservation Act 1995.
<b>Topping</b>	The removal of the top portion of a tree including a section of trunk.
<b>Vegetative screening</b>	Naturally occurring or purpose planted vegetation (preferably species native to an area) to lessen the impacts of a development on the surrounding area.
<b>Waste Data File</b>	A File or Folder containing the Waste Management Plan together with records (waste receipts or dockets) of disposal and/ or recycling of demolition and construction materials. The Waste Data File is to be retained by the person responsible for the site.
<b>Waste Management Plan or WMP</b>	An outline of any waste or recycling materials to be produced during <ul style="list-style-type: none"> <li>(a) Demolition</li> <li>(b) Construction and</li> <li>(c) Future Use</li> </ul> for a particular demolition and/ or construction project. It is to include estimates of volumes or weights of waste produced as well as a description of reuse, recycling and final destination. A blank Waste Management Plan is shown in Appendix 4.

|

**LIVERPOOL  
CITY  
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NRS 133 677 (for hearing and  
speech impaired callers only)



### 5.3.9 Shopping Trolleys

#### Objectives

- a. To minimise the abandonment of shopping trolleys.

#### Controls

1. A management plan is required for all businesses that offer the use of trolleys to their customers. At a minimum the management plan must contain following elements:
  - A list of contacts for the store/premises (including phone numbers).
  - A statement verifying that trolley management will be undertaken in accordance with the relevant consent (the consent is to be attached as an addendum once issued).
  - Methods for identifying shopping trolleys that belong to a specific business (e.g. serial numbers, company logo, tracking device etc.).
  - A schedule for the daily collection of abandoned shopping trolleys, including details of trolley collection routes.
  - Details of a trolley containment system which restricts the removal of trolleys from the premises.
  - Measures to ensure that any trolleys reported as posing a risk or nuisance, are collected immediately upon notification (this may require an "after hours" collection service).
  - A register of all trolleys that have been reported or collected (including instances where the trolley was not found at the reported location).
  - Methods for warning customers about the consequences of abandoning or removing trolleys from the premises.
  - A site plan of the premises showing the location of trolley bays and exit points.

*Note: Council must be notified of any updates to the plan of management.*

2. A trolley containment system must be provided for businesses with 20 or more trolleys. Such examples include:
  - Coin/token operated system with refund.
  - Trolleys with wheel locks activated by a radio signal or magnetic strip.
  - Radio signal transmitters on trolleys.



## 6.10 Additional Land Use Controls

### 6.10.1 Neighbourhood Shops

#### Objectives

- a. To enable the provision of neighbourhood shops in business and industrial zones which serve the daily convenience needs of the local workforce, or for the benefit of the local workforce and businesses.

#### Controls

1. Development Applications must demonstrate that the size, function and proposed use serves the daily convenience needs of the workforce in the zone, or is for the benefit of the local workforce and businesses.
2. Neighbourhood shops must not detrimentally affect the viability of any other centre within a business zone.

### 6.10.2 Industrial Retail Outlets

#### Objectives

- a. To limit the size of industrial retail outlets to minimise the impacts of large scale retailing on industrial areas.
- b. To ensure that adequate and safe car parking and access is provided for customers.
- c. To minimise the abandonment of shopping trolleys.

#### Controls

1. Industrial retail outlets are to occupy a maximum of 40% of the combined floor area of the industrial retail outlet and the building or place where the relevant industry is carried out, or 400m<sup>2</sup>, whichever is the lesser
2. Industrial retail outlets are to be located within the part of the building closest to the street frontage and customer access is to be separate from access to parts of the development used for manufacturing, storage or other industrial uses.
3. Car parking for industrial retail outlets is to be clearly marked as customer parking, and is to be provided at the rate of:
  - 1 space per 30m<sup>2</sup> of floorspace that is occupied by the industrial retail outlet.
  - 1 bicycle and 1 motorcycle space per 25 car parking spaces in excess of the first 25 car parking spaces.
4. Customer parking is to be located separate to loading and storage areas.
5. A management plan is required for all businesses that offer the use of trolleys to their customers. At a minimum the management plan must contain the following elements:



- A list of contacts for the store/premises (including phone numbers).
- A statement verifying that trolley management will be undertaken in accordance with the relevant consent (the consent is to be attached as an addendum once issued).
- Methods for identifying shopping trolleys that belong to a specific business (e.g. serial numbers, company logo, tracking device etc.).
- A schedule for the daily collection of abandoned shopping trolleys, including details of trolley collection routes.
- Details of a trolley containment system which restricts the removal of trolleys from the premises.
- Measures to ensure that any trolleys reported as posing a risk or nuisance, are collected immediately upon notification (this may require an "after hours" collection service).
- A register of all trolleys that have been reported or collected (including instances where the trolley was not found at the reported location).
- Methods for warning customers about the consequences of abandoning or removing trolleys from the premises.
- A site plan of the premises showing the location of trolley bays and exit points.

*Note: Council must be notified of any updates to the plan of management.*

6. A trolley containment system must be provided for businesses with 20 or more trolleys. Such examples include:

- Coin/token operated system with refund.
- Trolleys with wheel locks activated by a radio signal or magnetic strip.
- Radio signal transmitters on trolleys.

4.....

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### 6.10.3 Child Care Centres

#### Objectives

- a. To enable the provision of child care centres to address the needs of the local workforce within the zone.

#### Controls

1. Due to the nature of the usage, such developments should be sited on allotments which provide buffering from adjoining developments so as to minimise possible conflicts such as noise and invasion of privacy.

2. In order to ensure or protect the privacy of staff and children adequate noise abatement, site landscaping and fencing may be required. Such landscaping is to be in keeping with adjoining developments.

#### **6.10.4 Sex Services Premises**

##### **Objectives**

- a. To ensure that sex services premises are not placed in inappropriate locations so that they do not give offence to the community or result in a loss of amenity or create adverse social and environmental impacts.
- b. To separate sex services premises and other incompatible land uses.
- c. Nominate relevant criteria that Council must have regard for in determining Development Applications for sex services premises.
- d. To impose conditions of consent and operation to prevent adverse impacts on adjacent land such as noise, safety, offensive visual impact and anti-social activity.

##### **Controls**

1. Controls for sex services premises are specified by the Liverpool Development Control Plan 2008. Applicants proposing sex services premises should consult with Council's DCP to determine controls that are applicable to the development.

# Planning Proposal

**Amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on Lot 3 DP 602936**

15 January 2019

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## Introduction

The planning proposal relates to a parcel of land at 123 Epsom Road Chipping Norton (Lot 3 DP 602936) which is zoned R2 – Low Density Residential. The proposal seeks an additional permitted use for the site specifically to allow for '*multi dwelling housing*'.

The impetus for the planning proposal is to allow future '*multi dwelling housing*' development on the site despite the R2 – Low Density Residential zoning that applies.

## Site description



Figure 1: Location of subject sites outlined in red (Nearmap 2018)

The total area of the site is approximately 2,209m<sup>2</sup>. The site is a corner allotment with a primary frontage to Epsom Road and a secondary frontage to Governor Macquarie Drive. The site currently contains a large one and two-storey dwelling with associated swimming pool and tennis court within the rear yard. It is noted that a row of locally significant heritage listed Palm Trees (*Phoenix Canariensis*) adjoin and reside within the north-eastern corner of the site.

Adjoining the site to the south is a '*multi dwelling housing*' development that was approved under the now repealed Liverpool Local Environmental Plan (LLEP) 1997. The remainder of the neighbouring lots with immediate proximity to the site contain low density residential dwellings with some secondary dwellings.



Figure 2: Zoning Map from LLEP 1997 (Subject site outlined in black)



Figure 3: Zoning Map from LLEP 2008 (Subject site outlined in black)



Figure 4 Looking at the subject site in a westerly direction

## Background

The site was previously zoned 2(a) Residential under the now repealed LLEP 1997. Under this previous LEP, 'multiple dwellings' were permissible with development consent within the 2(a) Residential zone. Consequently, a number of 'multiple dwellings' or 'multi dwelling developments' were approved and constructed with proximity to the site under this previous instrument, including the following sites:

- 125 Epsom Road, Chipping Norton
- 54 Central Avenue, Chipping Norton
- 56 Central Avenue, Chipping Norton

With the gazettal of the LLEP 2008, 'multi dwelling development' is now prohibited within the R2 Low Density Zone.

The current owner of the site has engaged in informal discussion over recent years with Council's strategic planners regarding the possibility of achieving multi dwelling development on the site. After hearing from the landowner at Council's October meeting the Council resolved at its 12 December 2018 meeting as follows:

*That Council:*

1. *Supports in principle a proposal to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on 123 Epsom Road, Chipping Norton (Lot 3 DP 602936), subject to the necessary planning investigations required by Section 3.33 of the Environmental Planning and Assessment Act;*
2. *Direct the CEO to prepare a planning proposal for Council's consideration and report back to Council for the second February 2019 meeting; and*
3. *Investigate the value of any heritage listed trees that may be listed in or in close proximity to the site.*

## Delegation of plan making functions

The matters considered in this planning proposal are of local significance. The proposed amendment to permit 'multi dwelling housing' will apply to the subject site only. Council therefore requests delegation of plan making functions pursuant to Section 3.36 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). The evaluation criteria is included in Appendix 1.

### **Part 1 – Objectives**

The objectives of this planning proposal are to amend the LLEP 2008 to permit the development of multi dwelling housing at 123 Epsom road, Chipping Norton with consent. This objective applies to the subject site only.



## Part 2 – Explanation of provisions

The objectives of the planning proposal will be achieved through an amendment to Schedule 1 of the LLEP 2008 to allow “multi dwelling housing” as a land use permitted with development consent at 123 Epsom Road, Chipping Norton (Lot 3 DP 602936). This amendment to Schedule 1 would require an additional clause that applies specifically to the subject site (Clause 25).

To facilitate the above changes, the following LLEP map will be amended:

### Key Sites

- 4900\_COM\_KYS\_014\_020\_20180730

## Part 3 – Justification

### Section A – Need for the planning proposal

#### 3.1 *Is the planning proposal a result of any strategic study or report?*

No, the planning proposal is not the result of any strategic study or report. The planning proposal results from a direction to staff from Council at its 12 December 2018 meeting.

#### 3.2 *Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?*

Yes. The alternative to the schedule 1 amendment proposed is a rezoning of the site to R3 medium density residential. It is recognised that this would achieve the intended outcome of enabling multi dwelling housing development on the subject site. However, this would create a landuse zoning anomaly within the context of the immediate area.

The schedule 1 amendment proposed will allow for multi dwelling housing on the site whilst avoiding unwanted changes to nearby sites. The proposed change will efficiently facilitate the outcome previously permitted under the LLEP 1997 as desired.

### Section B – Relationship to strategic planning framework.

#### 3.3 *Is the planning proposal consistent with the objectives and actions of the applicable regional, sub-regional or district plan or strategy (including any exhibited draft plans or strategies)?*

##### A Metropolis of Three Cities and Western City District Plan

The proposed amendment to schedule 1 facilitating multi dwelling housing as a permitted use with development consent will contribute to housing supply within the Chipping Norton locality.

The planning proposal is therefore consistent with the following objectives of the Greater Sydney Region Plan 2018, *A Metropolis of Three Cities*:

- Objective 10: Greater housing supply
- Objective 11: Housing is more diverse and affordable

The planning proposal is also consistent with the following priorities of the *Western City District Plan*:

- Planning Priority W5: Providing housing supply, choice and affordability, with access to jobs, services and public transport

The planning proposal will facilitate the permissibility of multi dwelling housing on the subject site, which in turn will allow for an increase in the quantity of housing within the confines of the site. Consequently, housing supply will increase in alignment Objective 10 and Planning Priority W5. Additionally, the housing typologies that are defined under the multi dwelling housing landuse will provide a diversity in housing in comparison to the single dwellings, secondary dwellings and attached dwellings that typify the immediate area.

#### 3.4 *Is the planning proposal consistent with a council's local strategy or other local strategic plan?*

##### Liverpool Community Strategic Plan – Our Home, Liverpool 2027

The proposal to enable multi dwelling housing development on the site aligns with Liverpool's Community Strategic Plan (CSP) – Our Home, Liverpool 2027, which states:

- Direction 3: Generating Opportunity
  - Council will: Meet the challenges of Liverpool's growing population.

Liverpool Residential Development Strategy 2008

The proposal is not specifically identified within the Liverpool Residential Development Strategy, with the Chipping Norton study area failing to include the subject site as demonstrated in Figure 5.

Nonetheless, the strategy identified within the plan is of relevance to the subject planning proposal:

- Consolidate medium density residential zones to areas around activity centres (200m-800m) and major transport nodes and down-zone fringe areas.

The subject site is located approximately 693m distance from the Chipping Norton local centre 'as the crow flies'. It is noted that the site is approximately 863m walking distance from the local centre via Council footpaths. The proposal to permit multi dwelling housing with consent aligns with the strategy of containing medium density to within 800m of a local centre.

In regard to transport, the site is not located within 800m of a major transport node. A bus stop is located with proximity to the site along Epsom Road that is serviced by the 903 Transdev bus route, the sole bus route servicing the Chipping Norton area. This bus service provides access to Liverpool every 30 minutes during peak times and every 1 hour in off peak (including weekends). The bus trip to and from Liverpool takes approximately 25 - 25 minutes. This is a substantial increase from the typical car trip of approximately 10 minutes.

The Liverpool Residential Development Strategy also recommends detailed strategies, with the following of relevance to the subject planning proposal:

- Ensure the size/floor space in any medium density area, or low density area which may conceivably be potentially suitable for medium density housing in the long term, is not so great as to preclude eventual consolidation redevelopment for townhouse or villa houses.

The planning proposal seeks to amend schedule 1 only in permitting multi dwelling housing with consent within the existing R2 – Low Density Residential zone. No amendments are proposed to existing floor space ratio provisions. It is deemed that the existing floor space ratio control of 0.5:1 is appropriate and will not preclude redevelopment for townhouses or villa houses.



Figure 5 Chipping Norton Residential Land Study Map (Subject site circled in yellow)

#### Liverpool Local Environmental Plan 2008

The planning proposal addresses one of the aims of the LLEP 2008, being "to encourage a range of housing, employment, recreation and services to meet the needs of existing and future residents of Liverpool".

The zoning is to remain as existing for the subject site, with the objectives of the R2 – Low Density Residential zone as follows:

- To provide for the housing needs of the community within a low density residential environment.
- To enable other land uses that provide facilities or services to meet the day to day needs of residents.
- To provide a suitable low scale residential character commensurate with a low dwelling density.
- To ensure that a high level of residential amenity is achieved and maintained.

The proposal aims to facilitate multi dwelling housing as a permissible use with consent within the existing R2 – Low Density Residential zone. Both the existence of similar multi dwelling housing developments



within the R2 zone with close proximity to the subject site and the generous size of the lot suggest that a future multi dwelling development could be developed that aligns with these objectives.

### 3.5 Is the planning proposal consistent with applicable State Environmental Planning Policies?

Table 1 SEPP Consistency

State Environmental Planning Policy	Consistency
State Environmental Planning Policy No 1—Development Standards	Yes
State Environmental Planning Policy No 55—Remediation of Land	Yes – given the site is currently developed as a single dwelling and has been used for residential purposes historically, no contamination impacts are anticipated.
State Environmental Planning Policy (Affordable Rental Housing) 2009	Yes – Future affordable housing may be proposed on the subject site. Any such potential future development will be required to comply with the provisions of the SEPP. However, the proposal itself does not present any inconsistency.
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Yes – Any future development within the site, including the possibility of multi dwelling housing as sought by this planning proposal, will be capable of achieving compliance with this SEPP. The proposal does not present any inconsistency.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	Yes – If the proposed amendment was to be adopted, future development of the site for multi dwelling housing could be carried out pursuant to the Medium Density Housing Code, to be applied to Liverpool as of 1 July 2019.
State Environmental Planning Policy (Infrastructure) 2007	Yes
State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017	Yes
Greater Metropolitan Regional Environmental Plan No 2—Georges River Catchment	Yes

### 3.6 Is the planning proposal consistent with applicable Ministerial Directions (Section 9.1 directions)?

Table 2 Section 9.1 Directions Consistency

Section 9.1 Direction	Complies	Justification
<b>Environment and Heritage</b>		
2.3 Heritage Conservation	Yes	<p>The planning proposal does not contain provisions that facilitate the conservation of the heritage listed palm trees (<i>Phoenix canariensis</i>) that are present within the subject site.</p> <p>Nonetheless, these heritage listed trees are already conserved under the existing LLEP 2008 as per cl.5.10.</p>

		Should the proposal receives a Gateway Determination, it is recommended that a heritage impact assessment be commissioned to address the heritage value of the palm trees.
<b>Housing, Infrastructure and Urban Development</b>		
3.1 Residential Zones	Yes	The planning proposal will encourage an increase in building type diversity. The proposal will permit multi-dwelling development with sufficient proximity to Chipping Norton local centre, and access to public transport to Liverpool city centre.
3.4 Integrating Land Use and Transport	Yes	The proposal seeks to facilitate multi dwelling development within the subject site. The site is capable of accommodating adequate car parking provision in accordance with the direction. Furthermore, the site is serviced by public transport in the form of a bus route to enable access to the Liverpool city centre.
<b>Hazard and Risk</b>		
4.1 Acid Sulfate Soils	Yes	The subject site is identified as containing Class 5 Acid Sulfate Soils. If future development sought the construction of any basement level parking or the like, an Acid Sulfate Soils Study is recommended for the site. The preparation of such a study can be deemed as a post Gateway condition if the proposal proceeds to Gateway.
4.3 Flood Prone Land	Yes	The subject site is identified as flood prone land. However, Council flooding advice has confirmed that the property is not affected by the flood planning area for residential development.
<b>Local Plan Making</b>		
6.1 Approval and Referral Requirements	Yes	The planning proposal does not contain provisions requiring additional concurrence, consultation, or referral to a Minister or public authorities.
6.3 Site Specific Provisions	Yes	<p>The proposal seeks to allow the multi dwelling housing land use to be carried out in the existing R2 Low Density Residential zone applying to the site through a site specific schedule 1 amendment.</p> <p>No drawings or details are provided within this planning proposal detailing a possible future development proposal.</p>
<b>Metropolitan Planning</b>		
7.1 Implementation of A Plan for Growing Sydney	Yes	The proposal seeks to facilitate multi dwelling housing on the site and is therefore consistent with Direction 2.1 of <i>A Plan for Growing Sydney: Accelerate housing supply across Sydney</i> and Action 2.1.1: <i>Accelerate Housing Supply and Local Housing Choices</i> . Additionally, the proposal is consistent with Direction 2.3: <i>Improve housing choice to suit different needs and lifestyles</i> and Action 2.3.2: <i>Enable the Subdivision of Existing Homes and Lots in Areas Suited to Medium Density Housing</i> .

### Section C – Environmental, social, and economic impact

*3.7 Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?*

The planning proposal will not impact critical habitat or threatened species, populations or ecological communities, or their habitats due to an absence of such constraints within the site and in close proximity to the site.

*3.8 Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?*

No other likely environmental effects are identified. Where environmental impacts do exist, are deemed to be of minor significance.

*3.9 Has the planning proposal adequately addressed any social and economic effects?*

The subject site contains and adjoins a row of locally significant heritage listed palm trees (*Phoenix canariensis*). Preliminary advice suggests that these trees are likely to date from the 1930s and were related to a significant homestead that once occupied the site that was demolished to allow construction of Governor Macquarie Drive. Palm trees were a common species planted in the Inter-war period, one theory for this is because in areas around Egypt and Palestine palm trees were seen by WWI soldiers noting that Chipping Norton was also an inter-war or post WWI soldier resettlement area.

An aerial photograph from 1943 is provided in Figure 6, with the row of palm trees present within this photo.



Figure 6 Aerial Photo in 1946 of the Subject Site (SixMaps)

The proposal will not directly detriment this example of European Heritage, with consideration in this regard required for any possible future development application. Nonetheless, the heritage constraint identified is noted. A subsequent Heritage Impact Assessment will be required subject to Gateway Determination.

The site is a corner allotment with a primary frontage to Epsom Road and a secondary frontage to Governor Macquarie Drive. Council traffic advice suggested the requirement of a Traffic Impact Assessment Report addressing the following matters:

1. No access off Governor Macquarie Drive.
2. 'Left-in, left-out' access driveway off Epsom Road is to be allowed.
3. Traffic generation.
4. Traffic impact of the proposed development including a review of existing traffic conditions adjacent to the proposed development site, the surrounding road network and intersections including the existing roundabout at Governor Macquarie Drive.
5. Adequacy of on-site parking provision.
6. Public transport provision.
7. Swept path analysis for driveway access and parking bays.
8. Restrictions to on-street parking provisions.
9. Emergency, waste and service vehicle arrangements.
10. Internal and external pedestrian crossing points and facilities are to be clearly identified.
11. Clear delineation of driveway access and internal circulation.
12. Footpath to be provided along all street frontages.
13. Street lighting to Council's specifications.

Should the proposal receive a Gateway Determination, it is recommended that a Traffic Impact Assessment is prepared that addresses (at a minimum) the points identified above.

The planning proposal will not create adverse social or economic impacts. The development of multi dwelling housing via the proposed Schedule 1 amendment will enable additional housing supply within the subject site, a site that is of a size and nature that is capable of accommodating development such as this. The site has sufficient access to nearby schools within the Chipping Norton, Moorebank, Warwick Farm and Georges Hall suburbs.

#### **Section D – State and Commonwealth interests**

##### *3.10 Is there adequate public infrastructure for the planning proposal?*

The planning proposal is of local significance and is of a relatively small scale of impact in regard to public infrastructure provision. It is noted that the site is currently occupied by a large single dwelling and has present access to water, sewage, electricity and the road network via the existing driveway.

An infrastructure services report is to be commissioned by the proponent should the proposal proceed through Gateway.



*3.11 What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway determination?*

The views of state and Commonwealth public authorities will be considered following Gateway determination. The following government agencies should be considered:

- NSW Office of Environment and Heritage – Heritage Division; and
- Roads and Maritime Services.

## Part 4 – Mapping

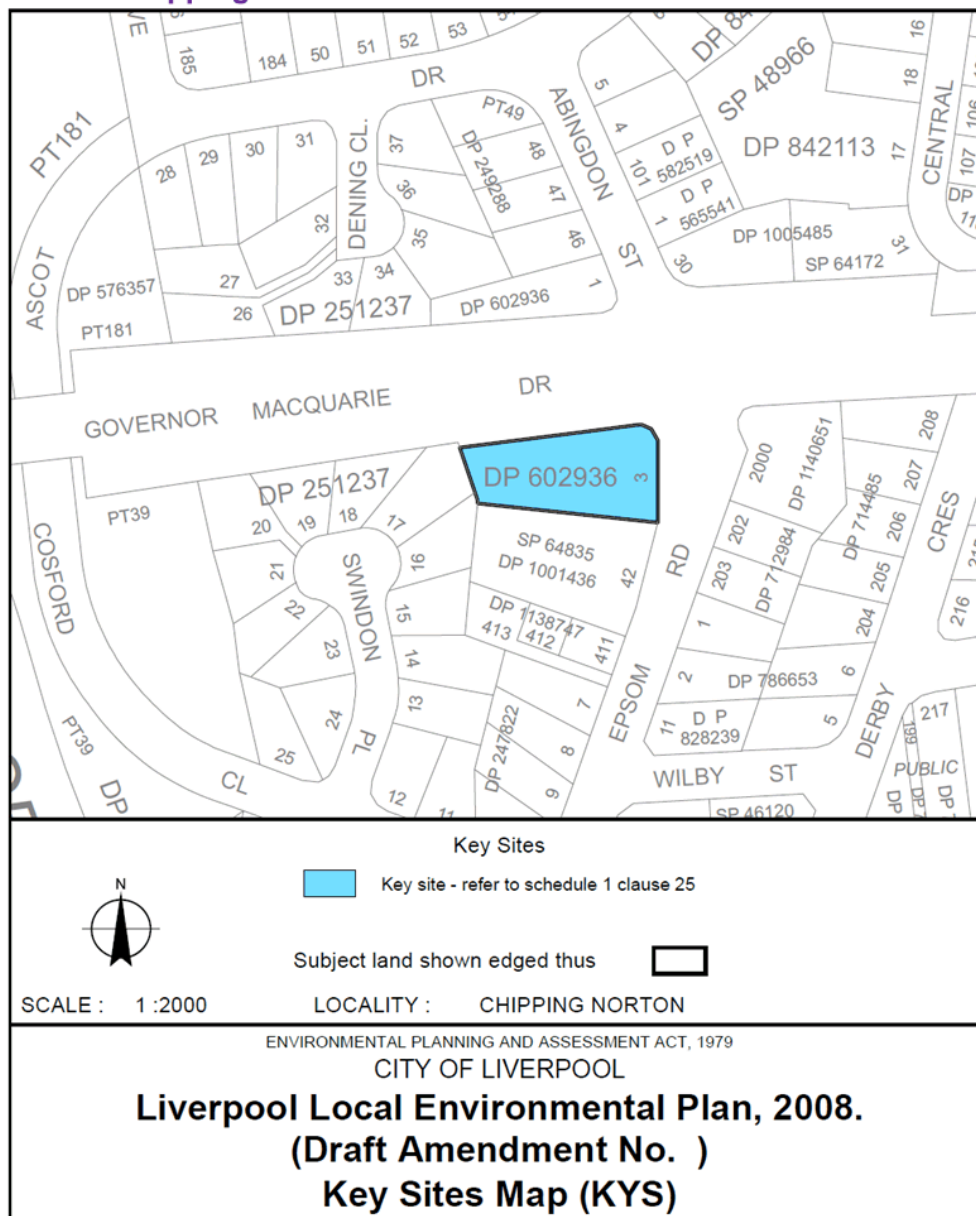


Figure 7: Proposed Key Sites Map

## Part 5 – Community Consultation

Community consultation will be undertaken in accordance with the Gateway Determination. It is anticipated that the proposal will be exhibited for 14 days through:

- Newspaper advertisements in the Liverpool Leader;
- Notification on Liverpool City Council's planning portal and Liverpool Listens website; and
- Letters to the adjoining landowners.

## Part 6 – Project Timeline

An anticipated project timeline is shown in Table 3.

*Table 3: Anticipated project timeline*

Timeframe	Action
<b>Feb 2019</b>	Presented at the Local Planning Panel meeting
<b>Mar 2019</b>	Presented to Liverpool City Council
<b>April 2019</b>	Submission of Planning Proposal to DP&E
<b>May 2019</b>	Gateway Determination issued
<b>May 2019 – June 2019</b>	State agency consultation
<b>May 2019 – June 2019</b>	Community consultation
<b>June 2019 – July 2019</b>	Consideration of submissions and proposal post-exhibition
<b>August 2019</b>	Post-exhibition report to Council
<b>September 2019 – October 2019</b>	Legal drafting and making of the plan



## Appendix 1: Evaluation criteria for the delegation of plan making functions

### Local Government Area:

Liverpool City Council

### Name of draft LEP

Liverpool Local Environmental Plan 2008 Draft Amendment xx

### Address of Land (if applicable):

123 Epsom Road, Chipping Norton (Lot 3 DP1003837)

### Intent of the draft LEP:

Amend Schedule 1 of the LLEP 2008 to allow multi dwelling housing as a land use permitted with development consent at 123 Epsom Road, Chipping Norton (Lot 3 DP 602936).

### Additional Supporting Points/Information:

- The matter is of local significance.
- The proposal seeks an amendment that will primarily impact a single site only.

(NOTE – where the matter is identified as relevant and the requirement has not been met, Council is to attach information to explain why the matter has not been addressed)	Council Response		Department Assessment	
	Y/N	Not Relevant	Agree	Not Agree
Is the planning proposal consistent with the Standard Instrument Order, 2006?	Y			
Does the planning proposal contain an adequate explanation of the intent, objectives, and intended outcome of the proposed amendment?	Y			
Are appropriate maps included to identify the location of the site and the intent of the amendment?	Y			
Does the planning proposal contain details related to proposed consultation?	Y			
Is the planning proposal compatible with an endorsed regional or sub-regional planning strategy or a local strategy endorsed by the Director-General?	Y			
Does the planning proposal adequately address any consistency with all relevant S9.1 Planning Directions?	Y			
Is the planning proposal consistent with all relevant State Environmental Planning Policies (SEPPs)?	Y			
<b>Minor Mapping Error Amendments</b>	<b>Y/N</b>			
Does the planning proposal seek to address a minor mapping error and contain all appropriate maps that clearly identify the error and the manner in which the error will be addressed?		N/A		
<b>Heritage LEPs</b>	<b>Y/N</b>			
Does the planning proposal seek to add or remove a local heritage item and is it supported by a strategy/study endorsed by the Heritage Office?	N			
Does the planning proposal include another form of endorsement or support from the Heritage Office if there is no supporting strategy/study?		N/A		
Does the planning proposal potentially impact on an item of State Heritage Significance and if so, have the views of the Heritage Office been obtained?	N			
<b>Reclassifications</b>	<b>Y/N</b>			
Is there an associated spot rezoning with the reclassification?		N/A		
If yes to the above, is the rezoning consistent with an endorsed Plan of Management (POM) or strategy?		N/A		
Is the planning proposal proposed to rectify an anomaly in a classification?		N/A		
Will the planning proposal be consistent with an adopted POM or other strategy related to the site?		N/A		
Will the draft LEP discharge any interests in public land under section 30 of the <i>Local Government Act, 1993</i> ?		N/A		
If so, has council identified all interests; whether any rights or interests will be extinguished; any trusts and covenants relevant to the site; and, included a copy of the title with the planning proposal?		N/A		

Has the council identified that it will exhibit the planning proposal in accordance with the department's Practice Note (PN 09-003) <i>Classification and reclassification of public land through a local environmental plan and Best Practice Guideline for LEPs and Council Land</i> ?		N/A		
Has council acknowledged in its planning proposal that a Public Hearing will be required and agreed to hold one as part of its documentation?		N/A		
<b>Spot Rezoning</b>	<b>Y/N</b>			
Will the proposal result in a loss of development potential for the site (i.e. reduced FSR or building height) that is not supported by an endorsed strategy?	N			
Is the rezoning intended to address an anomaly that has been identified following the conversion of a principal LEP into a Standard Instrument LEP format?	N			
Will the planning proposal deal with a previously deferred matter in an existing LEP and, if so, does it provide enough information to explain how the issue that lead to the deferral has been addressed?	N			
If yes, does the planning proposal contain sufficient documented justification to enable the matter to proceed?	N			
Does the planning proposal create an exception to a mapped development standard?	N			
<b>Section 3.22 matters</b>	<b>Y/N</b>			
Does the proposed instrument				
<ul style="list-style-type: none"> <li>a. correct an obvious error in the principal instrument consisting of a misdescription, the inconsistent numbering of provisions, a wrong cross-reference, a spelling error, a grammatical mistake, the insertion of obviously missing words, the removal of obviously unnecessary words or a formatting error?;</li> <li>b. address matters in the principal instrument that are of a consequential, transitional, machinery or other minor nature?; or</li> <li>c. deal with matters that do not warrant compliance with the conditions precedent for the making of the instrument because they will not have any significant adverse impact on the environment or adjoining land?</li> </ul>	N			

**LIVERPOOL CITY COUNCIL**  
**LOCAL PLANNING PANEL REPORT**

**24 FEBRUARY 2019**

<b>Item no:</b>	(Leave blank)
<b>Application Number:</b>	RZ-9/2018
<b>Proposal:</b>	Planning proposal to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on 123 Epsom Road, Chipping Norton (Lot 3 DP 602936)
<b>Property Address</b>	123 Epsom Road, Chipping Norton
<b>Legal Description:</b>	Lot 3 DP 602936
<b>Recommendation:</b>	Proceed to gateway review
<b>Assessing Officer:</b>	David Smith

## **1. EXECUTIVE SUMMARY**

At its ordinary meeting of 12 December 2018, Council resolved:

That Council:

1. Supports in principle a proposal to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on 123 Epsom Road, Chipping Norton (Lot 3 DP 602936), subject to the necessary planning investigations required by Section 3.33 of the Environmental Planning and Assessment Act;
2. Direct the CEO to prepare a planning proposal for Council's consideration and report back to Council for the second February 2019 meeting; and
3. Investigate the value of any heritage listed trees that may be listed in or in close proximity to the site.

In accordance with the requirements of Section 2.19(1)(b) of the *Environmental Planning and Assessment Act 1979*, this proposal has been submitted to the Liverpool Local Planning Panel for advice.

The Planning Proposal seeks to amend Schedule 1 of LLEP 2008 to permit multi dwelling housing as an additional permitted use with development consent at the subject site. The planning proposal is considered to have strategic and site specific merit. It is recommended that the planning proposal be submitted to the Department of Planning & Environment for a gateway determination.

## **2. SITE DESCRIPTION AND LOCALITY**

### **The Site**

The subject site is identified as Lot 3 in Deposited Plan 602936 otherwise known as 123 Epsom Road and is located at the south east corner of Epsom Road and Governor Macquarie Drive, Chipping Norton.



**LIVERPOOL CITY COUNCIL**  
**LOCAL PLANNING PANEL REPORT**

**24 FEBRUARY 2019**



Figure 1: Aerial view of 123 Epsom Road, Chipping Norton  
(Source: Nearmap November 2018)

#### **The Locality**

The subject site is located in an area of predominantly low to medium density residential development. The lot immediately to the south (125 Epsom Road) and an additional two lots approximately 100m to the north-east (54 and 56 Central Avenue) have been developed for multi dwelling housing pursuant to the superseded *Liverpool Local Environmental Plan* (LLEP) 1997. Hatchet style subdivision of larger lots has been undertaken on a number of other lots in the vicinity, including 127, 143, 151, 165, and 181 Epsom Road.

Approximately 200m south of the subject site, a parcel of lots in the vicinity of the Georges River, and the Childs Road shops was zoned R3 — Medium Density Residential at the time of the gazettal of LLEP 2008 pursuant to the direction of the *Liverpool Residential Development Strategy* (see Part 4 below). Around one third of the properties in the vicinity of the Georges River (fronting Epsom Road) have been developed for multi dwelling housing, with an additional third having been otherwise subdivided.

Lots in the vicinity of the Childs Road shops (along Childs Road, Banbury Crescent and the east of Epsom Road between Childs Road and Epsom Parkway) zoned R3 — Medium Density Residential, would require amalgamation prior to development for multi dwelling housing purposes.

Approximately 475m to the east of the subject site and across Governor Macquarie Drive, a small parcel of lots adjacent to the Market Plaza Shopping Centre is zoned R4 — High Density Residential.

**LIVERPOOL CITY COUNCIL**  
**LOCAL PLANNING PANEL REPORT**

**24 FEBRUARY 2019**



Figure 2: Locality land zoning map (subject site highlighted yellow)  
 (Source: Geocortex)

### 3. DETAILS OF THE PROPOSAL

At its ordinary meeting of 12 December 2018, Council resolved,

*That Council:*

1. *Supports in principle a proposal to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on 123 Epsom Road, Chipping Norton (Lot 3 DP 602936), subject to the necessary planning investigations required by Section 3.33 of the Environmental Planning and Assessment Act;*
2. *Direct the CEO to prepare a planning proposal for Council's consideration and report back to Council for the second February 2019 meeting; and*
3. *Investigate the value of any heritage listed trees that may be listed in or in close proximity to the site.*

## LIVERPOOL CITY COUNCIL

### LOCAL PLANNING PANEL REPORT

24 FEBRUARY 2019

The planning proposal has been drafted as required by the above Council resolution. (see **Attachment 1**).

#### The Proposal

The Planning Proposal seeks to amend Schedule 1 of LLEP 2008 to permit multi dwelling housing as an additional permitted use with development consent at the subject site.

#### 4. CONSIDERATIONS FOR STRATEGIC MERIT

The Department's *A guide to preparing planning proposals* includes the following questions to justify the proposal (Section A, Q1 and Q2).

1. *Is the planning proposal a result of any strategic study or report?*  
 The planning proposal is not the result of any strategic study or report
2. *Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?*  
 "Multi dwelling housing" is not a permitted use on land zoned R2 — Low Density Residential. A planning proposal seeking either the rezoning of the subject site to R3 — Medium Density Residential or seeking the additional use of "multi dwelling housing" would be required to achieve the intended outcome.

The Department's *A guide to preparing planning proposals* includes the following question to delineate consistency with the NSW strategic planning framework (Section B, Q3).

3. *Is the planning proposal consistent with the objectives and actions of the applicable regional, sub-regional or district plan or strategy (including any exhibited draft plans or strategies)?*

The planning proposal is consistent with the Greater Sydney Region Plan *A Metropolis of Three Cities*, particularly Objective 10: Greater housing supply; and Objective 11: Housing is more diverse and affordable. The proposal also references the Western City District Plan (WCDP) Planning Priority W5: *providing housing supply, choice and affordability with access to jobs, services and public transport*.

While amending planning controls for the subject site to permit "multi dwelling housing" is likely to lead to an increase in the provision of dwellings at the site, it is nevertheless important to critically assess the merit of the proposal for consistency with the WCDP. The proposal can only be considered to have strategic merit, if consistency with the WCDP can be established.

Planning Priority W5 states that:

*New housing must be in the right places to meet demand for different housing types, tenure, price points, preferred locations and design. Housing supply must be coordinated with local infrastructure to create liveable, walkable and cycle-friendly neighbourhoods with direct, safe and universally designed pedestrian and cycling connections to shops, services and public transport. This means that some areas are not appropriate for additional housing due to natural or amenity constraints, or lack of access to services and public transport.*

The subject site is located approximately 693m distance from the Chipping Norton local centre 'as the crow flies'. It is noted that the site is approximately 863m walking distance from the local

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centre via Council footpaths. The proposal to permit multi dwelling housing with consent aligns with the strategy of containing medium density to within 800m of a local centre.

The site is not located within 800m of a major transport node. A bus stop is located with proximity to the site along Epsom Road that is serviced by the 903 Transdev bus route, the sole bus route servicing the Chipping Norton area. This bus service provides access to Liverpool every 30 minutes during peak times and every 1 hour in off peak (including weekends). The bus trip to and from Liverpool takes approximately 20 - 25 minutes.

Planning Priority W5 discusses criteria for "Local infill development". Specifically, it encourages Councils to consider the appropriateness of additional medium density housing. While it states that "councils are in the best position to investigate and confirm which parts of the local government area are suited to additional medium density opportunities", it goes on to specify a number of criteria that should be considered including:

- *transitional areas between urban renewal precincts and existing neighbourhoods*
- *residential land around local centres where links for walking and cycling help promote a healthy lifestyle*
- *areas with good proximity to regional transport where more intensive urban renewal is not suitable due to challenging topography or other characteristics*
- *lower density parts of suburban Greater Sydney undergoing replacement of older housing stock*
- *areas with existing social housing that could benefit from urban renewal and which provide good access to transport and jobs.*

The subject site meets some of the above criteria:

- *The subject site is part of an existing neighbourhood with varying dwelling typologies representing the previous and current zoning*
- *The subject site is within reasonable proximity of the local centre (700m in a straight line) or 863m utilising footpaths*
- *The subject site is serviced by local public transport*

*WCDP housing targets*

The WCDP has set a five-year housing target for Liverpool LGA (2016 to 2021) of 8250. Based on current trends and advice from the Greater Sydney commission, the Liverpool LGA will meet the 5 year housing target.

The Department's *A Guide to Preparing Planning Proposals* includes the following question (Section B, Q4)

4. *Is the planning proposal consistent with Council's local strategy or other local strategic plan?*

*Liverpool Residential Development Strategy*



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The Liverpool Residential Development Strategy (LRDS) was adopted by Council in July 2008. While the strategy is over 10 years old, it nevertheless provides strategy consistent with current Section 9.1 directions, and makes recommendations specifically applicable to Chipping Norton. A revised housing strategy is currently being prepared to inform the preparation of the Local Strategic Planning Statement and LEP review.

Broadly, the current strategy seeks to “consolidate medium density residential zones to areas around activity centres (200m-800m) and major transport nodes and downzone fringe areas”. In addition, the strategy sought to “maintain a small area (equivalent to about 200 m radius) around planned or potential Neighbourhood Centres in the following existing neighbourhood centres” including Chipping Norton (Childs Road) (LRDS p 21).

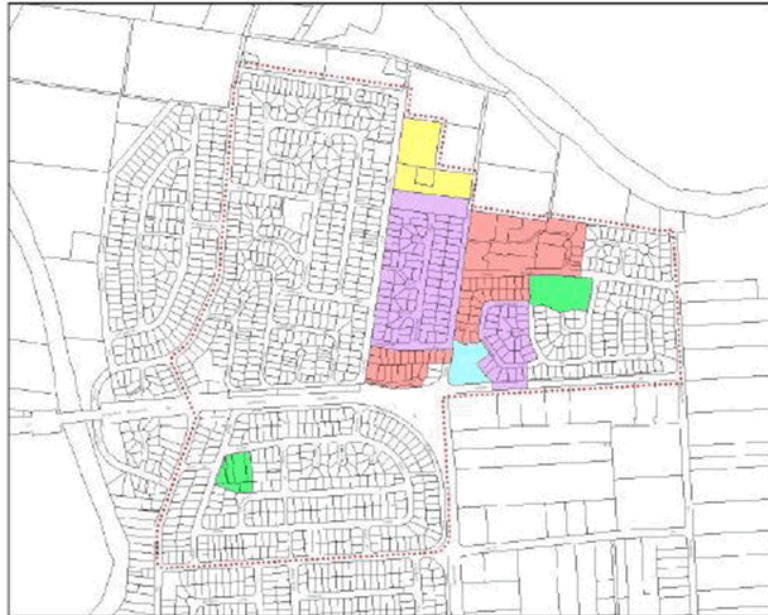
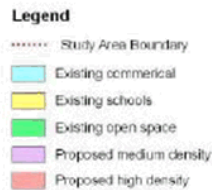
The specific residential development strategy for Chipping Norton was described as follows:

- *Contain high density residential east of Ernest Avenue to 3 Ha – 5 Ha between the existing pocket of residential apartments in the north and the centre, and instead expand the high density residential zone by a further 1 Ha – 2 Ha immediately west of the centre.*
- *Provide for four storey residential buildings and three storey buildings on interfaces with lower density zones.*
- *Establish a medium density zone extending up to 400m (5 minute walk) from the Centre, up to Central Avenue.*
- *Revise controls to facilitate villa development as an affordable alternative housing development on single 18m wide lots.*
- *Facilitate pedestrian connections and street improvements along Ernest Avenue, Central Avenue and Haddenham Street to the centre and school (LRDS p43).*

The proposed zoning changes recommended by the LRDS for Chipping Norton, which were incorporated into LLEP 2008, are illustrated in Figure 3 below.

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**Figure 3: Chipping Norton-residential development strategy**

The subject site was not considered for multi dwelling (medium density) development by the LRDS, notwithstanding that the previous LEP allowed multi dwelling housing as a land use permitted with consent. The site is within 800m of the local centre, however by direct footpath is slightly in excess of 860m.

Facilitating medium density (multi dwelling) housing at the subject site is not inconsistent with the LRDS.

#### Section 9.1 Directions

The planning proposal addresses the following directions, pursuant to Section 9.1 of the EP&A Act 1979:

Section Direction	9.1	Complies	Justification
<b>Environment and Heritage</b>			
2.3 Heritage Conservation		Yes	<p>The planning proposal does not contain provisions that facilitate the conservation of the heritage listed palm trees (<i>Phoenix canariensis</i>) that are present within the subject site.</p> <p>Nonetheless, these heritage listed trees are already conserved under the existing LLEP 2008 as per cl.5.10. Should the proposal receives a Gateway Determination, it is recommended that a heritage impact assessment be commissioned to address the heritage value of the palm trees.</p>

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<b>Housing, Infrastructure and Urban Development</b>		
3.1 Residential Zones	No	The planning proposal will encourage an increase in building type diversity. The proposal will permit multi-dwelling development with sufficient proximity to Chipping Norton local centre, and access to public transport to Liverpool city centre.
3.4 Integrating Land Use and Transport	No	The proposal seeks to facilitate multi dwelling development within the subject site. The site is capable of accommodating adequate car parking provision in accordance with the direction. Furthermore, the site is serviced by public transport in the form of a bus route to enable access to the Liverpool city centre.
<b>Hazard and Risk</b>		
4.1 Acid Sulfate Soils	Yes	The subject site is identified as containing Class 5 Acid Sulfate Soils. If future development sought the construction of any basement level parking or the like, an Acid Sulfate Soils Study is recommended for the site. The preparation of such a study can be deemed as a post Gateway condition if the proposal proceeds to Gateway.
4.3 Flood Prone Land	Yes	The subject site is identified as flood prone land. However, Council flooding advice has confirmed that the property is not affected by the flood planning area for residential development.
<b>Local Plan Making</b>		
6.1 Approval and Referral Requirements	Yes	The planning proposal does not contain provisions requiring additional concurrence, consultation, or referral to a Minister or public authorities.
6.3 Site Specific Provisions	Yes	The proposal seeks to allow the multi dwelling housing land use to be carried out in the existing R2 Low Density Residential zone applying to the site through a site specific schedule 1 amendment. No drawings or details are provided within this planning proposal detailing a possible future development proposal.
<b>Metropolitan Planning</b>		
7.1 Implementation of A Plan for Growing Sydney	No	The proposal seeks to facilitate multi dwelling housing on the site and is therefore consistent with Direction 2.1 of <i>A Plan for Growing Sydney: Accelerate housing supply across Sydney</i> and Action 2.1.1: <i>Accelerate Housing Supply and Local Housing Choices</i> . Additionally, the proposal is consistent with Direction 2.3: <i>Improve housing choice to suit different needs and lifestyles</i> and Action 2.3.2: <i>Enable the Subdivision of Existing Homes and Lots in Areas Suited to Medium Density Housing</i> .

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#### Liverpool Local Environmental Plan (LLEP) 2008

The subject site is zoned R2 — Low Density Residential in accordance with the zoning map of the LLEP 2008 (Figure 4).

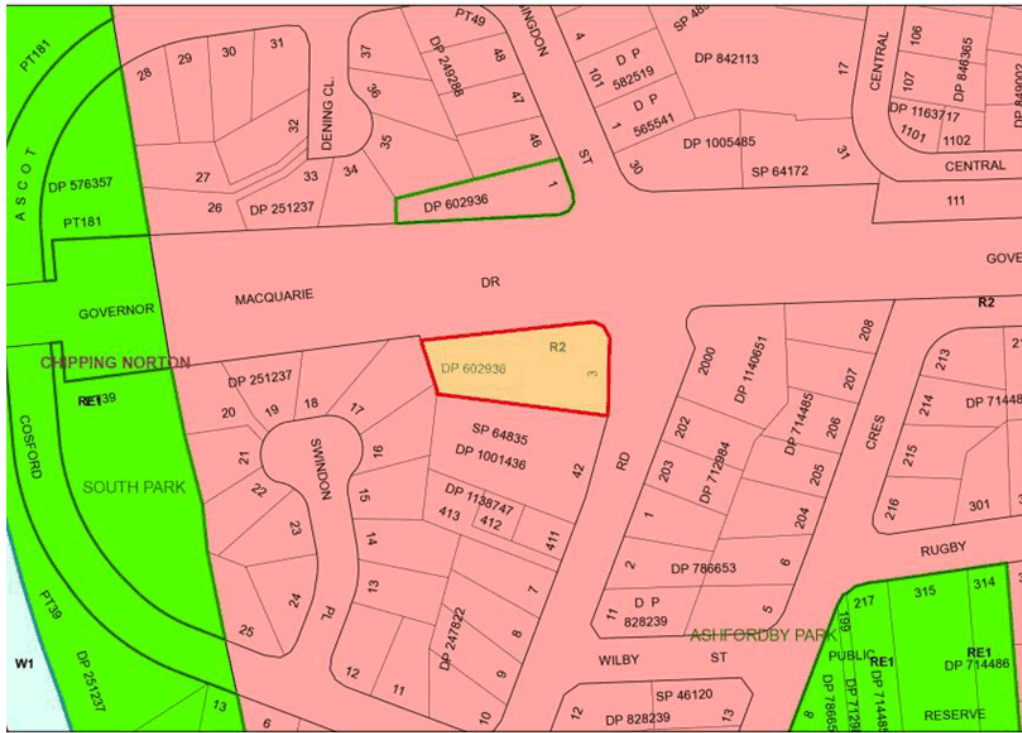


Figure 4: Zoning Map for Subject Site

The proposal is in the R2 zone and is not inconsistent with the following objectives:

- To provide for the housing needs of the community within a low density residential environment; and
- To provide a suitable low scale residential character commensurate with a low dwelling density.

The objectives of the R2 — Low Density Residential zone are to provide for housing within a “low density residential environment” and to maintain “a suitable low scale residential character”. The proposed amendment would permit the development of multi dwelling housing at the subject site, a use previously allowed for on this site under the LLEP 1997. Given the principal development standards are proposed to remain unchanged, and that multi dwelling housing has been developed on adjoining sites, an appropriate scale of development consistent with existing development can be achieved on this site and be consistent with the existing character of the area.



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#### 5. CONSIDERATIONS FOR SITE SPECIFIC MERIT

The Department's *A guide to preparing planning proposals* includes the following site-specific merit questions (Section B, Q3b).

*Does the proposal have site-specific merit, having regard to the following:*

- *the natural environment (including known significant environmental values, resources or hazards) and*
- *the existing uses, approved uses, and likely future uses of land in the vicinity of the proposal and*
- *the services and infrastructure that are or will be available to meet the demands arising from the proposal and any proposed financial arrangements for infrastructure provision.*

With respect to considerations for site merit, there are no natural environmental values present on the site, which has been developed for residential purposes for a number of years.

The site has been developed for residential purposes for a number of years. While there is no concern regarding the provision of basic infrastructure to the site (water, electricity, sewer et cetera), access to public transport is limited (one bus every 30 minutes during peak hour) and whilst generally within 800m of the local centre, pedestrian access to shops and services is limited compared to other R3 zoned land.

The Department's *A guide to preparing planning proposals* includes the following questions regarding State Environmental Planning Policies (Section B, Q5).

5. *Is the planning proposal consistent with applicable State Environmental Planning Policies?*

State Environmental Planning Policy	Consistency
State Environmental Planning Policy No 1—Development Standards	Yes
State Environmental Planning Policy No 55—Remediation of Land	Yes – given the site is currently developed as a single dwelling and has been used for residential purposes historically, no contamination impacts are anticipated.
State Environmental Planning Policy (Affordable Rental Housing) 2009	Yes – Future affordable housing may be proposed on the subject site. Any such potential future development will be required to comply with the provisions of the SEPP. However, the proposal itself does not present any inconsistency.
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Yes – Any future development within the site, including the possibility of multi dwelling housing as sought by this planning proposal, will be capable of achieving compliance with this SEPP. The proposal does not present any inconsistency.
State Environmental Planning Policy (Infrastructure) 2007	Yes. The scale of the development would not trigger a referral to the RMS pursuant to clause 104.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	Yes. Were the proposed amendment to be adopted, future development of the site for multi dwelling housing could be

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	carried out pursuant to the Medium Density Housing Code, to be applied to Liverpool as of 1 July 2019.
State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017	Yes
Greater Metropolitan Regional Environmental Plan No 2—Georges River Catchment	Yes

The Department's *A guide to preparing planning proposals* (Section B) includes the following questions for consideration:

<i>Question</i>	<i>Comment</i>
7. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?	No.  The site has been fully developed for residential purposes for a number of years.
8. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?	No.  There are no other likely environmental effects which would result from the planning proposal.
9. Has the planning proposal adequately addressed any social and economic effects?	Social impacts directly related to the proposed amendment would be minimal.  Should the proposal proceed, a traffic impact assessment would need to be prepared subsequent to the issuing of a Gateway Determination. A heritage impact assessment would also be required post Gateway, pursuant to Section 9.1 directions 2.3.
10. Is there adequate public infrastructure for the planning proposal?	Yes, the site is fully serviced with access to a limited bus service to Liverpool.
11. What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway Determination?	The views of state and Commonwealth public authorities would be consulted in accordance with the requirements of a Gateway Determination issued for the proposal.

**Next Steps**

Following a review of the planning proposal by the Local Planning Panel, the usual process for planning proposals, is for Council officers to finalise the proposal detailing the proposed changes to LLEP 2008 (this report). The Planning Proposal would then be reported to Council for

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endorsement and subsequently forwarded to the Department of Planning and Environment seeking a Gateway determination.

Following a Gateway Determination, in support of the Planning Proposal, there would be public authority and community consultation, a public exhibition period and a further report to Council prior to proceeding with the making of any amendment to LLEP 2008.

**6. CONCLUSION**

It is recommended that the planning proposal proceeds to a gateway determination as the proposal has demonstrated strategic and site specific merit and is consistent with the resolution of Council.

**7. ATTACHMENTS**

- 1. Council Resolution**
- 2. Planning Proposal**

## LIVERPOOL CITY COUNCIL

### LIVERPOOL LOCAL PLANNING PANEL MINUTES AND DETERMINATION

25<sup>th</sup> February 2019

<b>ITEM No:</b>	2
<b>APPLICATION NUMBER:</b>	RZ-9/2018
<b>SUBJECT:</b>	Planning proposal to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to allow multi dwelling housing as a land use permitted with consent on 123 Epsom Road, Chipping Norton (Lot 3 DP 602936)
<b>LOCATION:</b>	Lot 3 DP 602936 123 Epsom Road, Chipping Norton
<b>OWNER:</b>	Mr M T Brooks
<b>APPLICANT:</b>	Liverpool City Council
<b>AUTHOR:</b>	David Smith

#### ISSUES RELATED TO THE APPLICATION

The Panel has inspected the site and read the Council officer's report. The Panel received one representation from the owner.

The Panel is concerned that a decision to change the permitted uses on this site in isolation is premature in light of the upcoming review of the LEP2008, a component of which will be informed by the Local Housing Strategy (LHS). The Panel has been informed by Council officers that the strategy will be finalised imminently.

The Panel suggests that Council should be mindful to not pre-empt or prejudice the outcome of the strategy in relation to this site. Until the strategy is finalised, the Panel is not confident in recommending that the planning proposal has strategic merit.

#### VOTING NUMBERS:

4-Nil

#### ADVICE OF PANEL:

The Panel recommends Council defer a decision on the planning proposal until such time as the LHS has been adopted by Council.

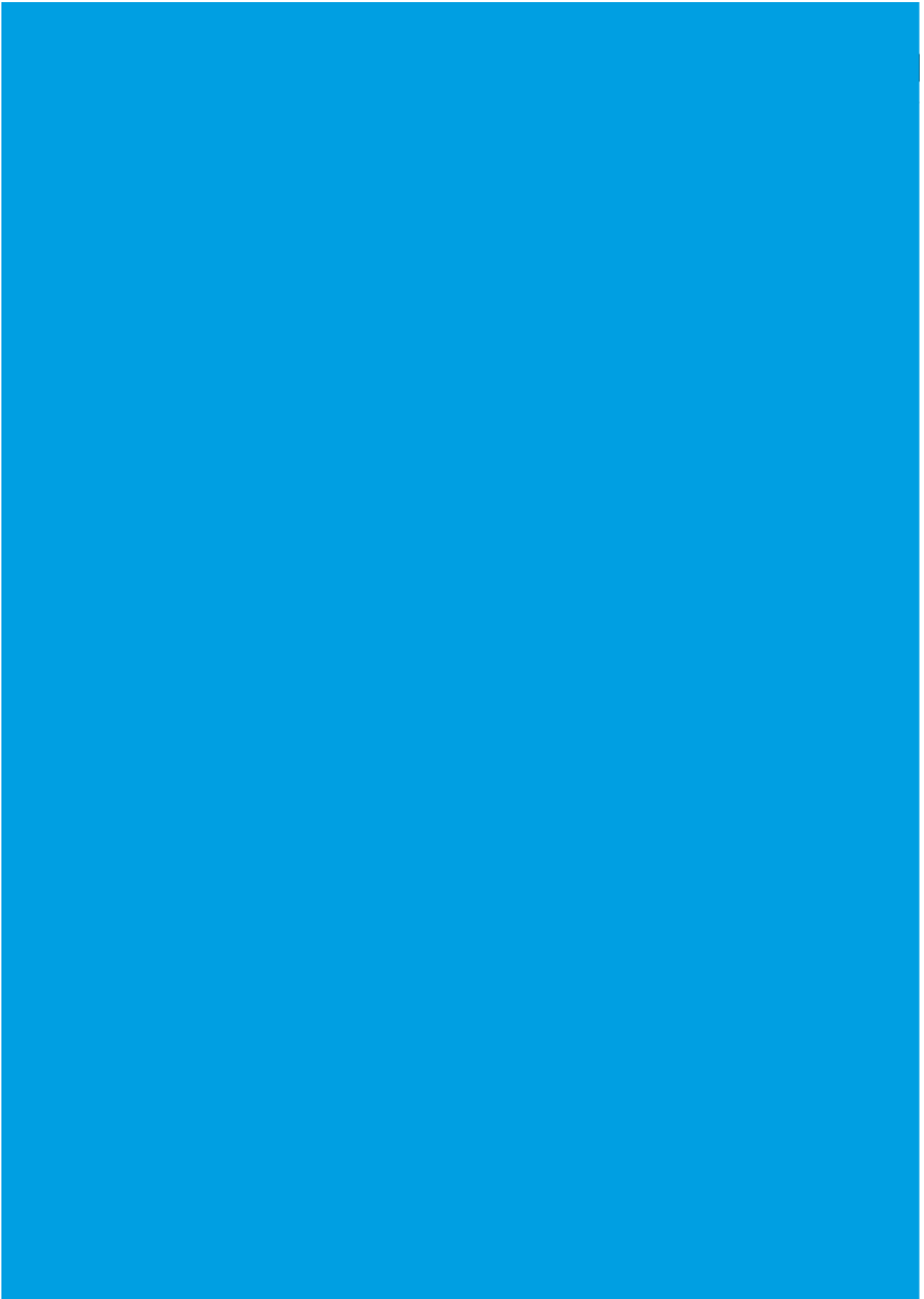


# DESTINATION MANAGEMENT PLAN 2018/19-2022/23



**LIVERPOOL  
CITY  
COUNCIL**





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## Mayor's Message



**WENDY WALLER**  
MAYOR

Liverpool has so much to offer residents and visitors alike. Our multicultural culinary and retail offerings, our arts scene, history and burgeoning education sector make Liverpool truly special.

This Destination Management Plan encapsulates our vision to become a place locals are proud to call home; celebrating and sharing our diversity, heritage and nature.

We want to showcase and celebrate Liverpool's people, rich cultural diversity, heritage, natural assets and events.

We are fortunate to be home to the Casula Powerhouse Arts Centre – already one of NSW's best arts facilities and its reputation grows with every world-class show, event and program it hosts.

Natural assets like Chipping Norton Lake and Bents Basin, coupled with the culinary and retail attractions of our walkable city, are part of Liverpool's broad offering.

Construction has begun Western Sydney Airport and in a few short years, it will bring visitors from around Australia and the world to our city.

*Our Home, Liverpool 2027* Community Strategic Plan (CSP) outlines our community's priorities for Liverpool. This Destination Management Plan feeds into the community's aspirations as outlined in the CSP by creating connection between local people and visitors. It will help us generate opportunities for new and existing businesses, feeding into our \$11.4 billion local economy.

In promoting our wonderful city as a tourist destination, we hope to strengthen community pride and raise investor confidence, leading to direct and indirect job creation through the growth of the visitor economy.

**Mayor Wendy Waller**



## CEO's Message



**KIERSTEN FISHBURN**  
CEO

As Liverpool grows and realises its potential as Sydney's third CBD, we are capturing national and international interest.

Work has begun on the much-anticipated Western Sydney Airport, global businesses are lining up to locate themselves in the surrounding Aerotropolis and we look forward to the \$740 million upgrade of Liverpool Hospital.

Last year, we rezoned 25 hectares in the heart of Liverpool, which will encourage new businesses and double the resident population in the CBD, bringing new energy to the heart of our city.

As our city matures, so must the way we present ourselves to the world.

The objective of this Destination Management Plan is to build a thriving visitor economy and increase the economic benefits that flow from tourism to local businesses and communities

Liverpool has a culturally diverse and growing population so it is important to have increased engagement and support from locals to grow Liverpool as a visitor destination

One of the key drivers of visitors to Liverpool is visiting friends and relatives, so it is vital that we build our community's awareness of the attractions they have on their doorstep.

This Destination Management Plan will guide us in redefining our visitor economy, focusing on holiday, leisure, events and festivals, business, education, employment, and medical travel.

Growing the visitor economy is part of Council's broader vision to stimulate the local economy, increasing the appeal and competitiveness of Liverpool as a destination and lifestyle choice.

**CEO Kiersten Fishburn**



## Executive Summary

The Destination Management Plan (DMP) is a five year strategy detailing Council's priorities for the development of the visitor economy in Liverpool. The DMP provides strategic direction and defines Council's role and commitment to meeting the needs of the visitor economy in the City.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new dollars, creation of employment opportunities and increased demand for local goods and services. A strong visitor economy will showcase and celebrate the City's assets of the City – its people and lifestyle, rich cultural diversity, heritage, natural assets and events. Marketing and promotion will enhance the City's profile, thereby building and strengthening community pride and raising investor confidence. Western Sydney Airport will provide new opportunities to attract international visitors and grow the local visitor economy

The vision for Liverpool's DMP is; A place locals are proud to call home; celebrating and sharing our diversity, heritage and nature.

The DMP's objective is to build a thriving visitor economy and increase the economic benefits that flow from tourism to local businesses and communities through unique visitor experiences.

The DMP has five strategic directions:

- Promote Liverpool as a core visitor destination through increased engagement and support from locals.
- Support local businesses, groups and organisations to build and develop the visitor economy and their tourism products.
- Celebrate Liverpool's diversity and utilise it to grow and strengthen the visitor market base.
- Attract new businesses, events and investment to engage locals and increase visitation to Liverpool.
- Leverage existing and emerging assets to grow Liverpool's visitor economy.







# 1. Introduction

The Liverpool Destination Management Plan (DMP) provides the direction and framework for growing Liverpool's visitor economy. Tourism Australia recognises that tourism is more than just the holiday travel sector but incorporates a broader visitor economy, including domestic and international travel for business, study, work and visiting friends and relatives (VFR). The DMP focuses on:

- Distinguishing the importance of community pride to create a successful visitor economy;
- Identifying opportunities to strengthen and grow the City's existing market base and diversify into new markets to increase visitation;
- Identifying opportunities to improve and strengthen the City's product base, harnessing and building on existing assets;
- Identifying the infrastructure, facilities and services needed to support and facilitate the growth of the visitor economy;
- Understanding the future needs of the City as well as the changing needs and expectations of visitors;
- Identifying priorities to ensure the most effective use of Council resources including exploring and establishing partnership opportunities; and
- Recognising the significant impact Western Sydney Airport will have on the local visitor economy.

The main outcomes of the DMP are:

- A growing visitor economy that is economically, socially and environmentally sustainable;
- Increased appeal and competitiveness of Liverpool as a destination and lifestyle choice;
- Increased local knowledge of tourism experiences available in the Liverpool LGA;
- Increased local time and money spent in the area to leverage the VFR market to generate new visitors;
- Increased visitor satisfaction by providing quality experiences that deliver on the City's brand promise and core values, as well as services and facilities that meet visitors' needs and expectations;
- Increased public and private investment in appropriate and sustainable tourism products;
- Direct and indirect job creation through the growth of the visitor economy; and
- Preparing Liverpool to benefit from opportunities presented by Western Sydney Airport.

## 1.1 Redefining the Visitor Economy

Tourism traditionally has been defined and focused on leisure tourists, meaning, a person who is visiting a place for pleasure and interested in a holiday. Contemporary definitions have moved away from this concept towards a focus on the visitor economy. The visitor economy is defined by people who travel outside of their usual area for holiday, leisure, events and festivals, business, conventions, exhibitions, education, visiting friends and family and employment (Industry NSW, 2012). The term 'visitor economy' incorporates all goods and services consumed by visitors, and not limited to traditional visitor attractions. It takes into account industries which directly serve visitors and industries which are involved indirectly. Industries which directly serve visitors include traditional definitions of tourism such as accommodation suppliers and major attractions. Industries which indirectly serve the visitor economy include retail, hospitality, services such as banks and medical centres. This provides benefits to a broader economy through employment, investment, infrastructure development and export growth (Industry NSW, 2012).



## 1.2 Why a Destination Management Plan?

The Destination Management Plan is a five year strategy detailing Council's priorities for the development of the visitor economy in Liverpool. The DMP provides strategic direction and defines Council's role and commitment to meeting the needs of the visitor economy in the City.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new dollars, creation of employment opportunities and increased demand for local goods and services. A strong visitor economy will showcase and celebrate the City's assets – its people and lifestyle, rich cultural diversity, heritage, natural assets and events. Marketing and promotion will enhance the city's profile, thereby building and strengthening community pride and, raising investor confidence.

## 1.3 Developing the Destination Management Plan

Findings from the following processes have informed this DMP:

- Review of relevant federal, state and local policies and strategies.
- Analysis of the latest Census and Destination NSW data to identify demographic trends that informed current market trends, potential target markets and demand.
- Analysis and audit of current tourism assets, event facilities and trends on a local, state and national level.
- Consultation with key stakeholders including within Council, and other industries such as arts and culture, sport, history and heritage, hospitality, health, education and Western Sydney International (Nancy-Bird Walton) Airport (WSIA) through community surveys and workshops.

## 1.4 The Role of Local Government

Local government will work to set long-term objectives for the visitor economy with a view to sharing knowledge and ideas that can strengthen communities, contributing to social wellbeing and sustain economic growth in the area.

Local governments have a particularly important role in facilitating opportunities for their local communities and visitors to participate and benefit from the visitor economy, including:

- The role of an 'enabler' to facilitate and drive the projects and actions associated with the visitor economy;
- The role in connecting the visitor experience and local liveability as a place needs to be a great place to live to become a great place to visit;
- Local government facilitates opportunities for local communities to participate, grow and promote the region; and
- Local businesses, organisations and community members are also major partners in promoting, developing and marketing the local area.

Council's intention with the DMP is to support the development of a thriving visitor economy. This Plan aims to provide a platform to engage the local community in promoting Liverpool as a destination, develop a positive brand image for Liverpool, and create a captivating and attractive destination for both residents and visitors to enjoy.

### *Limitations*

This Plan aims to build a destination where the community and visitors are engaged. It presents the opportunity for Council to be strategic and innovative in developing and managing the visitor economy. Council will play a facilitating role and collaborate with the community, businesses, private and public sector bodies to drive investment in the visitor economy, attract visitors and local participation and create a place for all to enjoy across the LGA.





## 2. Policy Framework

The DMP is informed by and aligned with international, federal, state and regional policies and Council's Community Strategic Plan (CSP), *Our Home, Liverpool 2027*. All four directions of the DMP are related to this strategy and requires participation from members of the community across all levels. The DMP contributes to the community's vision for the future as identified in the CSP, 'Liverpool, rich in nature, rich in opportunity, creating community; our place to share and grow'. The DMP outlines actions which will contribute to delivering the overall vision for *Our Home, Liverpool 2027*.

The DMP relates to all four directions of the CSP, which are:

Direction 1: Creating Connection

Direction 2: Strengthening and Protecting our Environment

Direction 3: Generating Opportunity

Direction 4: Leading through Collaboration

The DMP focuses on connecting local people and celebrating the diversity, inclusion and heritage of Liverpool, protecting and enhancing the urban and natural environment, attracting businesses for economic growth and employment opportunities, as well as increasing community engagement through events and participation in promotion.



## 2.1 Links to Other Planning Initiatives

The DMP sits along other documents and initiatives which relate to broader Australian tourism initiatives and *Our Home, Liverpool 2027*. These documents include:

### *Federal:*

- Tourism Australia, *Tourism 2020*, Australian Government Department of Resources, Energy and Tourism

### *State:*

- *Southern Parklands Landscape Framework 2018*, Western Sydney Parklands
- NSW Government Visitor Economy Industry Action Plan 2030
- *Building Western Sydney's Cultural Arts Economy*, Deloitte 2015
- *Western Sydney Visitor Economy Strategy 2017/18 – 2020/21*, NSW Government
- The Western Sydney City Deal
- NSW Government Cultural Infrastructure Action Plan 2018
- *Western Sydney Opportunities for Destination Holiday Parks* Western Sydney Business Chamber and Western Sydney and Caravan & Camping Industry Association NSW
- *Our Greater 2056 A Metropolis of Three Cities – Connecting People*; Greater Sydney Commission

### *Local:*

- *Our Home, Liverpool 2027*, Community Strategic Plan 2017
- Cultural Strategy (2017 – 2021)
- Liverpool Council Cultural Policy 2017
- Liverpool City Activation Strategy 2018 – 2023
- Liverpool Recreation, Open Space and Sports Strategy 2018
- Liverpool Collaboration Area Place Strategy 2018, Greater Sydney Commission
- Liverpool *The Airport City Report 2017*
- *Liverpool: the Gateway to Sydney's Aerotropolis Report 2017*, PWC
- Hotel and Short Term Letting – Demand and Supply Study South West Sydney Report 2018, Colliers International
- Tourism In Liverpool Report 2017, URBIS
- Liverpool Economic Development Strategy 2019 – 2029

## 2.2 Links to the Community Strategic Plan Challenges

A rapidly growing population and changing landscape presents Liverpool with numerous challenges. This Destination Management Plan, along with other planning documents, identifies opportunities to respond to these challenges.

### *Community Pride and Heritage*

Liverpool has a rich heritage with major cultural and arts focus. There are a number of significant heritage buildings and places which are protected at local and state levels, which contribute to Liverpool's identity. Maintenance of historical buildings often involves significant building works which come at a high cost. A challenge for Council is to balance the need to protect the community identity and heritage with budgeting pressures.

### *Economic Development*

Liverpool continues to experience growth in commercial and industrial development. Its status as a strategic commercial centre of South West Sydney, and its transport links to other areas of Sydney, places Liverpool in a prime position. Council's challenge is to create a city that is attractive, vibrant and engaging to both visitors and locals.

### *Social Connection*

Liverpool is one of the most culturally diverse cities in NSW with almost one in three people born overseas. Liverpool also has a significant Aboriginal community. There is a challenge for Council to ensure services to a broad range of citizens. Finding social connection within a community has become increasingly complex with the numerous demands of everyday life.

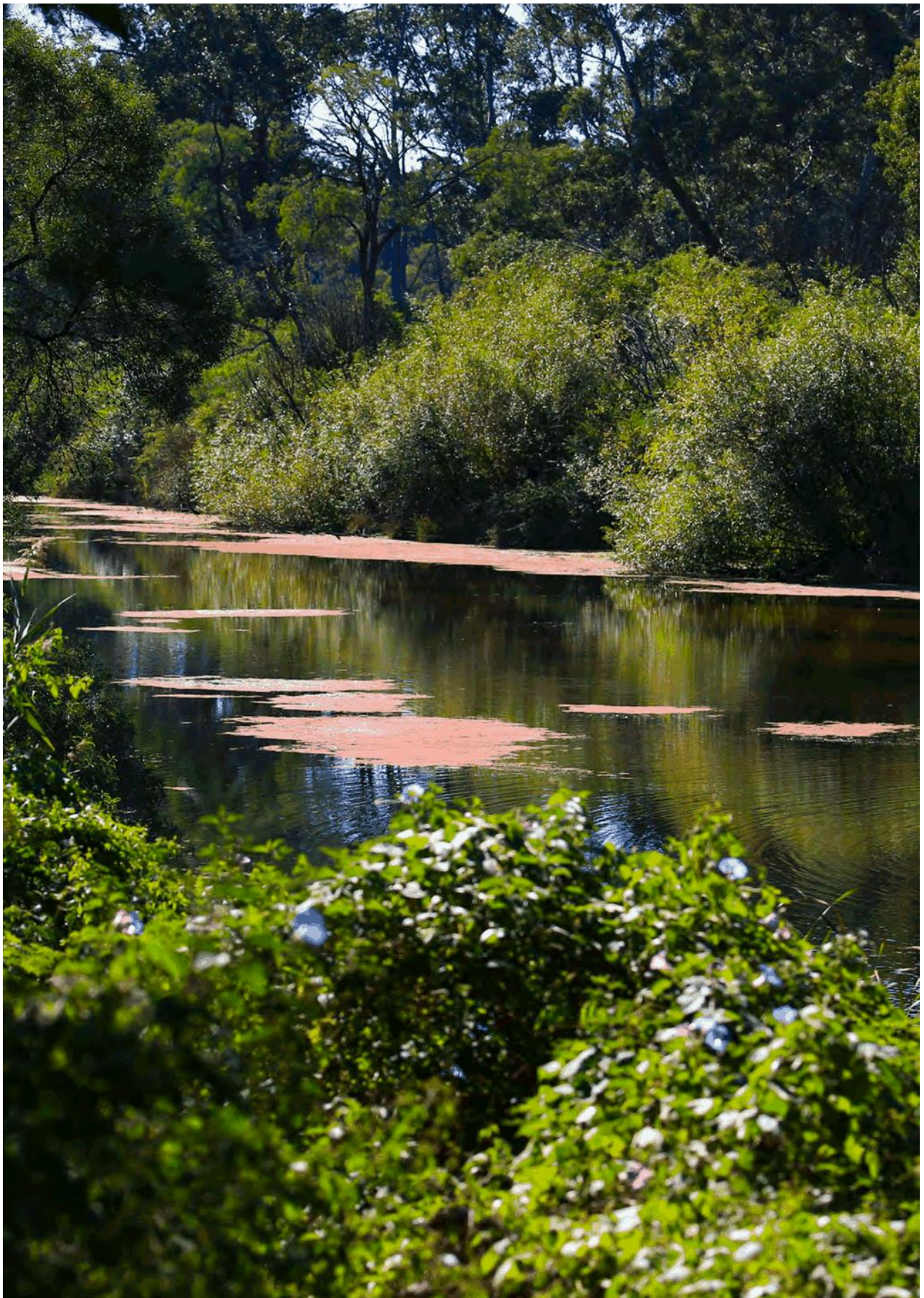
### *Environmental Sustainability*

Liverpool has a wide variety of plants, animals and ecosystems, including a significant number of threatened species. Expanding urban development in Liverpool can place pressure on natural environments.

### *Transport Accessibility*

Liverpool's growing population places demand on our existing infrastructure and high traffic volume. Liverpool has good access to Sydney's major motorways.

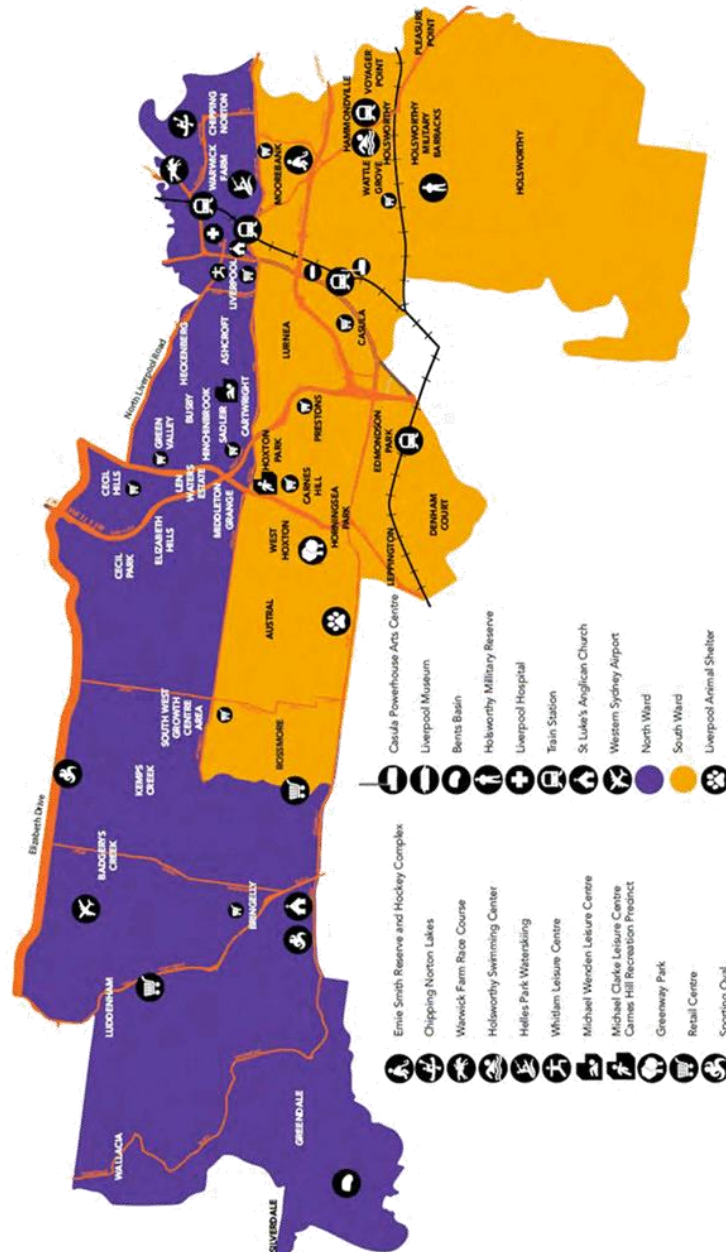






### 3. Liverpool Destination Analysis

Local Government Area



## 3.1 Visitor Landscape

Liverpool LGA is currently in a state of major transformation. Liverpool will be Sydney's third city, home to a new airport, a range of global companies, four universities and a vast network of small to medium businesses. Liverpool is currently in the infancy of tourism evolution, as there is limited knowledge and information on Liverpool as a tourism region. There are several current and future developments which will influence the visitor economy, including:

- Amendment No. 52 of the Liverpool Local Environment Plan is set to transform Liverpool's CBD. This is the rezoning of Liverpool's city centre to allow a modern, vibrant, 18-hour economy to develop. This amendment will invite cafes, bars, restaurants, retail, entertainment and other mixed business uses into the CBD. Liverpool will become a modern city with a heart in its historical roots. Liverpool will continue to see quality development along the river, transforming Liverpool into a river city.
- \$740 million redevelopment of Liverpool Hospital transforming the area into a health and innovation precinct.
- Liverpool CBD is currently home to three universities.
- A strong VFR market, which is likely to continue to grow due to projected population growth.
- Increasing corporate and medical development, and therefore events.
- Strategic location with accessibility to Sydney Airport and the future WSIA, Parramatta, major motorways, as well as being located on the main Sydney to Canberra and Sydney to Melbourne routes.
- Competitive due to its affordability, which allows it to become an attractive base for tour group travellers, and those travelling on the major routes southwest of Sydney.

### *Current Visitation*

Data on current visitation rates to Liverpool varies greatly. In 2017 Council commissioned Urbis to estimate visitation to Liverpool. The data reported is in appendix 1, and summarised below.

- 526,728 domestic day trippers
- 293,275 domestic overnight visitors
- 34,982 international visitors\*
- total 854, 985

According to Urbis, Liverpool visitor purpose is dominated by the VFR sector (53% of domestic day visitors and 49% of international visitors). In comparison, South Western Sydney and NSW as a whole is dominated by travel for holiday purposes.

Looking forward, there is significant potential to grow and diversify the market base. Harnessing and celebrating Liverpool's cultural diversity and providing opportunities to bring locals and visitors together will be core to building the City's visitor economy. Expenditure by visitors creates significant economic growth across a range of industry sectors such as retail, accommodation and food services.

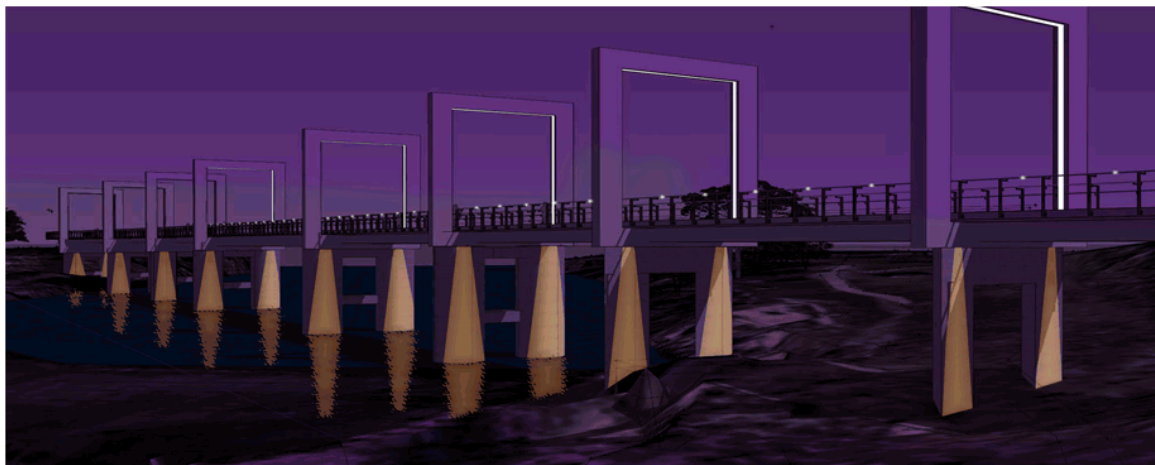
\*Council resolution indicates a growth of up to 200,000 international visitors staying in Liverpool and surrounding area per year (new data TBC, Council Meeting 6 February 2019).

## 3.2 Tourism assets

Liverpool has existing tourism products and assets as well as several proposed assets which will assist in building the visitor economy. The rapid growth occurring throughout Liverpool will usher in a new wave of assets and products that will directly and indirectly contribute to Liverpool's visitor economy.

Based on Liverpool's core tourism assets, the LGA's current core products and experiences are:

- Multicultural culinary tourism
- Specialty shopping
- Vibrant arts scene, festivals and events
- Eco-tourism – explore the Georges river and parklands
- Health and innovation precinct; e.g. medical related visitation
- Universities; e.g. growing student population
- History and heritage; e.g. Collingwood House, Heritage Buildings, Liverpool Regional Museum
- Indigenous history and culture
- Sport; e.g. Sydney International Shooting Centre, Netball and Karate at the Whitlam Centre
- International and national tourism destination\*



*Georges River footbridge concept*

\* As per Council resolution 6 February 2019





### 3.3 Liverpool Region Strengths and Assets

Liverpool has several strengths which support the growth of its visitor economy. These strengths include:

- **Accessibility:** Liverpool is one of the most accessible LGAs in Sydney, sitting on the junction of the Hume Highway, M5, M7, Cumberland Highway and Newbridge Road. Liverpool is also serviced by 4 rail lines, and an express bus T-Way. Liverpool has direct access to the Sydney and Parramatta CBDs, Sydney Airport, and is highly accessible to Sydney Olympic Park, Sydney Motor Sports Park, the major sporting and entertainment venues in Western Sydney. WSIA will also be in Liverpool.
- **Affordability:** Liverpool is a cost-competitive destination with the cost of accommodation, venue hire, car parking being lower than the Sydney CBD, Inner City and Parramatta CBD.
- **Walkable city:** Liverpool's CBD is easily walkable due to its flat terrains, grid like design and short distances between core facilities.
- **Economic Base:** Liverpool LGA has a strong and diverse economic base with the main sectors being health and social assistance, education, retail trade, construction and manufacturing and a burgeoning innovation sector.
- **Availability of venues:** Liverpool LGA has a range of conference, function and entertainment venues. The Whitlam Leisure Centre is one of two venues in the Sydney region with a design capacity of around 3,000 – 3,500 seated, while the Liverpool Catholic Club has one of the largest purpose-built, contemporary conference and function centres with onsite accommodation outside of the Sydney CBD. William Inglis Hotel has addressed the gap in the higher end of the market.
- **Physical environment and natural resources:** Liverpool is located on the Georges River, with the LGA having extensive tracts of parklands and reserves, including the Western Sydney Parklands, Chipping Norton Lakes, Bents Basin, Edmondson Regional Park, Leacock Regional Park and the Georges River Corridor. These parklands and reserves give way to eco-tourism, nature walks and recreational activities.
- **Liverpool and surrounds have significant supply of hotels and short term accommodation servicing the current demand of 200,000 international and national visitors (TBC). More accommodation will be required to meet the demand towards the opening of the WSIA.\***
- **Liverpool Hospital has received major funding which will facilitate an increase in the visitor economy. There is also major development occurring to Liverpool's Innovation Precinct as a whole, which will increase medical and corporate visitation to Liverpool and therefore opportunities to grow the visitor economy through provision of ancillary offerings.**
- **Cultural diversity:** Liverpool is one of the most ethnically diverse communities in Australia with residents from 150 different countries.
- **Heritage and culture:** Liverpool is the fourth oldest city in Australia. It has a rich local history, as well as a developing arts and entertainment scene.
- **Casula Powerhouse Arts Centre is one of the leading arts centres in the region, and attracts over 50,000 visitors annually.**

\* As indicated by Council resolution 6 February 2019

## 3.4 Liverpool Region Weaknesses

Liverpool has a series of weaknesses which need to be acknowledged and addressed in order to grow the visitor economy. These weaknesses include:

- Council commenced having a more active role in Tourism in 2017 after more than 20 years of limited involvement.
- Liverpool will need to build a tourism brand and profile to continue to develop the infrastructure, facilities, and services for a strong visitor economy. Resources are needed to encourage and support the sector and facilitate growth.
- There is a limited level of awareness amongst the local and regional community and the tourism trade about the assets, attractions and activities available in Liverpool.
- Tourism can assist in changing the existing perception of Liverpool. Liverpool currently has a negative perception such as being down market, having limited experiences, social problems and safety issues. Perception is changing and Liverpool is increasingly featured in the media for its growth potential.
- Council needs to overcome barriers with local businesses to recognise that they are in the tourism sector and what Liverpool's offerings are. Until this changes, businesses may be difficult to engage in tourism promotions.
- Businesses currently work individually rather than as a collective, this provides the opportunity and need to develop a network for businesses. It is also important that neighbouring LGAs work together as a region.
- Tourism Australia highlights that only one third of Australian tourism operators have online booking and payment facilities, whilst 80% of Australians are online and utilise it as a core travel agent. Liverpool currently has limited online presence in the tourism sector.
- Within the Western Sydney region, Parramatta, Blacktown, Penrith and Macarthur have well established visitor economies. Penrith, Camden, Campbelltown, Blacktown and Parramatta already have in place the information and promotional materials, and the infrastructure and resources needed to attract and service the thousands of visitors that will be arriving and departing via WSIA.
- There is aging infrastructure and poor presentation in some areas.

## 3.5 Future Liverpool Region Opportunities

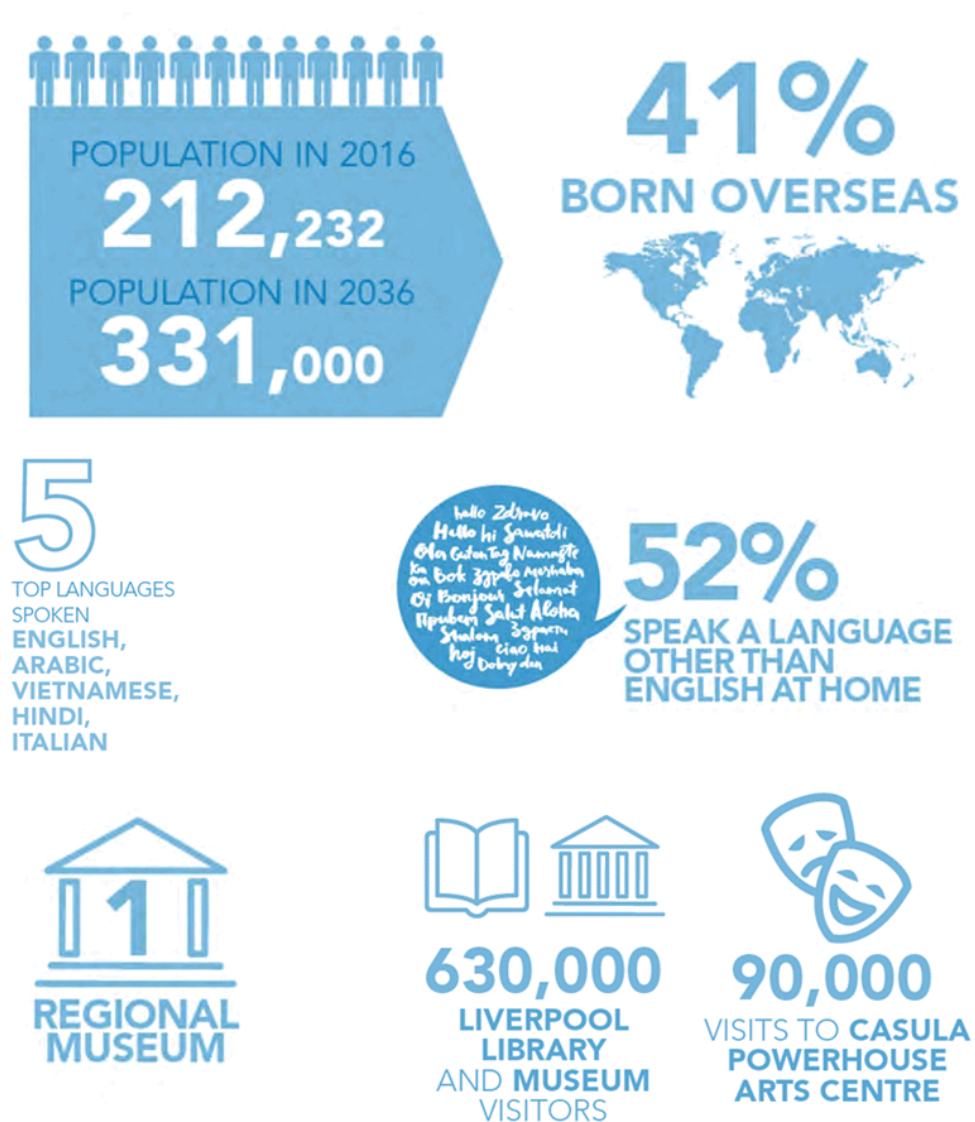
Liverpool has the following opportunities which will facilitate the growth of the visitor sector in the future:

- Liverpool's rich ethnic diversity is reflected in the City's festivals and events, restaurants and cafes, shops and places of worship. This diversity is also a significant driver of visitation, with thousands of international visitors coming into the LGA each year as visiting friends and relatives.
- Increasing opportunity to host business events due to a variety of venues and Liverpool's increasing significance as a central Sydney location for business.
- Ability to attract medical tourism and events due to the investment and upgrade to the Liverpool Innovation Precinct.
- Strong assets to develop core visitor trails such as culinary, specialty retail, sport and heritage tourism.
- Proximity of the Liverpool CBD to the WSIA.
- Increased mixed-use development facilitated by the LEP Amendment 52.
- Establishment of a thriving 18-hour economy in the city centre.



## 3.6 Demographics

Liverpool is home to one of the fastest growing populations in Australia, with population growth expected to hit 331,000 by 2036. One of Liverpool's most unique characteristics is the diversity in the community. This diversity must be taken into consideration when developing a visitor economy. Liverpool is home to migrants from over 150 countries with a variety of socio-economic backgrounds. It is important to ensure that the visitor economy and tourism experiences are accessible and affordable to families, younger children, those with lower incomes, whilst providing a social and welcoming environment, and a point of difference to other visitor experiences across the region.







## 4. Destination Vision and Directions

### *Vision*

A place locals are proud to call home; celebrating and sharing our diversity, heritage and nature.

### *Objective*

To build a thriving visitor economy and increase the economic benefits that flow from tourism to local businesses and communities through unique visitor experiences.

### *Strategic Directions*

#### *Promote*

Promote Liverpool as a core visitor destination through increased engagement and support from locals.

#### *Support*

Support local businesses, groups and organisations to build and develop the visitor economy and their tourism products.

#### *Celebrate*

Celebrate Liverpool's diversity and utilise it to grow and strengthen the visitor market base.

#### *Attract*

Attract new businesses, events and investment to engage locals and increase visitation to Liverpool.

#### *Leverage*

Leverage existing and emerging assets to grow Liverpool's visitor economy.

## 4.1 Promote

Promote Liverpool as a core visitor destination with increased engagement and support from locals.

Liverpool is home to a diverse group of people, features, cultures, events and history. There are unique opportunities to promote Liverpool to its local community and to a broader audience. Local people have a significant role in presenting a positive image and publicity for the City.

For a visitor destination to be successful, it needs to firstly be attractive and engaging to the local community. The DMP aims to increase the participation of the local community in leisure, play and events in Liverpool. Council will work on the development of a marketing campaign to increase awareness of the experiences available to its local communities. This campaign will then be utilised to translate to a broader audience. Through this campaign, Council will engage with the VFR market (which is Liverpool's core visitor market) to increase visitation expenditure and participation. This Plan presents Council's commitment to creating connection and increasing community pride in Liverpool.

Key outcomes:

- Increased local appreciation amongst residents for the place in which they live, work and play, leading to increased engagement and participation with local businesses and events.
- Development of a new tourism brand and identity for the Liverpool LGA.
- Increased awareness of Liverpool's visitor offerings and experiences.





## 4.2 Support

Support local businesses, groups and organisations to build and develop the visitor economy and their tourism products.

Local businesses, groups and organisations are the fundamental core to a successful visitor economy. Participation in the visitor economy provides opportunities for social engagement, economic stimulation and contributes to the wellbeing of the City. Council will work with local businesses through consultation and workshops to provide support to grow their visitor economy offerings and experiences. This DMP recognises the challenges present due to the low level of awareness among local businesses and organisations of their role and significance in the visitor economy. There is also limited online presence for tourism assets and experiences in the region. Council will address existing barriers to growing the visitor economy through addressing skills shortages, capacity building, attracting new businesses and attractions, and providing ongoing support and assistance to existing businesses.

Key outcomes:

- Increased web presence of local offerings to support the growth of the visitor economy.
- A developing visitor economy supported by local businesses, organisations and groups.
- Establish core partnerships and networks which will contribute to a sustainable visitor economy.





## 4.3 Celebrate

Celebrate Liverpool's diversity and utilise it to grow and strengthen the visitor market base.

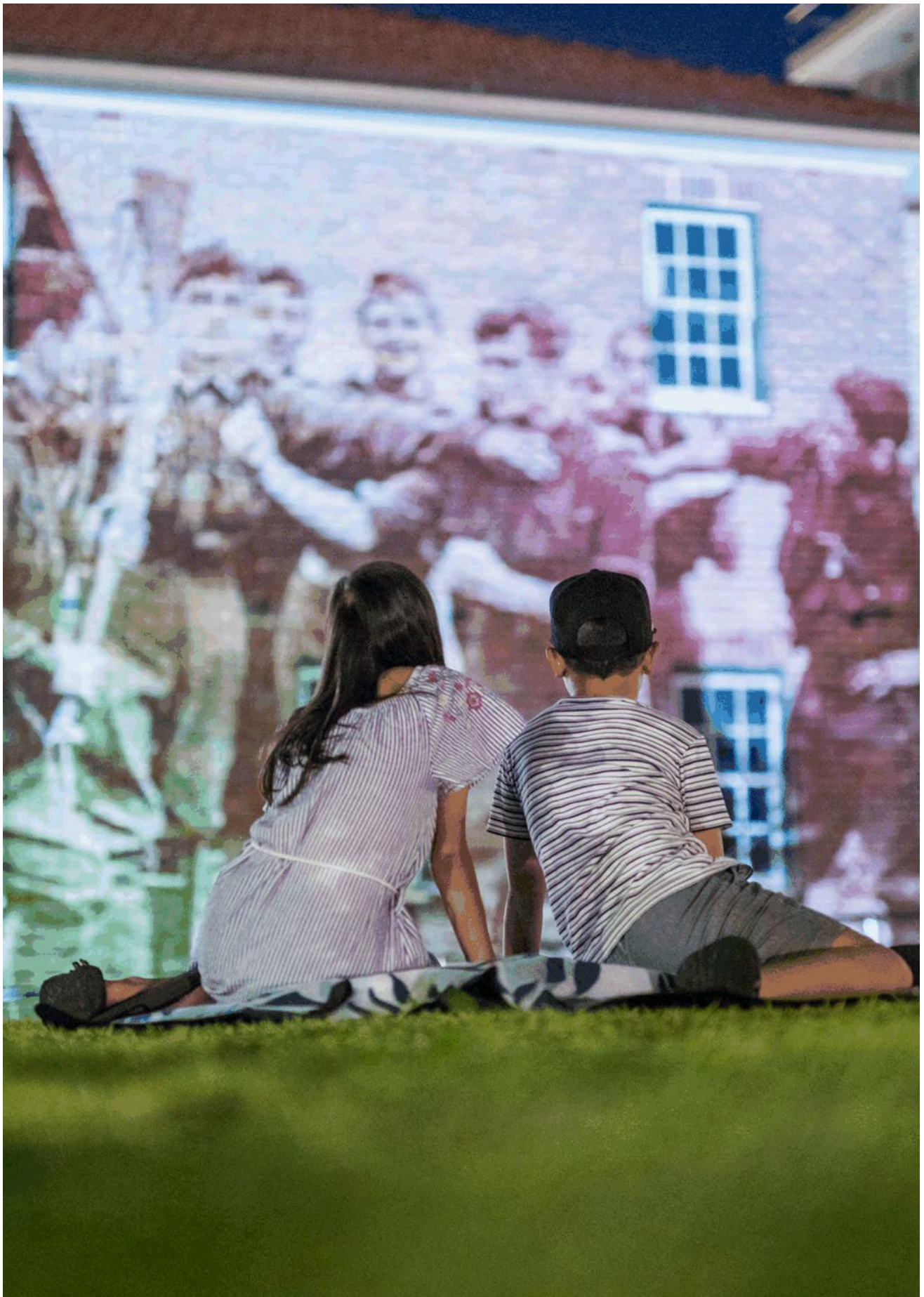
Liverpool is one of the most diverse LGAs in Australia, which affords it with unique experiences to enhance the visitor economy. Liverpool provides visitors with opportunities to experience different cultures, cuisines, traditions and fashion from around the world without leaving the LGA. Council recognises that these experiences need assets to be at the forefront of Liverpool's visitor identity. Council will work with the local community to enhance the visitor economy through facilitating participation and establishing Liverpool as a cultural hub for South Western Sydney. Council acknowledges Liverpool's rich local history and environmental landscape, which are key attractions and assets to enhancing the visitor economy.

The ambition to celebrate Liverpool's diversity will be prioritised throughout the DMP to set foundations for the preservation of its heritage and identity. Celebrating Liverpool's diversity will also ensure a balance between 'place-making' and 'place-keeping'. 'Place-making' is defined as the creation of high quality spaces that people want to visit, experience and enjoy. 'Place-keeping' is the long-term maintenance and management of such spaces to ensure that the social, environmental and economic quality and benefits can be enjoyed by future generations.

Key outcomes:

- A variety of visitor guides and assets which are accessible to Liverpool's diverse communities and visitors.
- Liverpool recognised as the multicultural hub of Sydney.
- Increased engagement with heritage and historical sites in the LGA.





## 4.4 Attract

Attract new businesses, events and investment to engage locals and increase visitation to Liverpool.

Council will actively seek out new opportunities for attracting experiences to create engaging visitor assets. Liverpool is currently undergoing a period of transformation and rejuvenation, and Council is leading the change with a number of infrastructure and environmental projects to be delivered in the following years. This includes Liverpool now being home to multiple universities, the upcoming Civic Place and a rejuvenated city centre. Council will develop frameworks and initiatives to encourage new businesses, organisations, experiences and development to attract visitors to the area. Council will advocate for innovative engagement outcomes from the local community and businesses to create a diverse and inviting region.

Council is committed to attracting new opportunities to support different visitor economy segments. This includes recognising the value in the VFR market, and medical and business tourism.

Key outcomes:

- Support to the local sports industry to broaden the visitor experience of participants.
- Collaboration with the education sector to create an attractive destination for domestic and international students to experience and engage with Liverpool.
- Increase number of leads for new events (business, education, sport and recreational) to the LGA.
- Increased number of leads for investment in the local visitor economy.





## 4.5 Leverage

Leverage existing and emerging assets to grow Liverpool's visitor economy.

Liverpool is rapidly becoming the third CBD of Sydney. Home of the future WSIA and the largest hospital complex in the Southern Hemisphere, the Liverpool CBD and LGA is rapidly transforming to become one of Sydney's key hubs. Liverpool Hospital is about to undergo a \$740 million revamp which is the anchor of the Liverpool Innovation Precinct. Three major universities and TAFE also have a growing presence in the Liverpool CBD.

These changes provide the opportunity for Council to leverage existing and emerging assets to grow the local visitor economy. Council is committed to leveraging the opportunities afforded by these assets to ensure that Liverpool is ready for the growth of the visitor economy, which will be generated as a result of being home of Australia's new international airport.

Key outcomes:

- Support the Western Sydney Airport development and related visitor growth.
- Increased spending as a result of visiting friends and relatives due to the local population and immigration growth.
- Growth of ancillary activities due to increased visitation to the Liverpool Innovation Precinct.





## 5. Monitoring and Reporting

The DMP will be the responsibility of the City Economy Unit.

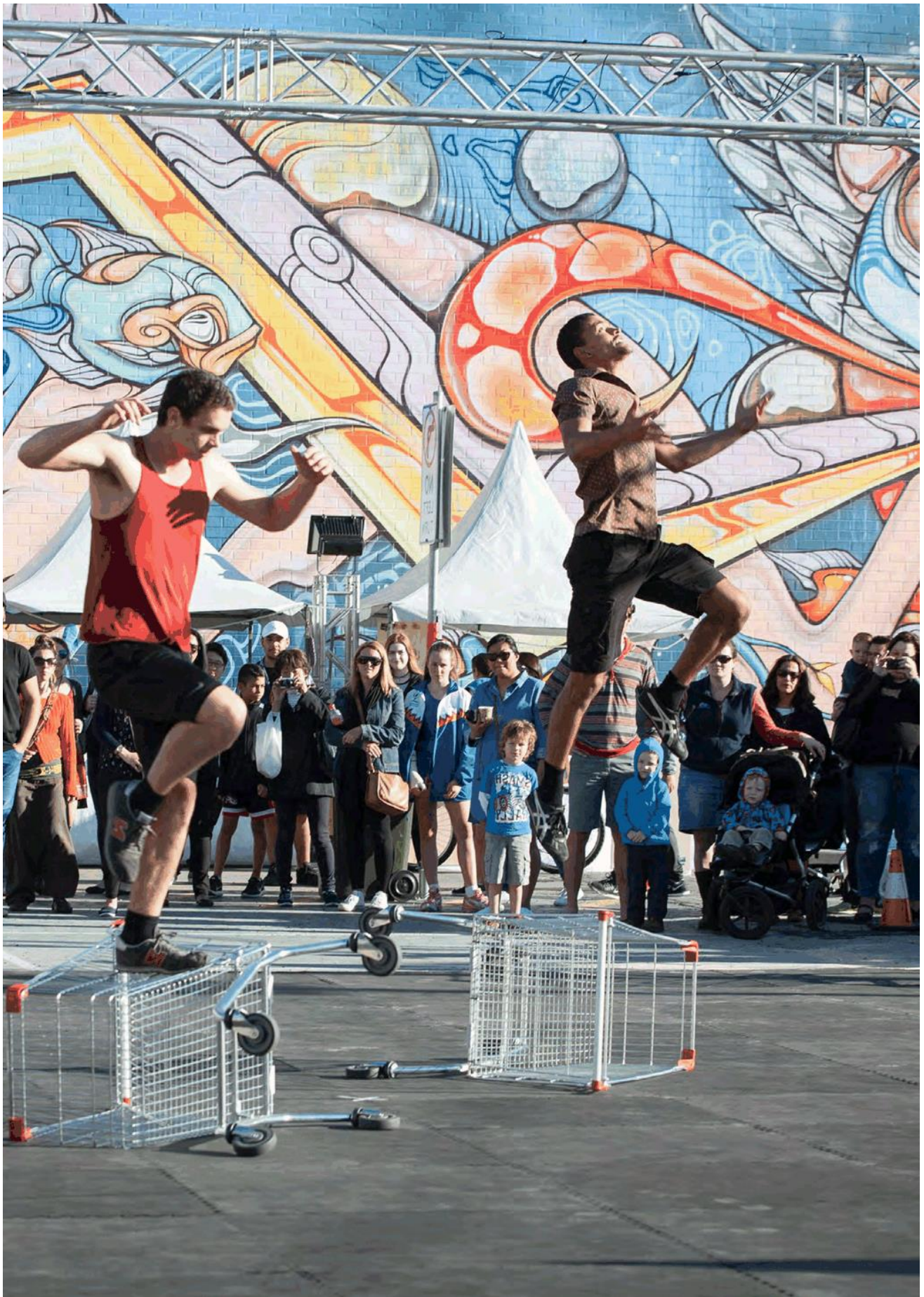
The actions of this DMP will be monitored by key internal stakeholders across Council directorates. The outcomes from the DMP will be reported to the Tourism and CBD Committee on a bi-monthly basis. This committee includes external stakeholders from community groups, NGOs and businesses which will assist in exploring further opportunities to build the visitor economy. The benefits sustained from the DMP will be measured.

### Evaluation and Review

This DMP will be reviewed every two years. The review should include the following:

1. Council's ongoing commitment to the purpose and objectives of the DMP;
2. Mechanisms to collect feedback on Council's activities in growing the visitor economy;
3. Whether the manner in which Council manages this Plan and related activities is professional, transparent and accountable;
4. Whether conflicts of interest are identified and activities terminated should a conflict of interest arise that cannot be resolved; and
5. Determine next steps through the development of an Action Plan for the following two years.





## 6. Action Plan

Action Plan									
1. Develop a visitor brand identity and marketing campaign plan.									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
1.1	Develop a brand identity and marketing plan which is consistent across different components of the visitor economy.	L.2	Promote	Marketing plan developed	✓	✓	✓	✓	Communications City Economy
1.2	Develop and deliver a <i>Local Love</i> campaign.	L.2	Promote	Campaign delivered	✓	✓	✓	✓	City Economy Communications
1.3	Create an annual Visitor Guide and promotional collateral which is available online and in print. Guide should advise what Liverpool has to offer and encourage local businesses to utilise it to increase their own marketing and development.	C.1	Promote Support	Post-campaign report	✓	✓	✓	✓	City Economy Casula Powerhouse Arts Centre Events Libraries and Museums Communications City Design City Community and Culture



## 6. Action Plan

1.4	Communicate with neighbouring visitor information centres about featuring Liverpool's Visitor Guide.	L.1	Promote Leverage	Number of placement agreements achieved	✓	✓	✓	✓	✓	City Economy
1.5	Enhance the existing What's On page on the Council website to allow the incorporation of a tourism webpage.	L.1	Promote	Tourism incorporated into What's On	✓					City Economy Communications
1.6	Investigate opportunities for Liverpool to feature in third party marketing publications.	C.1	Promote	Number of third party publications featured in i.e. Time Out, Connect China	✓	✓	✓	✓	✓	City Economy Communications
1.7	Produce a city wide tourism visitor map which is available digitally and in print.	C.3	Promote	Consult local stakeholders and accommodation to produce the map Map complete Map distributed	✓				✓	City Economy Communications
1.8	Develop a social media campaign strategy to market Liverpool as a tourism precinct through organic content that creates a positive image.	L.2	Promote	Strategy completed Social media activities delivered	✓	✓	✓	✓	✓	City Economy Communications
1.9	Evaluate Liverpool's online presence and develop a plan to improve digital profile.	C.1	Promote	Online presence audit complete Digital presence and search engine optimisation plan produced and implemented	✓	✓	✓	✓	✓	City Economy Communications

## 6. Action Plan

1.10	Engage online travel agents to promote Liverpool domestically and internationally.	C.1	Promote	Number of leads developed					✓	✓	City Economy
1.11	Review Liverpool's presence on third party tourism and travel websites.	G.3	Promote	Audit of Liverpool's representation on third party websites	✓						City Economy
1.12	Audit the accessibility of visitor information for Liverpool and develop easy to access information as recommended by the NSW Government.	C.3	Support	Audit complete Information access plan implemented	✓			✓			City Economy
1.13	Encourage operators to actively promote Liverpool's attractions, events and activities.	G.2	Support Leverage	Number of local providers promoting events on and offline	✓			✓		✓	City Economy
1.14	Develop a visiting friends and relatives targeted marketing campaign with visitor guides available in multiple languages.	C.1	Celebrate Promote	Strategy complete Guides delivered				✓		✓	City Economy Communications
1.15	Develop a campaign to promote parks around Liverpool.	C.4	Celebrate Promote	Campaign plan created Campaign delivered					✓	✓	City Economy Communications

## 6. Action Plan

2. Position Liverpool as a multicultural hub									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
2.1	Integrate Liverpool's cultural diversity into the <i>Local Love</i> campaign.	Celebrate	Campaign delivered in multiple languages		✓				Communications
2.2	Promote and celebrate Liverpool's unique speciality and cultural stores, for example, become the 'Sari Centre' of Sydney, increase recognition of an Iraqi Gold Souk and support the proposed indigenous cultural centre.	Celebrate	Campaign plan developed and implemented		✓		✓		City Economy Community and Culture
2.3	Develop a marketing campaign which celebrates the ability to 'travel around the world' without leaving Liverpool.	Celebrate	Marketing campaign developed and delivered		✓		✓		City Economy Communications
2.4	Explore partnership opportunities with local and neighbouring cultural tourism enterprises.	Support Leverage	Leads generated Partnerships created		✓		✓		City Economy Community and Culture
2.5	Explore partnerships with neighbouring LGAs to establish South Western Sydney as a cultural centre.	Celebrate Leverage	Partnerships explored		✓		✓		City Economy

## 6. Action Plan

3. Investigate the sustainability of a Visitor Information Centre									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
3.1	Conduct a feasibility study on the sustainability and benefits of a Visitor Information Centre (VIC) in Liverpool.	Promote	Feasibility report complete		✓				City Economy (Tourism)
4. Develop a way finding strategy which will assist visitors in the CBD and surrounds									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
4.1	Audit the signposting and way-finding around Liverpool from a tourism perspective.	Promote	Audit complete Recommendations presented to Council		✓			✓	City Design
4.2	Create a new strategy for sign posting and way finding around Liverpool. This includes the gateways into Liverpool, such as motorways and public transport.	Promote	Audit Liverpool's current gateways Strategy complete		✓	✓			City Design and Public Domain
5. Work with surrounding LGAs to create a visitor destination network for the region									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
5.1	Explore opportunities to collaborate in a South Western Sydney marketing strategy rather than refining to an LGA border.	Promote Leverage	Number of partnerships explored		✓	✓	✓	✓	City Economy Communications



## 6. Action Plan

5.2	Capitalise on cooperative marketing opportunities with businesses, other regions, organisations and sectors.	L.1	Promote Leverage	Cooperative marketing opportunities achieved						✓	✓	City Economy
5.3	Encourage core visitor economy business operators to work together to create a tourism network in Liverpool rather than functioning as silos.	G.2	Support Leverage	Network created between examples such as The William Inglis Hotel, Casula Powerhouse Arts Centre and Georges Cove Marina.						✓	✓	City Economy
<b>6. Assist and support local businesses, groups and organisations in the development of the visitor economy whilst attracting new businesses for future growth</b>												
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation							Responsible	
				2018/19	2019/20	2020/21	2021/22	2022/23				
6.1	Develop a framework for Council to support businesses so they are prepared to support the growth of the visitor economy.	G.2	Support	Framework development	✓	✓						City Economy
6.2	Conduct workshops with local businesses on the impacts and benefits of a visitor economy.	G.2	Support	Workshop implemented Workshop attendance	✓			✓				City Economy
6.3	Develop a tourism e-kit based on Tourism Australia's kit to help local businesses attract visitors through information and communication technology.	G.2	Support	e-kit developed and distributed	✓			✓				City Economy Communications

## 6. Action Plan

6.4	Consult with the tourism sector in the region to receive feedback and understanding to assist growth.	L.2	Support	Number of opportunities for consultation highlighted	✓					City Economy
6.5	Investigate if there is a skills shortage in the area to keep up with the increased demand from a visitor economy.	G.2	Support	Study complete through consultation Shortages investigated	✓				✓	City Economy
<b>7. Improve the visitor experience journey through a variety of trails</b>										
<b>Actions</b>		<b>CSP Key</b>	<b>DMP Direction</b>	<b>Measures</b>	<b>Timeframe for completion or implementation</b>					<b>Responsible</b>
					2018/19	2019/20	2020/21	2021/22	2022/23	
7.1	Develop a series of experience trails which can be utilised to promote the region such, as cultural, historical, Indigenous, food and wine, biking and cycling.	C.1	Promote	Trails developed Engagement measured		✓	✓	✓		City Economy Transport Planner
<b>8. Leverage the Western Sydney International (Nancy-Bird Walton) Airport development and related visitor growth to further expand and develop the local visitor economy</b>										
<b>Actions</b>		<b>CSP Key</b>	<b>DMP Direction</b>	<b>Measures</b>	<b>Timeframe for completion or implementation</b>					<b>Responsible</b>
					2018/19	2019/20	2020/21	2021/22	2022/23	
8.1	Identify what we can do immediately to start to position WSIA for tourism growth.	G.2	Leverage	Relevant studies completed		✓	✓			WSIA Aerotropolis and City Planning City Economy

## 6. Action Plan

8.2	Develop an aerotropolis tourism reference group particularly focussed on tourism related development around the WSIA.	G.1	Leverage	Group created	✓						City Economy (lead) Destination New South Wales Department of Industry City Deal South Western Sydney Tourism Taskforce
9. Investigate a potential site for a recreational vehicle holiday park within Liverpool LGA											
Actions		CSP	DMP	Measures	Timeframe for completion or implementation					Responsible	
		Key	Direction		2018/19	2019/20	2020/21	2021/22	2022/23		
9.1	Research the benefits of a Holiday Park to the LGA.	G.2	Support	Study complete	✓						City Economy
9.2	Identify a potential site for a holiday park within the LGA.	G.2	Support	Site identified Recommendations presented to Council	✓		✓				Strategic Planning
10. Grow Liverpool's presence on guided holidays itineraries											
Actions		CSP	DMP	Measures	Timeframe for completion or implementation					Responsible	
		Key	Direction		2018/19	2019/20	2020/21	2021/22	2022/23		
10.1	Consult guided holiday and tour operators on the requirements to be a destination included in their itineraries.	G.3	Leverage Attract	Consultation conducted Learnings implemented	✓	✓	✓				City Economy

## 6. Action Plan

10.2	Study potential interest-based tourism in Liverpool to foster the development of like-minded touring groups.	C.3	Celebrate Attract	Number of potential groups engaged	11. Grow the local recreation tourism market							✓	✓	City Economy
Actions		CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible				
					2018/19	2019/20	2020/21	2021/22	2022/23					
11.1	Audit existing events and sports facilities located in Liverpool and their quality.	G.2	Attract	Audit Complete	✓						✓		Recreation	
11.2	Determine the total visitation rates and revenue generated as a result of sporting events.	G.2	Attract	Rates determined and plans to increase delivered	✓		✓				✓		Community Development City Economy	
11.3	Generate a large group guide with local businesses for those visiting for sporting or group events.	G.2	Attract Support	Guide created and delivered	✓		✓				✓		City Economy Recreation	
11.4	Collaborate with key stakeholders to develop the Georges River Corridor into a major recreational node for South West Sydney, providing a range of water and land based activities.	G.2	Attract Leverage	Plan developed Number of events attracted							✓		City Economy Community Development and Planning	
11.5	Support local sporting facilities to grow as premier venues.	G.2.	Support Leverage	Audit on quality Number of sporting events held				✓				✓	Community and Culture	



## 6. Action Plan

12. Establish Liverpool as a culinary tourism destination									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
12.1	Encourage local restaurants and cafes to have a 'scores on doors' approach to showcase compliance with food safety to create a culinary tourism destination.	Support	Number of eateries with scores on doors		✓				City Economy
12.2	Attract business to the CBD and surrounds to create eat streets and urban villages.	Attract	Number of leads generated		✓		✓		City Economy
12.3	Continue to enhance and promote culinary activity nodes in the city through taste tours.	Promote	Promotions developed Number of taste tours explored and developed	✓	✓		✓		City Economy
12.4	Coordinate the development of a harvest trail with local farms.	Support Promote	Harvest trail developed					✓	City Economy
13. Grow event-based visitation									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
13.1	Continue to support Casula Powerhouse to position itself as the leading Arts Centre in South Western Sydney.	Support celebrate	Increased visitation	✓	✓		✓		Casula Powerhouse Arts Centre

## 6. Action Plan

13.2	Audit the existing business and events space and analyse whether they are meeting demand.	G.1	Attract	Audit complete Repeat report in 4 years	✓	✓	✓	✓	✓	City Economy
13.3	Investigate and study the requirements of a city to host major events through consultation with events organisations and comparative studies with other LGAs.	G.2.	Attract Leverage	Study complete	✓	✓	✓	✓	✓	City Economy
13.4	Explore opportunities to secure and attract iconic events which will attract people from around New South Wales including business, education, medical tourism, community and niche sectors in Liverpool.	G.3	Attract	Leads generated	✓	✓	✓	✓	✓	City Economy Casula Powerhouse Arts Centre
13.5	Develop a business and events guide to encourage the meeting, incentive, conference and events sector to utilise Liverpool as a host due to the variety of facilities available.	G.2	Attract Support	Guide delivered and distributed	✓	✓	✓	✓	✓	City Economy Communications
13.6	Attract investment in venue infrastructure.	G.3	Attract	Number of investment leads attracted	✓	✓	✓	✓	✓	City Economy

## 6. Action Plan

14. Establish Liverpool as a leading destination for medical tourism and events									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
14.1 Explore opportunities for Liverpool to become a leading destination for medical events in Australia.	G.2	Attract Leverage	Opportunities identified and leads generated		✓	✓	✓	✓	City Economy
14.2 Collaborate with key stakeholders to investigate the future opportunities provided by the upgrade to Liverpool's Health and Innovation Precinct to stimulate the visitor economy.	G.2	Attract Leverage	Opportunities identified and addressed			✓	✓	✓	City Economy
14.3 Investigate existing visitation rates and yield value from the medical sector to Liverpool and activities participated in outside of work.	G.2	Attract	Study complete		✓				City Economy
14.4 Investigate opportunities for Liverpool to participate in educational tours with the health and education sectors.	G.3	Attract Leverage	Number of opportunities obtained			✓	✓	✓	City Economy

## 6. Action Plan

15. Capitalise on Liverpool's rich local heritage									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
15.1 Develop the Heritage Activation Strategy.	C.1	Celebrate	Strategy developed Actions from strategy delivered		✓	✓	✓	✓	City Economy City Design and Public Domain
15.3 Collaborate with the Museum of Army Engineering to promote the museum as a quality, iconic attraction for Liverpool and a focal point for military history within the LGA.	C.1	Celebrate Support Leverage	Recommendations presented		✓	✓			City Economy Holworthy Barracks
15.4 Collaborate with Landcom to develop the Bardia Barracks-Edmondson Park precinct as a visitor activity node with a strong focus on military history.	C.1	Celebrate Leverage	Recommendations presented		✓	✓			City Economy Landcom
15.5 Enhance and promote the experience of Liverpool Regional Museum.	C.1	Celebrate	Recommendations presented		✓	✓	✓	✓	City Design Library and Museums
15.6 Completion of the actions within the Reconciliation Action Plan which relate to tourism.	C.1	Celebrate	Actions completed	✓	✓	✓	✓	✓	City Community and Culture



## 6. Action Plan

16. Build a strong education based visitor economy									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
16.1	Engage with local education facilities to attract the families of international students to explore and visit the area they are studying in.	L.2 Attract Leverage	VFR international student plan created Number of visitors attracted		✓	✓	✓	✓	City Economy Western Sydney University University of Wollongong TAFE NSW
16.2	Engage with local businesses to develop a student discounts campaign.	G.2 Attract Support	Number of businesses participating	✓	✓		✓	✓	City Economy
17. Facilitate increased visitor economy investment									
Actions	CSP	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
17.1	Encourage domestic and international businesses to invest within the LGA to create core visitor economy recreational attractions to increase visitation.	G.3 Attract Leverage	Plan developed Number of leads attracted				✓	✓	City Economy
17.2	Create a Liverpool Destination Product Development Opportunities Plan.	G.3 Support Attract	Plan created		✓				City Economy

## 6. Action Plan

18. Provide ongoing support to the accommodation sector in Liverpool									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
18.1	Encourage accommodation providers to enhance their online presence profile.	Support	Audit online presence of local accommodation	✓	✓				City Economy
18.2	Encourage accommodation providers to promote Liverpool as a destination both online and in-house.	Support Promote	Number of local accommodations promoting Liverpool as a destination to guests		✓	✓	✓		City Economy
19. Position Liverpool as a shopping destination									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
19.1	Increase Liverpool's recognition as a destination for diverse shopping including malls, boutiques, speciality stores, factory outlets and homemaker centres.	Support Promote	Campaign developed and delivered		✓				City Economy Shopping outlets in Liverpool including Westfield and Fashion Spree
20. Determine baseline visitation figures									
Actions	CSP Key	DMP Direction	Measures	Timeframe for completion or implementation					Responsible
				2018/19	2019/20	2020/21	2021/22	2022/23	
20.1	Conduct a research study to determine baseline visitation numbers and data to Liverpool.	Promote	Study complete and repeated	✓		✓		✓	City Economy





## 7. References

- Australian Regional Tourism Network, *The Guide to Best Practice Destination Management*
- A. Stafford & Associates, *Western Sydney Opportunities for Destination Holiday Park*, 2018
- Cooper, C & Hall, C. 2008, 'Contemporary tourism – an international approach', *Elsevier LTD*
- Destination NSW, *Visitation to Liverpool LGA*, 2018
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- Greater Sydney Commission, *Liverpool Collaboration Area Place Strategy*, 2018
- Liverpool City Council, *Cultural Strategy*, 2017 – 2021
- Liverpool City Council, *Liverpool City Draft Destination Plan 2016 – 2023*.
- Liverpool City Council, *Our Home Liverpool 2027, Community Strategic Plan*, 2017
- NSW Government, *Cultural Infrastructure in NSW*, 2018
- NSW Government, *Southern Parklands Landscape Framework*, SISC Meeting, 2018
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- Tourism Australia, *Tourism 2020*, December 2011
- Urbis, *Tourism in Liverpool – A Snapshot 2017*



## 8. Appendix 1 - Urbis Report 2017

### TOURISM IN LIVERPOOL – A SNAPSHOT

The following is an overview of the tourism sector in the Liverpool Local Government Area (LGA), and its significance within the regional economy. The analysis has been conducted using data from Tourism Research Australia (TRA), Destination NSW and the REMPLAN Input/Output model.

There were almost 855,000 visitors to Liverpool in 2016, accounting for 20% of visitors to South West Sydney, and almost 3% of visitors to Greater Sydney. Notably, Liverpool accounts for over a quarter of domestic overnight and international visitors to South West Sydney (Table 1).

Table 1 – Visitors to Liverpool and South West Sydney, 2016

	Domestic day visitors	Domestic overnight visitors	International	Total
<b>Liverpool</b>	526,728	293,274	34,982	854,985
<b>South West Sydney (incl. Liverpool)</b>	3,089,119	1,102,432	134,957	4,326,508
<b>NSW</b>	57,570,000	29,188,000	3,872,000	90,630,000

Source: TRA, Urbis calculations

The major source of tourism within Liverpool is from people visiting friends and relatives (VFR), driven chiefly by the large and growing Culturally and Linguistically Diverse (CALD) population in the region.

In 2016, the VFR tourism segment accounted for 53% and 49% of domestic day visitors and international visitors, respectively, in Liverpool (Figure 1 and Figure 2).<sup>1</sup> In contrast, across South West Sydney and NSW as a whole, domestic day and international visitors are more likely to be visiting for holiday purposes.

Figure 1 – Purpose of visit, domestic day visitors, 2016

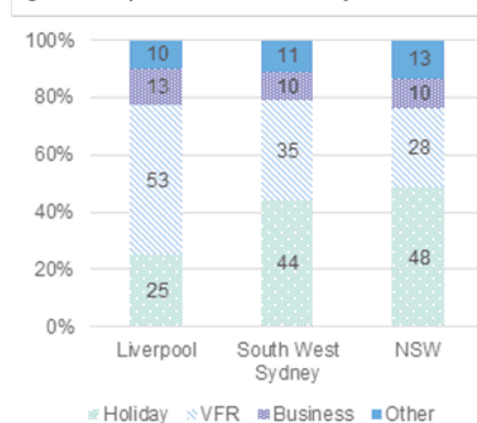
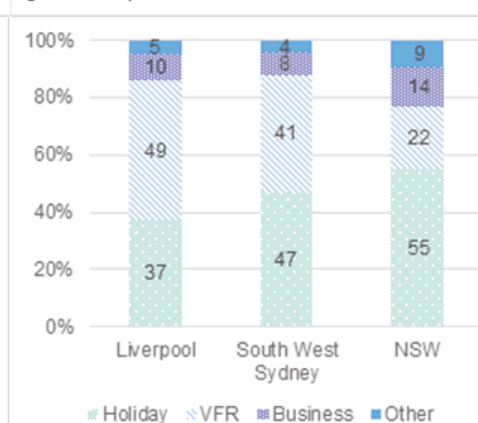


Figure 2 – Purpose of visit, international visitors, 2016



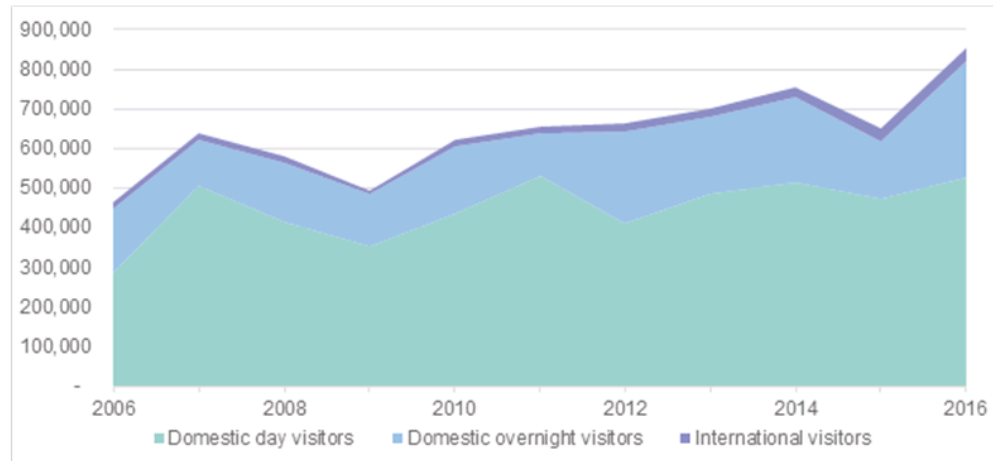
Source: TRA, Destination NSW, Urbis calculations

<sup>1</sup> Comparative data on the purpose of visit by domestic overnight visitors is not available for Liverpool.



Liverpool has recorded an 85% increase in total visitations over the period 2006 to 2016 (Figure 3). Growth in visitors to Liverpool has far outpaced the growth recorded across South West Sydney (62%) and NSW as a whole (26%), over the same period.<sup>2</sup>

Figure 3 – Annual visitors to Liverpool by category



Source: TRA, Urbis calculations

Growth in international visitors was particularly strong for both Liverpool (144%) and South West Sydney (134%) between 2006 and 2016, likely reflecting the stronger-than-average growth in the population of the region, which has remained culturally diverse. Average annual population growth in Liverpool was 2.6% between 2011 and 2016, and 2.3% in South West Sydney. In contrast, the number of international visitors to NSW grew by 40% over the same period, where average annual population growth was 1.6%.<sup>3</sup>

While there is no breakdown of tourists by country-of-origin, we would expect these to be linked to the cultural breakdown of the regional population. The largest migration population groups in Liverpool are: Iraq, Fiji, Vietnam, India, Lebanon and the Philippines.

The average length of stay and spend by visitors to the Western Sydney Region is shown in Table 2.<sup>4</sup>

Table 2 – Average visitor stay and spend, Western Sydney, 2015-16

	Domestic Day	Domestic Overnight	International
Average Stay (nights)	-	2.6	33.3
Average Spend per night (\$)	-	\$283	\$112
Average Spend per trip (\$)	\$104	\$738	\$3,743

<sup>2</sup> Tourism Research Australia, 2016, *Annual visitor numbers by destination state/region/SA2*

<sup>3</sup> NSW Department of Planning and Environment, 2016, *New South Wales State and Local Government Area Population Projections*

<sup>4</sup> TRA and Destination NSW data is not available for the Liverpool LGA or South West Region. Length of stay and spend per visitor in Western Sydney is considered to be representative of the Liverpool LGA.



Source: Destination NSW

Of note, the average length of stay by international visitors to Western Sydney is significantly greater than the NSW average (22.4 nights).<sup>5</sup> As reported above, this is likely to be driven by a greater proportion of VFR tourism. The spend per night by international visitors to Western Sydney is on par with the NSW average (\$109 per night).

In contrast, domestic overnight visitors to Western Sydney typically visit for a shorter period than the NSW average (3.3 nights), but spend considerable more per night than the NSW average (\$175 per night).<sup>6</sup> The average spend by domestic day visitors is the same across Western Sydney and NSW.

Tourism plays a relatively small, but increasingly important, role in the Liverpool economy. In 2015-16, the tourism sector contributed \$161 million value-added (1.7%) to Liverpool's Gross Regional Product (GRP) and 1,350 (2.9%) jobs (full-time equivalents). In comparison, the tourism sector contributed \$18.2 billion (3.4%) in value-added to the NSW economy and accounted for almost 150,000 (5.6%) jobs (FTEs) of state-wide employment.

Key sectors in Liverpool supported by tourism include: retail trade; accommodation and food services; transport, postal and warehousing; education and training; and manufacturing.

## TOURISM OUTLOOK

Table 3 – Annual growth\* rates in tourism by category, 2006 to 2016

Day trips	Domestic Overnight	International	Total
6%	6%	9%	6%

\* Average annual compound growth rate

Source: TRA, Urbis calculations

The chief factor influencing tourism in the Liverpool LGA over the next three years will be population growth. This is forecast to increase annually by over 3%.<sup>7</sup>

<sup>5</sup> Destination NSW, 2016, *Travel to NSW Snapshot December 2016*

<sup>6</sup> Destination NSW, 2016, *Travel to NSW Snapshot December 2016*

<sup>7</sup> Australian Bureau of Statistics, 2017, *2016 Census of Population and Housing*; NSW Department of Planning and Environment, 2016, *New South Wales State and Local Government Area Population Projections*

**LIVERPOOL  
CITY  
COUNCIL**

## For further information



### Visit Us

Customer Service Centre  
Ground Floor, 33 Moore Street, Liverpool, NSW 2170  
Open Monday - Friday, 8.30am - 5pm



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1300 36 2170  
Calling from interstate: (02) 8711 7000  
National Relay Service (NRS): 133 677  
(for hearing and speech impaired customers)



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



## Survey Report

30 October 2013 - 10 March 2019

# Community Feedback on the Draft Destination Management Plan

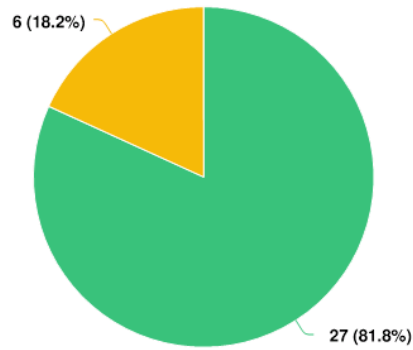
PROJECT: Draft Destination Management Plan Survey

**Liverpool Listens**



Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

Q1 1. Do you live in the Liverpool Local Government Area? (see map) <br><br> <iframe src="https://www.google.com/maps/d/embed?..."



**Question options**

● Yes ● No

(33 responses, 1 skipped)

**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**

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**Q2   Please enter your postcode below:**

Anonymous	2170
2/08/2019 04:06 PM	
Anonymous	2170
2/08/2019 04:48 PM	
Anonymous	2170
2/08/2019 06:04 PM	
Anonymous	2145
2/08/2019 07:23 PM	
Anonymous	2177
2/08/2019 08:12 PM	
Anonymous	2170
2/08/2019 10:25 PM	
Anonymous	2170
2/11/2019 09:26 AM	
Anonymous	2170
2/12/2019 12:09 PM	
Anonymous	2168
2/12/2019 04:30 PM	
Anonymous	2170
2/14/2019 11:57 AM	
Anonymous	2170
2/18/2019 12:53 PM	
Anonymous	2170
2/18/2019 01:22 PM	
Anonymous	2171
2/18/2019 01:48 PM	
Anonymous	2170
2/18/2019 02:34 PM	
Anonymous	2171
2/18/2019 04:18 PM	
Anonymous	2170
2/18/2019 06:28 PM	
Anonymous	2170

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

2/18/2019 07:42 PM

Anonymous 2168

2/18/2019 08:08 PM

Anonymous 2171

2/18/2019 10:35 PM

Anonymous 2177

2/18/2019 10:40 PM

Anonymous 2170

2/19/2019 04:32 AM

Anonymous 2173

2/20/2019 09:17 AM

Anonymous 2170

2/21/2019 04:25 PM

Anonymous 2170

2/23/2019 05:41 PM

Anonymous 2170

3/06/2019 01:04 PM

Anonymous 2173

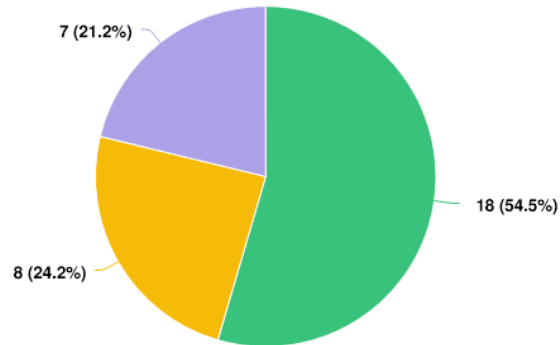
3/10/2019 09:43 AM

**Optional question** (26 responses, 8 skipped)



Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q3** 2. How regularly do you visit Liverpool (LGA) for work, study or leisure? ...

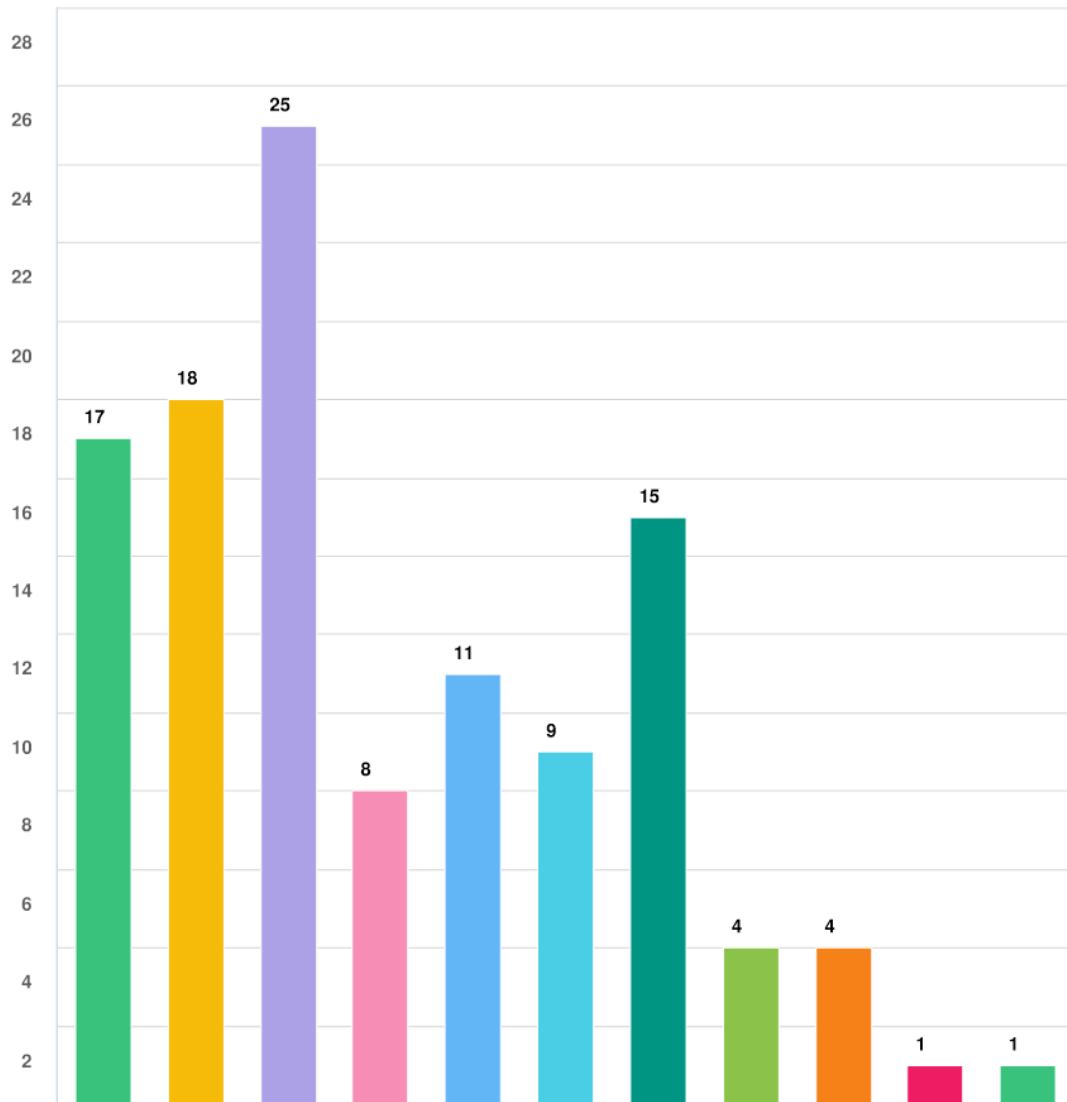


**Question options**

● 5+ per week ● 1-4 times per week ● occasionally

(33 responses, 1 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q4 3. Why do you visit Liverpool? (choose all that apply)****Question options**

- For work
 ● Eat at restaurants and cafes
 ● Visit shops and businesses
 ● Attend public events
- Attend private functions
 ● Use the public recreation and leisure spaces e.g. Library, Bigge Park, Apex Park
- Use of services e.g. Hospital, Medical Centres, Centrelink
 ● To participate in sport
- Visit cultural institutions e.g. CPAC, Museum
 ● Other
 ● All of the above

(33 responses, 1 skipped)

**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**

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**Q5 Please specify:**

Anonymous

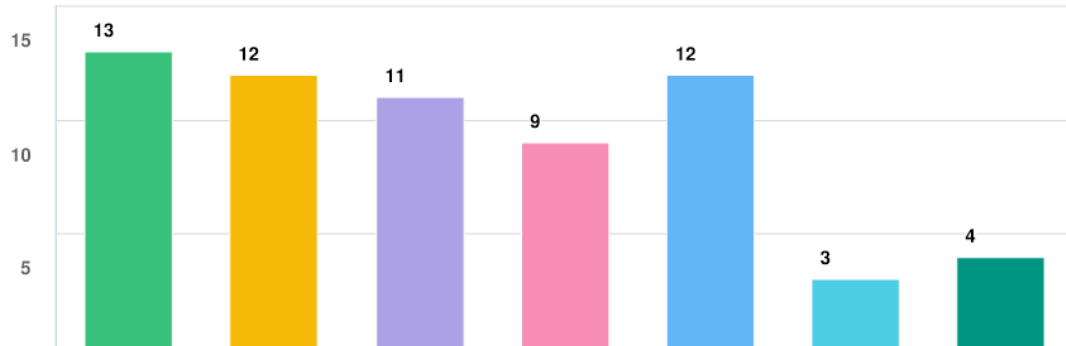
Pick and drop brother from school

2/08/2019 08:12 PM

**Optional question** (1 responses, 33 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

## Q6 4. Why don't you go to Liverpool? &lt;br&gt;



## Question options

- Restaurants and café options are not good. ● Retail options are not good ● Nothing to do  
● Unaware of what there is to do ● Feels unsafe ● All the above ● Other

(33 responses, 1 skipped)



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**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**


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**Q7 Please specify:**

Anonymous

2/08/2019 07:23 PM

When I don't have commitments there

Anonymous

2/14/2019 11:57 AM

None of the above

Anonymous

2/18/2019 01:22 PM

Too many refugees and we should stop taking more people, We need more skilled labour and educated people that speak English clearly. Sick of the "Ghetto" imagine Liverpool has. LCC has alot to answer for in regard to this. Stores/shops are dirty and run down in the main street. Too mant \$2 dollar shops

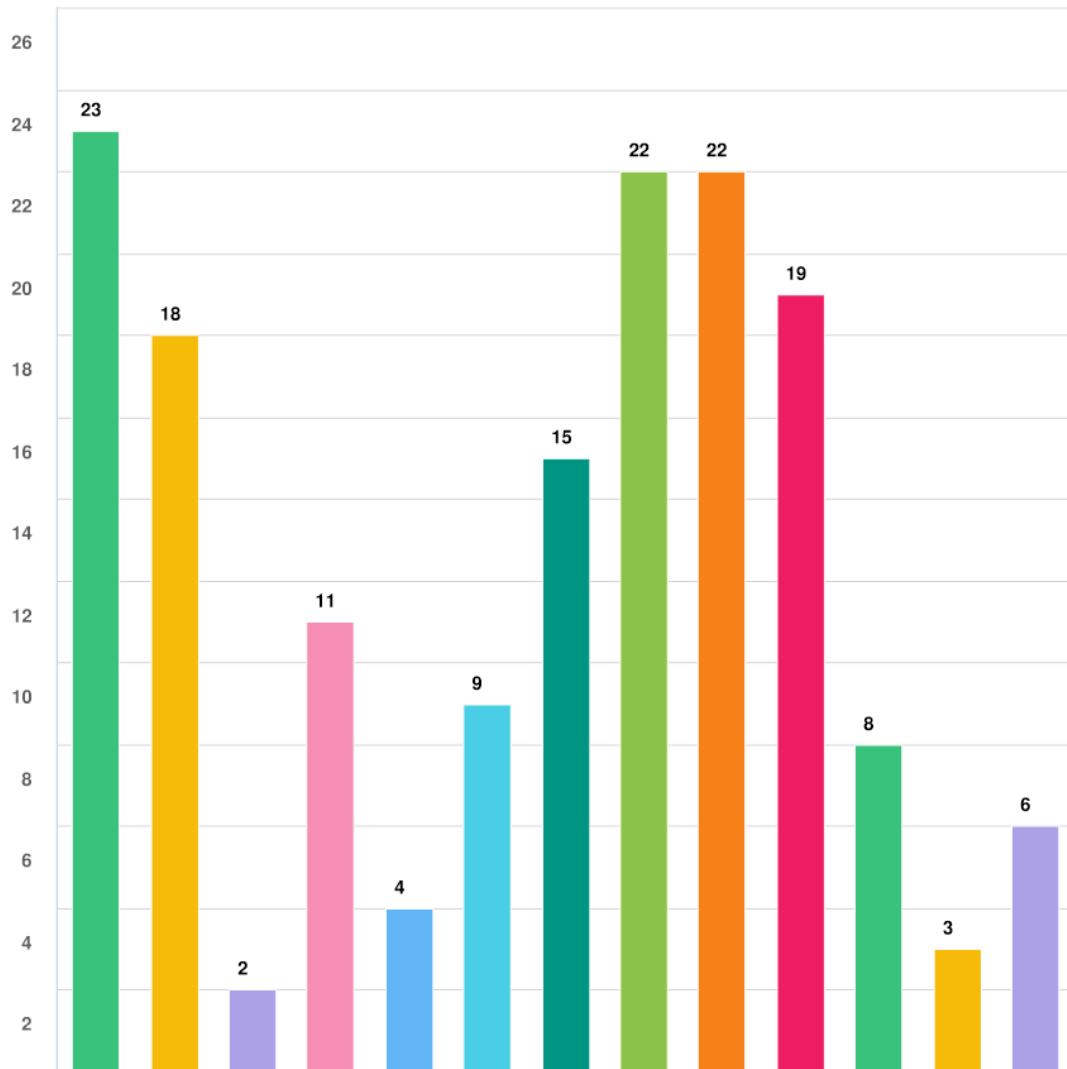
Anonymous

2/20/2019 09:17 AM

Parking cost and availability

**Optional question** (4 responses, 30 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q8 5. What would encourage you to spend more time in Liverpool?****Question options**

- More dining options
 ● More retail options
 ● More services e.g. medical, disability, community services
- More public events
 ● More educational institutions
 ● More employment opportunities
- More public recreation, leisure and communal spaces e.g. parks
 ● More activities after 5pm
- More shops and restaurants open in the evenings
 ● Better access to, and activities to do, at the Georges River
- More information on available activities
 ● All of the above
 ● Other

(33 responses, 1 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q9 Please specify.**

Anonymous

2/11/2019 12:29 PM

Feeling safe

Anonymous

2/12/2019 12:09 PM

More sporting activities for primary school children. Movies for kids. Not only during school holidays. Live bands in the mall. I like the suggestion - Better access to, and activities to do, at the Georges River. Cycle paths from Moorebank and Chipping Norton to Liverpool would attract young families more.

Anonymous

2/18/2019 02:34 PM

The CBD area is not safe. Always feel I need to be looking over my shoulder. It is untidy, dirty and run down. I would much rather go to Narelle Town centre or MacArthur Square for dining and shopping. It's very crowded in the CBD as well.

Anonymous

2/20/2019 09:17 AM

better parking availability - preferably free

Anonymous

2/23/2019 05:41 PM

Less drug affected people.

Anonymous

2/28/2019 11:04 AM

Dog parks, swimming pool

**Optional question** (6 responses, 28 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q10 6. Please provide comments on your experience of the Liverpool LGA**

Anonymous

2/08/2019 05:39 PM

As a sales manager, Liverpool is part of my district. I am often stuck on where to take clients and what to do in my free time when I am in Liverpool.

Anonymous

2/08/2019 07:23 PM

I lived in and around Liverpool for most of my life and I had a good experience during then

Anonymous

2/11/2019 09:26 AM

I have lived in Liverpool LGA for most of my life, I have gone to the CBD regularly for school and work, but aside from the westfield there isn't much to do, while I was in high school, the area didn't feel very safe to walk around the area after school aside from westfield. Now however, now that I am a bit older I do feel more comfortable but its now a matter of what to do, all the places that are open after 5pm are the shisha bars and the pubs, instead of restaurants or shops. If there was a local nightclub, more places to eat, karaoke or a well lit park where dogs could go (similar to camperdown park in new town) would be good and a bit more inviting for young people

Anonymous

2/11/2019 04:12 PM

Work on Scott Street and there is unfortunately a heavy presence of a low Socioeconomic. Allot of drug users to put it simply. Most times I do not feel safe. I would like to see more restaurant options in the mall strip with other variety, there seems to be a 'common flavour'. Also more importantly the streets need to be cleaned up, there are far too many pubs in one area and adult stores, having these types of property / real estate around are going to attract certain people to the area, hence why the area is unsafe.

Anonymous

2/18/2019 02:34 PM

As a whole there is uneven development with the new areas being favoured for upgrades and facilities. Older suburbs on the eastern side of the river have been largely forgotten, having poor shopping centres, parks and playgrounds and nil leisure facilities like pools.

Anonymous

2/18/2019 07:42 PM

As a 19 year old, the development of the plaza, new cafes, restaurants and the Uni was a great addition to Liverpool and i believe that by having more events opened to the public, cafes, restaurants and retail stores, it'll attract a younger audience. Some ideas to improve Liverpool: - Shops/events at night. My friends and i always want to hang out but are always stopped by the question "what do you want to do" followed by "I don't know..." --> A suggestion would be music playing (young performers) at night where the plaza is or a short film festival/screening! <-- I'm into film and events like this would be a great way to connect the community and bring young creatives together! - Pop up stores for hire! Our youth have so much potential so let us provide them with a safe space to create and build their own future. - Not an event but WE NEED MORE PARKING. Safety - People from within the city have this perception that Liverpool isn't safe and so how can we get rid of this image they have of the west? I honestly feel on edge when waiting outside of the train station to be picked up. Think about how you can make the train station an experience or entering Liverpool in general an experience. I think that there is a general 'fear' of people in Liverpool, although the police statistics do not support this. To change this, we need to grow the twilight

Anonymous

2/18/2019 08:08 PM



**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**

Anonymous

2/18/2019 10:35 PM

and nighttime economy. Encourage more clubs and restaurants to open later such as the Macquarie street, similar to what Parramatta did. This will encourage more people from other LGAs to come to Liverpool and see that it actually is quite safe. Furthermore, the general standard of people needs to increase in Liverpool, there needs to be a social change and enforcement for drug and alcohol affected people. Council is already doing a great job and I hope this will improve and continue into the future.

Limited dining and entertainment after 5pm

Anonymous

2/19/2019 04:32 AM

Average. A good start would be mowing the parks and council strips in the area.

Anonymous

2/20/2019 09:17 AM

At times parking is almost impossible - particularly at weekends when it is free as a result many people prefer to shop elsewhere

Anonymous

2/21/2019 04:25 PM

I feel safer in bankstown than liverpool. I attended a council meeting at the chambers and walked out by myself as a young female after 8pm where men sat outside who seemed to have few drinks.

Anonymous

2/23/2019 05:41 PM

I love everything that is in Liverpool but there are too many people on drugs and homelessness which makes me feel unsafe because they are either annoying you for money or ranting and raving in the streets.

Anonymous

2/28/2019 11:04 AM

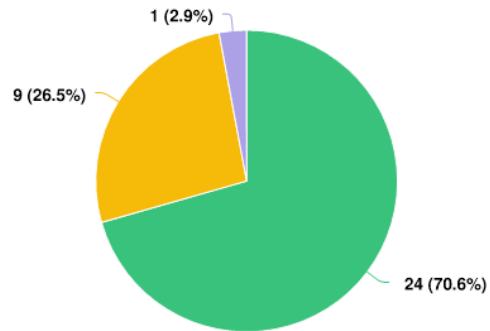
- more restaurants, pubs or sporting clubs to allow for the growth in housing in Middleton Grange, Austral, Leppington. Dining options are minimum. - Roads - not suitable and never get fixed. - Grass and nature strips are never maintained or kept tidy. Giving our area a negative image.

**Optional question** (13 responses, 21 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q11** 7. The vision of Liverpool's Destination Management Plan is <br><br> <i>To become an attractive visitor destination, loved ...



**Question options**

● Strongly support    ● Support    ● Oppose strongly

(34 responses, 0 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q12 B) Please provide your comments on the vision for Liverpool's Destination Management Plan?**

Anonymous

2/08/2019 04:57 PM

positive and rightly ambitious. Realistic vision

Anonymous

2/08/2019 05:39 PM

Realistic and authentic approach to grow the visitor economy.

Anonymous

2/08/2019 06:04 PM

It's a great idea to promote such a diverse place!

Anonymous

2/08/2019 07:23 PM

Look forward to it

Anonymous

2/10/2019 07:25 AM

The Liverpool DMP is good, it has a sound foundation and is articulated well. However, I think the importance of the collaborative approach, that the success of the plan is dependent on industry and community partnerships is not strongly communicated enough. Past successes could be included as case study or example as a way of highlighting what is needed to succeed in this very competitive space.

Anonymous

2/11/2019 04:12 PM

We will all benefit, as we are all aware Liverpool will be one of the main catalyst for the Aerotropolis opportunities, we don't want a stigma around the area to feel unsafe and trashy. Liverpool should be a thriving City, keep the cultural side and enhance what we have and clean up the streets. Shop frontage revamps further out and shutting down the overuse of Adult stores and pubs. Or transforming the pub scene to be similar to other classy areas throughout Sydney, you can keep that History in a more tactful way.

Anonymous

2/18/2019 01:48 PM

Need to do improve safety and image of Liverpool

Anonymous

2/18/2019 02:34 PM

It's a great idea but I cannot see how that will be achieved given the over development that is taking place in the CBD area. It is already difficult to drive into the CBD and parking is non-existent.

Anonymous

2/18/2019 07:42 PM

I love this. I'd love to see Liverpool become a popular destination for all. Having lived here in Liverpool nearly my whole life, I'd love for it to become an innovation district where people travel from all over to Liverpool for an experience.

Anonymous

2/18/2019 08:08 PM

I believe the "nature" is what needs to change. Instead of promoting the current nature, we need to change the nature to improve it and brand it as a third CBD to attract people

Anonymous

2/18/2019 10:22 PM

I think Liverpool's diversity and heritage are an obvious focus. I think the nature will need more attention.

Anonymous

2/19/2019 04:32 AM

Clean up the area. Instead putting high rises up in Moorebank

Anonymous

At present Liverpool looks scruffy, dirty and generally uncared for and not

**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**

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2/20/2019 09:17 AM

Anonymous

2/21/2019 04:25 PM

Anonymous

2/23/2019 05:41 PM

Anonymous

2/28/2019 11:04 AM

very inviting. Natural bushland areas and trees are being bulldozed and are not replaced. grass is not cut, parks are rundown, full of weeds and litter.

Liverpool wants to be the next CBD but yet visitors have infrequent public transport. Bankstown have the metro line but yet liverpool is suppose to be the next cbd.

It's a fantastic opportunity for Liverpool to grow and be a major city. Keeping the diversity in Liverpool is great so we can all come together as one.

Heritage to me is huge. Liverpool has so much heritage to preserve.

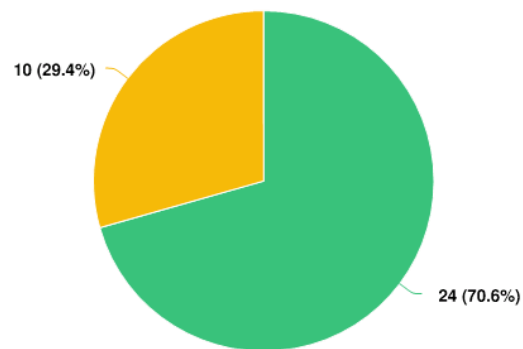
The vision statement is something we can move towards. However, things need to happen effectively and quickly in order to change the ongoing problems happening currently. The community is frustrated with the fact the council doesn't listen to the needs/ wants of community members.

**Optional question** (16 responses, 18 skipped)



Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q13** 8. The objective of Liverpool's Destination Management Plan is:<br><br> <i>"To build a thriving visitor economy and increas...



**Question options**

● Strongly support    ● Support  
(34 responses, 0 skipped)

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Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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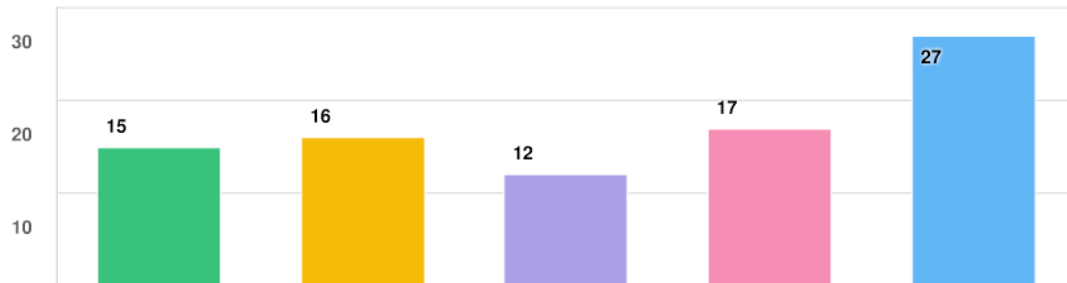
**Q14 B) Please provide your comments on the objective of the Destination Management Plan.**

- |                                         |                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Anonymous<br/>2/08/2019 05:39 PM</p> | In the travel industry we need to always be aware of the impact tourism has on the local community. This approach ensures there is no negative footprint.                                                                                                                                                 |
| <p>Anonymous<br/>2/08/2019 06:04 PM</p> | I believe Liverpool has the potential to be a thriving visitor economy.                                                                                                                                                                                                                                   |
| <p>Anonymous<br/>2/08/2019 07:23 PM</p> | Look forward to it                                                                                                                                                                                                                                                                                        |
| <p>Anonymous<br/>2/10/2019 07:25 AM</p> | The objectives of the plan are very sound.                                                                                                                                                                                                                                                                |
| <p>Anonymous<br/>2/11/2019 04:12 PM</p> | The large park area near the station is under utilised, it's unsafe and is a huge connection to the Moorebank area, it can be an attraction piece and a gateway into Liverpool. Why not fund existing opportunities such as this one.                                                                     |
| <p>Anonymous<br/>2/18/2019 02:34 PM</p> | A good objective but need to overcome the reputation that Liverpool has as a poor, run down area. Need to lift the centre of the city to standards seen in other attractive areas. What would draw tourists to Liverpool? The roads are poor, traffic terrible, trains dreadful, area run down and dirty. |
| <p>Anonymous<br/>2/18/2019 07:42 PM</p> | I love it. The more community events, retail stores, cafes and restaurant the better. Especially because my friends and i would usually have to travel towards the city for food or entertainment.                                                                                                        |
| <p>Anonymous<br/>2/18/2019 08:08 PM</p> | Agree with it. To promote it, encourage pubs and clubs to enhance the nightlife                                                                                                                                                                                                                           |
| <p>Anonymous<br/>2/18/2019 10:22 PM</p> | The objective is needed for any city if it wants to flourish and grow. One of the significant challenges will be parking for visitors.                                                                                                                                                                    |
| <p>Anonymous<br/>2/20/2019 09:17 AM</p> | There is a huge amount of work to be done to improve the presentation of the area and make it attractive to visitors.                                                                                                                                                                                     |
| <p>Anonymous<br/>2/21/2019 04:25 PM</p> | Public transport is not strong in the area Dining options dont even exist as per today                                                                                                                                                                                                                    |
| <p>Anonymous<br/>2/23/2019 05:41 PM</p> | This plan will create business opportunities, jobs and hopefully attract visitors.                                                                                                                                                                                                                        |

**Optional question** (12 responses, 22 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q15** 9. The Draft Destination Management Plan outlines four strategic directions for the next 5 years. These directions are list...



**Question options**

- ☐ Promote Liverpool as a core visitor destination through increased engagement and support from locals.
  - ☐ Support local businesses, groups and organisations to build and develop the visitor economy and their tourism products.
  - ☐ Celebrate Liverpool's diversity and utilise it to grow and strengthen the visitor market base.
  - ☐ Attract new businesses, events and investment to engage locals and increase visitation to Liverpool.
  - ☐ All of the above
- (34 responses, 0 skipped)

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Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q16 B) Provide your comments on the strategic directions:**

Anonymous

2/08/2019 07:23 PM

Great idea

Anonymous

2/11/2019 04:12 PM

Agree completely. Also include Education and up-skill of existing workers within the existing industries. Utilise the existing education precincts / institutions better

Anonymous

2/18/2019 02:34 PM

Support for this is contingent on the cost not being passed onto the ratepayers. What is the benefit for local resident? How would success in this area impact on our way of life and standard of living.

Anonymous

2/18/2019 07:42 PM

Love it.

Anonymous

2/21/2019 04:25 PM

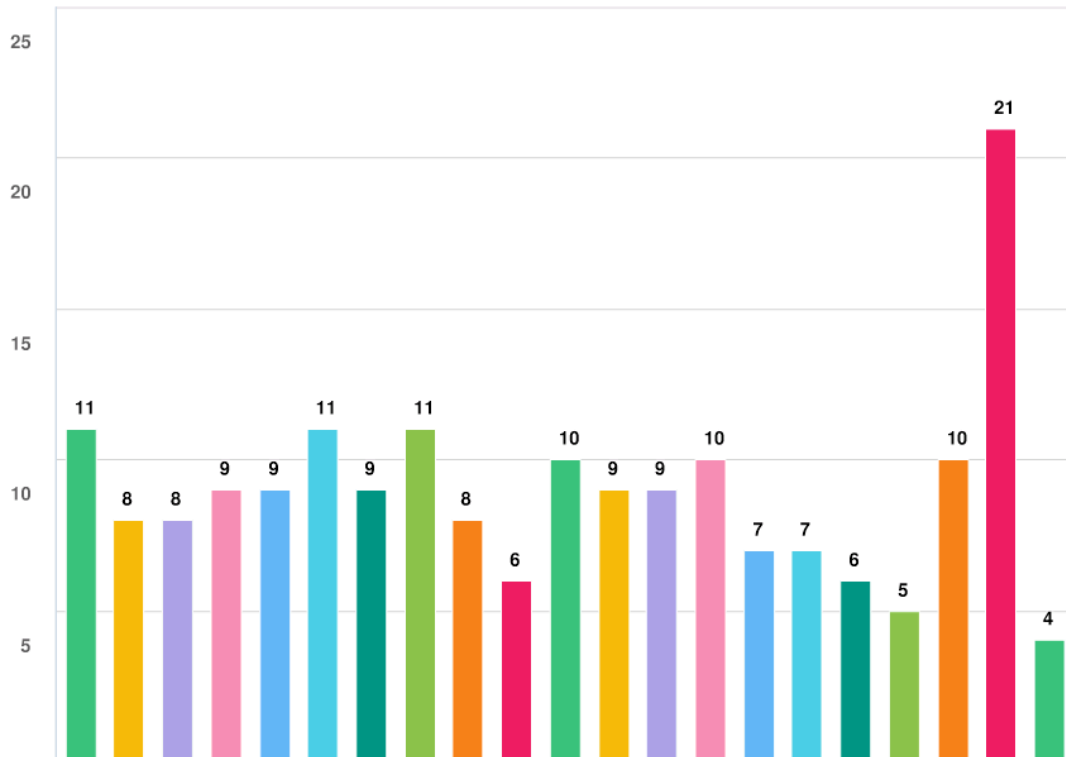
What activities are there in the area. Whitlam centre as a local I wouldnt even visit because of its reputation. Great thing is the waterpark in summer for kids were a cafe would be good.

**Optional question** (5 responses, 29 skipped)



Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q17** 10. The Draft Destination Management Plan outlines several actions for the next 5 years. These actions are listed below. <b...



#### Question options

- 1. Develop a visitor brand identity and marketing campaign plan.
- 2. Position Liverpool as a multicultural hub.
- 3. Investigate the sustainability of a Visitor Information Centre.
- 4. Develop a way-finding strategy that will assist visitors in the CBD and surrounds.
- 5. Work with surrounding LGAs to create a visitor destination network for the region.
- 6. Assist and support local businesses, groups and organisations in the development of the visitor economy whilst attracting new businesses for future growth.
- 7. Improve the visitor experience journey through a variety of trails.
- 8. Investigate the influence the Western Sydney Airport will have on the local visitor economy.
- 9. Investigate a potential site for a recreational vehicle holiday park within the Liverpool LGA.
- 10. Grow Liverpool's presence on guided holiday itineraries.
- 11. Grow the local sports tourism market.
- 12. Establish Liverpool as a culinary tourism destination.
- 13. Grow event-based visitation.
- 14. Establish Liverpool as a leading destination for medical tourism and events.
- 15. Capitalise on Liverpool's rich local heritage.
- 16. Build a strong education based visitor economy.
- 17. Increase visitor economy investment attraction.
- 18. Provide ongoing support to the accommodation sector in Liverpool.
- 19. Position Liverpool as a shopping destination.
- 20. Determine baseline visitation figures.
- All of the above

(34 responses, 0 skipped)

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Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q18 B) Provide your comments on the actions:**

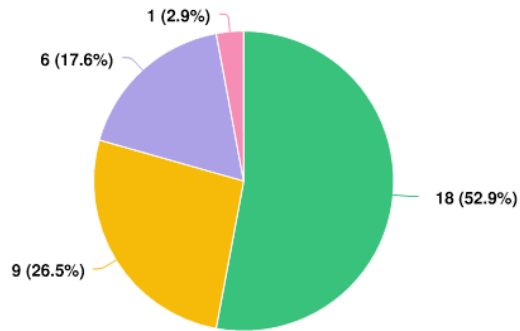
Anonymous 2/08/2019 05:39 PM	Appropriate and wholistic approach
Anonymous 2/08/2019 06:04 PM	I believe all these actions will help Liverpool realise it's potential.
Anonymous 2/08/2019 07:23 PM	Good business for Liverpool, will shed positive light on the suburb
Anonymous 2/10/2019 07:25 AM	There are too many actions. It will be very difficult to succeed and deliver against all of them. Prioritizing the actions according to those that are most strategic, are affordable and deliver the most efficient outcomes should be included only. Alternatively grouping the actions into high order categories eg Increase visitation - Improve visitor experience -Measure performance.
Anonymous 2/11/2019 12:29 PM	LGA has extreme potential
Anonymous 2/12/2019 04:30 PM	Additional high quality bars and restaurants will have a transformative effect on revitalising the CBD and improving attraction for locals and visitors alike.
Anonymous 2/18/2019 07:42 PM	Love it
Anonymous 2/18/2019 08:08 PM	For a visitor centre, a tourist attraction point must be present. Currently, there is no particular thing in Liverpool that will attract a tourist.
Anonymous 2/18/2019 10:22 PM	I think it might be too hard to pitch Liverpool as part of a guided holiday itinerary.
Anonymous 2/20/2019 09:17 AM	Needs action to clean up and improve shops and facilities for visitors in LGA to improve its image
Anonymous 2/21/2019 04:25 PM	And public transport?

**Optional question** (11 responses, 23 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q19** 11. How well does the Draft Destination Management plan address the needs of Liverpool's growing population, businesses, gr...



**Question options**

Very well   Well   Somewhat   Can't comment

(34 responses, 0 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q20 12. Please provide your overall comments on the draft Destination Management Plan. This may include likes, dislikes, areas of improvement, must-haves, etc.**

Anonymous  
 2/08/2019 06:04 PM

I believe the destination management plan his the nail on the head when it comes to making Liverpool a better place overall. I strongly support all aspects of this plan and I believe they should be put in place as soon as possible!

Anonymous  
 2/08/2019 07:23 PM

N/A

Anonymous  
 2/10/2019 07:25 AM

Good plan overall. Too many actions make it look more like a wish list. Strategic priorities are needed or group in a value chain approach.

Anonymous  
 2/18/2019 02:34 PM

I think it is important to think about this sort of plan however, there are many areas that need attention before money is wasted on this sort of plan. Let's fix the roads, parks and playgrounds first.

Anonymous  
 2/18/2019 07:42 PM

MAKE IT AFFORDABLE FOR YOUNG PEOPLE TO OPEN UP POP UP STORES. I WOULD LOVE TO SEE WHAT OUR YOUTH CAN COOOOK!! SOCIAL MEDIA (Their friends might share their friends' store) IS A GREAT WAY TO ATTRACT A WIDER AUDIENCE. - More restaurants, cafes, retail stores and events e.g. Community Film Festival, People can play music at night by the plaza or Bigge park. - Places to park considering you're expecting people to come into Liverpool.

Anonymous  
 2/18/2019 08:08 PM

I think that the restaurant sector and the education sector needs to be grown as these two things attract visitors

Anonymous  
 2/18/2019 10:22 PM

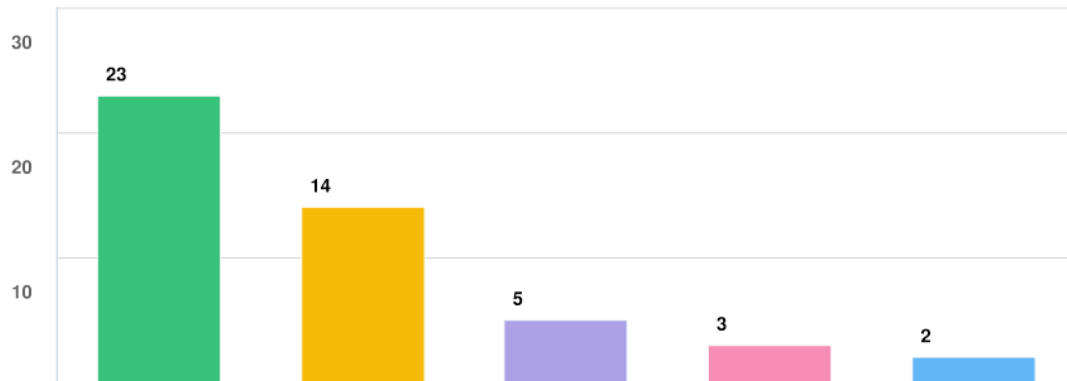
The retail sector in Liverpool is poor compared to Macarthur Square. The education sector seems to be on the move. The eat street initiative hasn't really taken off compared to Canley Vale Road restaurant strip. While the mall looks great, it still lacks life in the late afternoon and evening.

**Optional question** (7 responses, 27 skipped)



## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

## Q21 13. How would you describe yourself? (choose all that apply)

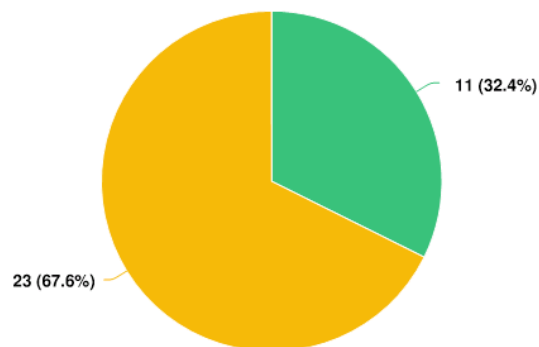


## Question options

● Resident
 ● Worker
 ● Student
 ● Visitor (from other LGA/ interstate/ overseas)
 ● Business owner

(34 responses, 0 skipped)

## Q22 14. Gender



## Question options

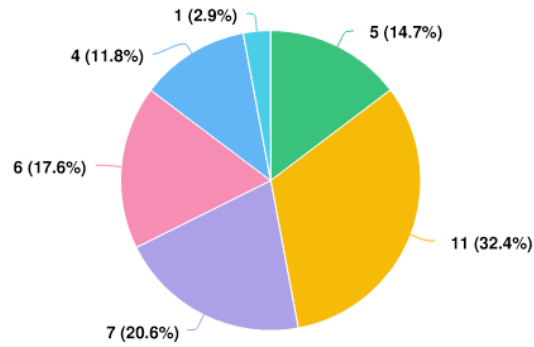
● Male
 ● Female

(34 responses, 0 skipped)

Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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**Q23** 15. Age group:



**Question options**

18-24 years    25-34 years    35-44 years    45-54 years    55-64 years    65+ years

(34 responses, 0 skipped)

## Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

**Q24 16. Which suburb do you live in? If from interstate/overseas, which state/country?  
(Please specify if you live within the Liverpool CBD).**

Anonymous 2/08/2019 04:06 PM	Liverpool
Anonymous 2/08/2019 04:48 PM	Prestons
Anonymous 2/08/2019 04:57 PM	Liverpool CBD
Anonymous 2/08/2019 05:39 PM	Manly
Anonymous 2/08/2019 06:04 PM	Casula
Anonymous 2/08/2019 07:23 PM	2145
Anonymous 2/08/2019 08:12 PM	Bonnyrigg, NSW
Anonymous 2/08/2019 10:25 PM	liverpool
Anonymous 2/10/2019 07:25 AM	Pymont NSW - past resident of Liverpool
Anonymous 2/11/2019 09:26 AM	Chipping Norton
Anonymous 2/11/2019 12:29 PM	Quakers Hill 2763
Anonymous 2/11/2019 04:12 PM	Oran Park
Anonymous 2/12/2019 12:09 PM	Chipping Norton
Anonymous 2/12/2019 04:30 PM	Ashcroft
Anonymous 2/14/2019 11:57 AM	Casula
Anonymous 2/18/2019 12:53 PM	Wattle Grove

**Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019**

Anonymous 2/18/2019 01:22 PM	CASULA
Anonymous 2/18/2019 01:48 PM	Hoxton Park
Anonymous 2/18/2019 02:34 PM	Hammondville
Anonymous 2/18/2019 04:18 PM	Middleton Grange
Anonymous 2/18/2019 06:28 PM	Casula
Anonymous 2/18/2019 07:42 PM	2170 - Prestons
Anonymous 2/18/2019 08:08 PM	Heckenberg
Anonymous 2/18/2019 10:22 PM	Mount Pritchard
Anonymous 2/18/2019 10:35 PM	2171
Anonymous 2/18/2019 10:40 PM	Bonnyrigg
Anonymous 2/19/2019 04:32 AM	Chipping Norton
Anonymous 2/20/2019 09:17 AM	Wattle Grove
Anonymous 2/21/2019 04:25 PM	Moorebank
Anonymous 2/23/2019 05:41 PM	Liverpool CBD
Anonymous 2/26/2019 09:56 AM	Bow Bowling
Anonymous 2/28/2019 11:04 AM	Middleton Grange
Anonymous 3/06/2019 01:04 PM	Moorebank
Anonymous 3/10/2019 09:43 AM	Holsworthy



Community Feedback on the Draft Destination Management Plan : Survey Report for 30 October 2013 to 10 March 2019

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(34 responses, 0 skipped)



PP\_2018\_LPOOL\_005\_00/IRF18/5647

Ms Kiersten Fishburn  
Chief Executive Officer  
Liverpool City Council  
Locked Bag 7064  
LIVERPOOL BC NSW 1871

Dear Ms Fishburn

**Planning proposal PP\_2018\_LPOOL\_005\_00 to amend Liverpool Local Environmental Plan 2008**

I am writing in response to Council's request for a Gateway determination under section 3.34(1) of the *Environmental Planning and Assessment Act 1979* (the Act) in respect of the planning proposal to allow vehicle sales or hire premises as an additional permitted use at 2A and 4 Helles Avenue, Moorebank.

As delegate of the Greater Sydney Commission, I have now determined that the planning proposal should proceed subject to the conditions in the enclosed Gateway determination.

I have also agreed, as delegate of the Secretary, the planning proposal's inconsistency with section 9.1 Direction 6.3 Site Specific Provisions is justified in accordance with the terms of the Direction.

I have considered the nature of Council's planning proposal and have conditioned the Gateway for Council to be authorised as the local plan-making authority.

The amending Local Environmental Plan (LEP) is to be finalised within 12 months of the date of the Gateway determination. Council should aim to commence the exhibition of the planning proposal as soon as possible. Council's request to draft and finalise the LEP should be made directly to Parliamentary Counsel's Office 6 weeks prior to the projected publication date. A copy of the request should be forwarded to the Department of Planning and Environment.

The State Government is committed to reducing the time taken to complete LEPs by tailoring the steps in the process to the complexity of the proposal, and by providing clear and publicly available justification for each plan at an early stage. In order to meet these commitments, the Greater Sydney Commission may take action under section 3.32(2)(d) of the Act if the time frames outlined in this determination are not met.

Should you have any further enquiries about this matter, I have arranged for Mr Rodger Roppolo to assist you. Mr Roppolo can be contacted on 8289 6876

Yours sincerely

  
5/11/18  
**Ann-Maree Carruthers**  
**Director, Sydney Region West**  
**Planning Services**

Encl: Gateway determination  
Local plan-making authority reporting template



## Planning & Environment

### Gateway Determination

**Planning proposal (Department Ref: PP\_2018\_LPOOL\_005\_00):** to permit additional use of vehicle sales or hire premises at 2A and 4 Helles Avenue, Moorebank

I, the Director, Sydney Region West at the Department of Planning and Environment, as delegate of the Greater Sydney Commission, have determined under section 3.34(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the Liverpool Local Environmental Plan (LEP) 2008 to permit additional use of vehicle sales or hire premises at 2A and 4 Helles Avenue, Moorebank should proceed subject to the following conditions:

1. Prior to undertaking public exhibition, Council shall amend the planning proposal to include a project timeline, consistent with Section 2.6 of Part 6 of the *A guide to preparing local environmental plans* (Department of Planning and Environment 2016).
2. Public exhibition is required under section 3.34(2)(c) and schedule 1 clause 4 of the Act as follows:
  - (a) the planning proposal is classified as low impact as described in *A guide to preparing local environmental plans* (Department of Planning and Environment 2016) and must be made publicly available for a minimum of **14 days**; and
  - (b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 5.5.2 of *A guide to preparing local environmental plans* (Department of Planning and Environment 2016).
3. Consultation is required with Roads and Maritime Services under section 3.34(2)(d) of the Act. Roads and Maritime Services is to be provided with a copy of the planning proposal and any relevant supporting material, and given at least 21 days to comment on the proposal.
4. A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission).





5. The planning proposal authority is authorised as the local plan-making authority to exercise the functions under section 3.36(2) of the Act subject to the following:
  - (a) the planning proposal authority has satisfied all the conditions of the Gateway determination;
  - (b) the planning proposal is consistent with section 9.1 Directions or the Secretary has agreed that any inconsistencies are justified; and
  - (c) there are no outstanding written objections from public authorities.
6. The time frame for completing the LEP is to be **12 months** following the date of the Gateway determination.

Dated 5<sup>th</sup> day of November 2018.

A handwritten signature in black ink, appearing to read 'Ann-Maree Carruthers'.

**Ann-Maree Carruthers**  
**Director, Sydney Region West**  
**Department of Planning and Environment**  
**Delegate of the Greater Sydney Commission**



## Planning & Environment

### Authorised plan-making reporting template

#### Reporting template for authorised LEP amendments

##### Notes:

- The planning proposal number will be provided by the Department of Planning and Environment following receipt of the planning proposal.
- The Department will fill in the details of Tables 1 and 3.
- The local plan-making authority is to fill in the details of Table 2.
- If the planning proposal is exhibited more than once, the local plan-making authority should add rows to **Table 2** to include this information.
- The local plan-making authority must notify the relevant contact officer in the regional office in writing of the dates as they occur to ensure the publicly accessible LEP Tracking System is kept up to date.
- The plan should be signed using the following format:  
 [Name]  
 [Title]  
 [Council name]  
 Delegate of [Council name], the local plan-making authority [date]
- A copy of this completed report must be provided to the Department with the local plan-making authority's request to have the LEP notified.

**Table 1: To be completed by the Department of Planning and Environment**

Stage	Date/Details
Planning proposal number	PP_2018_LPOOL_005_00
Date sent to DPE under section 3.34(1)	
Gateway determination date	

**Table 2: To be completed by the local plan-making authority**

Stage	Date/Details	Notified regional office
Dates draft LEP exhibited		
Date of public hearing (if held)		
Date draft LEP requested from PCO		
Date draft LEP received from PCO		
Date PCO Opinion requested		
Date PCO Opinion received		
Date GIS data or maps provided/requested		
Date ePlanning confirmed mapping is suitable and sent to PCO		
Date LEP finalised		
Date sent to DPE requesting notification		



**Planning &  
Environment**

**Table 3: To be completed by the Department of Planning and Environment**

Stage	Date/Details
Notification date and details	

**Additional relevant information:**

7 November 2018

Ref: WTJ17-225\_Planning Proposal



## **Planning Proposal**

### **Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use**

**2A and 4 Helles Avenue, Moorebank  
(Lot 3 and Lot 1 in DP 626253)**

Prepared by Willowtree Planning Pty Ltd on behalf of AHG

November 2018

### PLANNING PROPOSAL

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

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### Document Control Table

<b>Document Reference:</b>	WTJ17-225_Planning Proposal		
<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Checked By</b>
21 July 2017	DRAFT 1	R. Streeter	T. Cook
14 August 2017	DRAFT 2	R. Streeter	T. Cook
26 September 2017	DRAFT 3	R. Streeter	T. Cook
28 September 2017	FINAL	R. Streeter	T. Cook
25 September 2018	Addendum 1	B. Pupovac	T. Cook
7 November 2018	Addendum 2	B. Pupovac	T. Cook

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## PLANNING PROPOSAL

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

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## PLANNING PROPOSAL

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## EXECUTIVE SUMMARY

This Planning Proposal has been prepared by Willowtree Planning Pty Ltd on behalf of AHG, and seeks to amend *Liverpool Local Environmental Plan 2008* (LLEP2008) to include *Vehicle Sales of Hire Premises* as an additional permitted use on the site within the IN1 General Industrial zone. The land subject to this Planning Proposal is described as 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253).

The proposed amendment to the LLEP2008 subject to this Planning Proposal intends to facilitate the future inclusion of vehicles sales and auctions within the existing warehouse which is currently utilised by AHG for vehicle storage and repairs.

The proposed amendment to the LLEP2008 is considered appropriate for the following reasons:

- The proposed rezoning for an Additional Permitted Use will enable the future use of the site for vehicle sales and auctions to complement the existing vehicle repairs and storage facility and support AHG's ongoing operations.
- The proposal is consistent with the state, regional and local strategic planning framework. Specifically, the proposal is consistent with the priorities of NSW 2021, Greater Sydney Region Plan and the Western City District Plan, particularly as they relate to growing the economy, protecting employment lands, supporting strategic centres, transforming the productivity of Western Sydney and supporting important sectors of the economy.
- The proposal is consistent with the aims of the LLEP2008 as it relates to employment-generating development within an established industrial precinct that provides employment for the local and regional populations and fosters the economic growth of Liverpool.
- The proposal is consistent with the objectives of the IN1 General Industrial zone in that it will support the automotive operations of AHG and will provide a compatible mix of land uses, all of which promote employment-generation. Moreover, vehicle sales would be integrated within the existing warehouse and would provide enhanced economic activity without compromising the operations or amenity of any surrounding sites.
- As no other amendments to the LLEP2008 or any other EPI would be required to facilitate the proposal, the proposed vehicle sales or hire premises are considered to be consistent with the objectives and provisions of all applicable EPIs. Similarly, the proposal is consistent with the objectives and provisions of the relevant Development Control Plan (DCP).
- The proposal would not result in any land use conflict but rather would complement and support the range of existing and future land uses and development types on, and in immediate proximity of the site. In particular, the complementary nature of the proposed use is evidenced by the existing operations of Manheim on the site directly opposite (144 Moorebank Avenue, Moorebank), which have included vehicle sales and auctions for several years without any unacceptable impacts arising.
- Future vehicle sales and auctions would be undertaken within the existing built form on the site and therefore would be coherent with the visual character of the area.

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- The proposal will connote significant economic benefit deriving from undertaking of vehicle sales to complement AHG's existing automotive operations. Specifically, economic benefits are associated with the following:
  - The proposed use will provide additional employment opportunities within an existing warehouse situated in an established industrial area. By permitting vehicles sales to occur, the proposal will support the continued viability of the existing automotive facility operating on the site.
  - The proposal will retain existing employment-generating development and stimulate additional economic activity within the Moorebank employment lands precinct.
- The proposal will not exhibit any adverse environmental impact. Rather the proposal will enable vehicle sales to be undertaken within the existing warehouse on the site and as such will utilise established built form and infrastructure. No further land-take or infrastructure development is required to support the proposal.
- No adverse social impact will arise from the proposal. Rather the proposal will benefit the local and regional populations by providing new employment opportunities and enhancing service provision.
- The proposal is not considered to result in any other undue impacts. The future vehicles sales or hire premises would be serviced by the existing utilities, roads, car parking, waste facilities, security arrangements and built form associated with the established development.

The subject site is therefore considered suitable for Vehicle Sales or Hire Premises which the proposed amendment to Schedule 1 the LLEP2008 would enable. Accordingly, it is requested that the Planning Proposal is supported.

The Planning Proposal is structured in accordance with the following:

- Part A Land to Which the Planning Proposal Applies
- Part B Objectives or Intended Outcomes
- Part C Explanation of Provisions
- Part D Justification for Proposed LEP
- Part E Community Consultation
- Part F Conclusion

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## PART A LAND TO WHICH THIS PLANNING PROPOSAL APPLIES

### 1.1 SITE DESCRIPTION AND LOCAL CONTEXT

The subject site is identified as 2A and 4 Helles Avenue, Moorebank, being legally described as Lot 3 and Lot 1 in Deposited Plan 626253.

The site exhibits an area of approximately 1.6ha and a perimeter of approximately 500m, with a primary frontage to Helles Avenue to the north and a secondary frontage to Moorebank Avenue to the east. To the north industrial and warehousing facilities are located on the opposite side of Helles Avenue, to the east the Manheim automotive sales and auction facility is located on the opposite side of Moorebank Avenue, to the south the site is adjoined by the DSM food specialties facility and Sperling Enterprises automotive facility, and to the west the site is adjoined by a number of manufacturing and automotive facilities.

In its existing state the site comprises a single storey warehouse building with metal facades and a pitched metal roof. The warehouse is occupied by AHG and utilised for vehicle storage and repairs. Internally the warehouse incorporates storage bays as well as wash bays, dry bays, hoist bays and storage for parts and paint. Ancillary offices and amenities are also contained within the building. Externally, the site comprises customer car parking adjacent to the eastern frontage, service drop-off bays adjacent to the northern frontage, and external storage bays adjacent to the southern and western boundaries. Site landscaping is provided adjacent to the street frontages and includes trees, shrubs and lawn.

Vehicular access to the site is gained from Helles Avenue via two (2) separate driveways and a driveway crossing is also located along the Moorebank frontage. From these driveways, access is facilitated to all areas of the site, whilst access to the internal areas of the building is provided via five (5) one-way access points.

The site is accessible by road, being Helles Avenue, by which access is provided to the wider road network including Moorebank Avenue, the M5 South Western Motorway, Hume Highway, Newbridge Road and Heathcote Road. Bus stops are located along Moorebank Avenue and provide connections to Holsworthy train station and Liverpool train station. Liverpool train station is located approximately 2.3km by road from the site.

The subject site can be seen in **Figure 1** and **Figure 2** below.

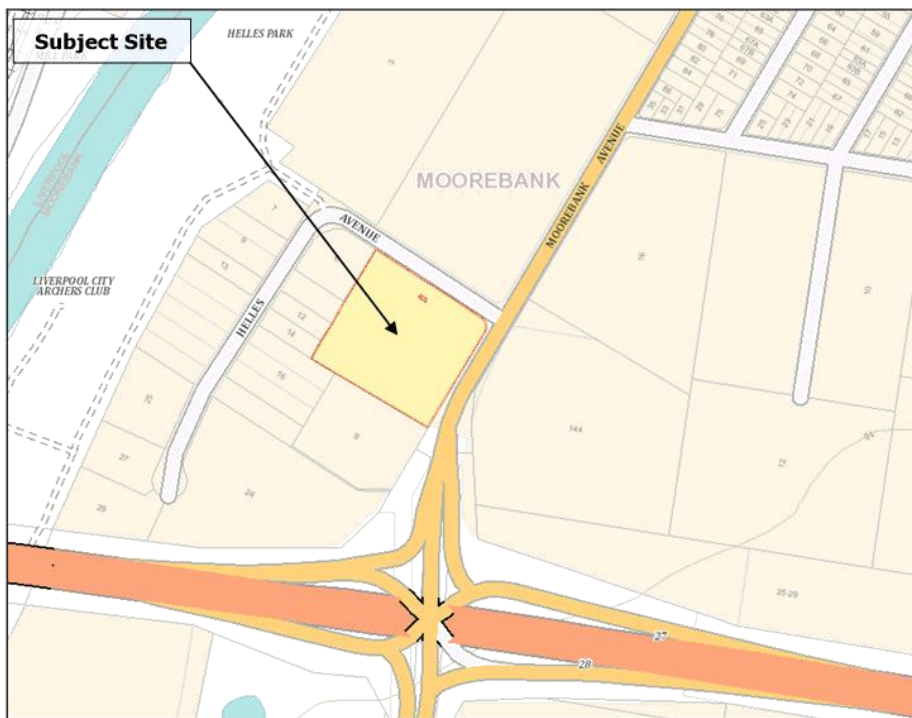


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**Figure 1. Existing Site Development (SIX Maps, 2017)**



**Figure 2. Cadastre Map (SIX Maps, 2017)**

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### 1.2 REGIONAL CONTEXT

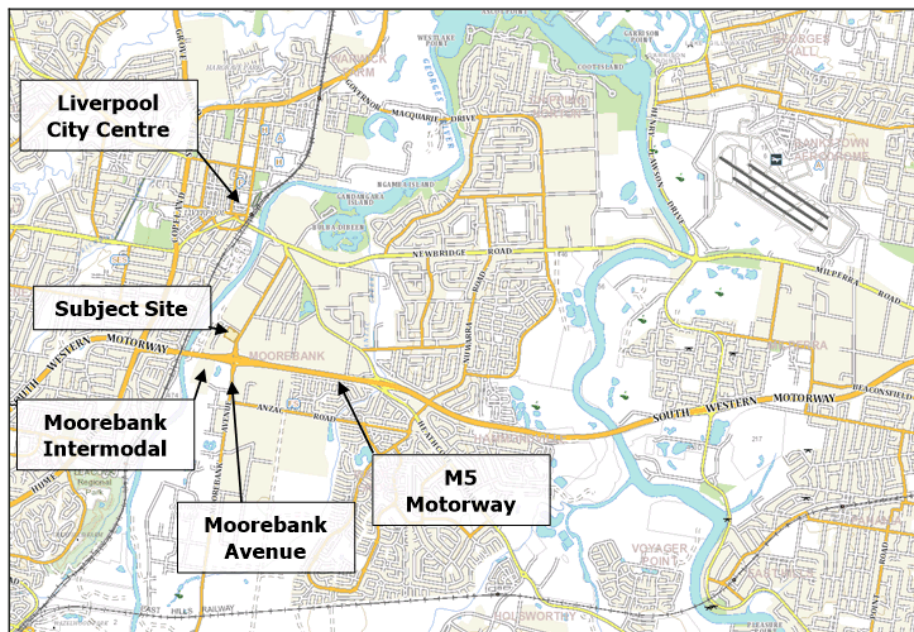
The site is located approximately 34 km south-west of the Sydney CBD and 2.3km south-east of the Liverpool commercial core. The Liverpool city centre provides a train station, Westfield shopping centre, and a number of schools, colleges and hospitals. Other commercial uses are concentrated along Hume Highway to the west of the site.

Also of note in considering the site context, the approved Moorebank Intermodal Terminal is located immediately south of the M5 Motorway, whilst industrial estates to the north form the subject of proposed rezonings for new mixed use precincts.

The nearest residential development is located approximately 255m north-east of the site on the opposite side of Moorebank Avenue approximately 400m west of the site on the opposite side of the Georges River.

Georges River and the associated riparian corridor is located approximately 250m west of the site and flows in a north-south direction through Moorebank and Liverpool.

The regional context of the site is shown in **Figure 3**.



**Figure 3. Site Context (Six Maps, 2017)**

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### 1.3 PLANNING CONTEXT

#### 1.3.1 ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

A Planning Proposal must have consideration of the objectives of the Environmental Planning and Assessment Act (EP&A Act). The objectives are as follows:

*(a) to encourage:*

- (i) the proper management, development and conservation of natural and artificial resources, including agricultural land, natural areas, forests, minerals, water, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment,*
- (ii) the promotion and co-ordination of the orderly and economic use and development of land,*
- (iii) the protection, provision and co-ordination of communication and utility services,*
- (iv) the provision of land for public purposes,*
- (v) the provision and co-ordination of community services and facilities, and*
- (vi) the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats, and*
- (vii) ecologically sustainable development, and*
- (viii) the provision and maintenance of affordable housing, and*

*(b) to promote the sharing of the responsibility for environmental planning between the different levels of government in the State, and*

*(c) to provide increased opportunity for public involvement and participation in environmental planning and assessment.*

This submission is consistent with, and has considered the objects of the EP&A Act which have been addressed in the various sections of this report and are summarised as:

- The subject site is not identified in proximity of any area of biodiversity and accordingly the proposal will not exhibit any adverse impact on the natural environment. Rather the proposal relates to existing development on a site within an industrial precinct.
- The proposal will facilitate the orderly and economic use and development of land by enabling vehicles sales to occur within an existing warehouse that is currently utilised for vehicles storage and repairs. The site context is similarly characterised by warehousing, industrial and automotive land uses that complement the proposed additional permitted use.
- The proposal will support surrounding communities by providing for employment-generating development as a permitted use.

#### 1.3.2 LIVERPOOL LOCAL ENVIRONMENTAL PLAN 2008

The site is subject to the provisions of *Liverpool Local Environmental Plan 2008* (LLEP2008).

The aims of the LLEP2008 are:

- (a) to encourage a range of housing, employment, recreation and services to meet the needs of existing and future residents of Liverpool,*
- (b) to foster economic, environmental and social well-being so that Liverpool continues to develop as a sustainable and prosperous place to live, work and visit,*
- (c) to provide community and recreation facilities, maintain suitable amenity and offer a variety of quality lifestyle opportunities to a diverse population,*



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- (d) to strengthen the regional position of the Liverpool city centre as the service and employment centre for Sydney's south west region,*
- (e) to concentrate intensive land uses and trip-generating activities in locations most accessible to transport and centres,*
- (f) to promote the efficient and equitable provision of public services, infrastructure and amenities,*
- (g) to conserve, protect and enhance the environmental and cultural heritage of Liverpool,*
- (h) to protect and enhance the natural environment in Liverpool, incorporating ecologically sustainable development,*
- (i) to minimise risk to the community in areas subject to environmental hazards, particularly flooding and bush fires,*
- (j) to promote a high standard of urban design that responds appropriately to the existing or desired future character of areas.*

The proposal is consistent with the aims of the LLEP2008 as it relates to employment-generating development within an established industrial precinct that provides employment for the local and regional populations and fosters the economic growth of Liverpool.

Relevant zoning and development standards are summarised in the subsequent sections.

### **Zoning and Permissibility**

The subject site is zoned IN1 General Industrial pursuant to LLEP2008 (**Figure 4**). The objectives of the zone are:

- *To provide a wide range of industrial and warehouse land uses.*
- *To encourage employment opportunities.*
- *To minimise any adverse effect of industry on other land uses.*
- *To support and protect industrial land for industrial uses.*
- *To particularly encourage research and development industries by prohibiting land uses that are typically unsightly or unpleasant.*
- *To enable other land uses that provide facilities or services to meet the day to day needs of workers in the area.*

The proposal is highly consistent with the objectives of the zone as it will provide additional employment opportunities within an existing warehouse situated in an established industrial area. By permitting vehicles sales to occur, the proposal will support the continued viability of the existing automotive facility operating on the site. The proposed use is commensurate with existing land uses within the locality and will not adversely impact on any surrounding or residential land uses.

Within the IN1 zone the following are permissible without consent:

*Nil.*

Within the IN1 zone the following are permissible with consent:

*Boat sheds; Building identification signs; Business identification signs; Car parks; Cemeteries; Child care centres; Community facilities; Crematoria; Depots; Environmental facilities; Environmental protection works; Flood mitigation works; Freight transport facilities; Garden centres; General industries; Hardware and building supplies; Helipads; Heliports; Hotel or motel accommodation; Industrial training facilities; Industrial retail outlets; Information and education facilities; Kiosks; Light industries; Liquid fuel depots; Mortuaries; Neighbourhood shops; Passenger transport facilities; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Restaurants or cafes; Roads; Sex services premises; Storage premises; Take away food and drink*

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*premises; Transport depots; Vehicle body repair workshops; Vehicle repair stations; Warehouse or distribution centres.*

Within the IN1 zone the following are prohibited:

*Any development not specified in item 2 or 3.*

The current use of the site is for a vehicle repair and storage facility which is permitted with consent as a hybrid of Vehicle Body Repair Workshops, Vehicle Repair Stations, Storage Premises and Warehouse or Distribution Centres.

Vehicle Sales or Hire Premises are however currently prohibited in the IN1 zone and accordingly this proposal intends to amend Schedule 1 of the LLEP2008 to permit Vehicle Sales or Hire Premises as an Additional Permitted Use on the site.

Pursuant to the dictionary of the LLEP2008, *Vehicle Sales or Hire Premises* are defined as follows:

*a building or place used for the display, sale or hire of motor vehicles, caravans, boats, trailers, agricultural machinery and the like, whether or not accessories are sold or displayed there.*

*Note. Vehicle sales or hire premises are a type of retail premises.*

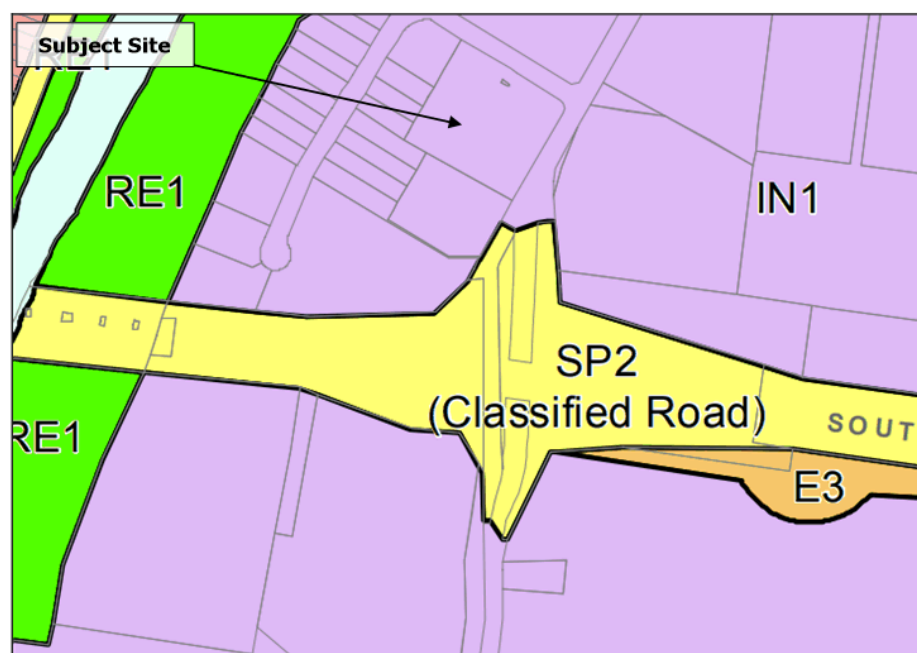


Figure 4. Zoning Map (NSW Legislation, 2017)

### Minimum Subdivision Lot Size

The site is subject to a minimum lot size of 2000m<sup>2</sup> pursuant to the LLEP2008.

No change to the minimum subdivision lot size control is required to support the proposed Additional Permitted Use.



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#### ***Height of Buildings***

The site is subject to a maximum building height of 21m pursuant to the LLEP2008.

No change to the maximum building height control is required to support the proposed Additional Permitted Use.

#### ***Floor Space Ratio***

The site is not subject to a maximum floor space ratio pursuant to the LLEP2008.

#### ***Land Reservation***

The site is not identified as being subject to any land reservations in the relevant LLEP2008 map.

#### ***Heritage Conservation***

The site is not identified as an item of environmental heritage or within a heritage conservation area. Neither is the site located in proximity of any heritage items or heritage conservation areas.

#### ***Environmentally Significant Land***

The site is not identified as comprising any environmentally sensitive land in the relevant LLEP2008 map.

#### ***Acid Sulfate Soils***

The site is identified as comprising class 5 acid sulfate soils (**Figure 5**) and is therefore subject to clause 7.7 of the LLEP2008.

Pursuant to clause 7.7, consent is required for the following on class 5 acid sulfate soils:

- *Works within 500 metres of adjacent Class 1, 2, 3 or 4 land that is below 5 metres Australian Height Datum by which the watertable is likely to be lowered below 1 metre Australian Height Datum on adjacent Class 1, 2, 3 or 4 land.*

The proposal seeks to permit an additional use for vehicle sales within an existing warehouse and would not impact on any acid sulfate soils. Acid sulfate soils would be considered in greater detail in conjunction with any DA seeking consent for built form.

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**Figure 5. Acid Sulfate Soils Map (NSW Legislation, 2017)**

**Flood Planning**

The site is identified as flood prone land (**Figure 6**) and is therefore subject to clause 7.8 of the LLEP2008.

Pursuant to clause 7.8(3), *development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that the development:*

- (a) *is compatible with the flood hazard of the land, and*
- (b) *will not significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties, and*
- (c) *incorporates appropriate measures to manage risk to life from flood, and*
- (d) *will not significantly adversely affect the environment or cause avoidable erosion, siltation, destruction of riparian vegetation or a reduction in the stability of river banks or watercourses, and*
- (e) *is not likely to result in unsustainable social and economic costs to the community as a consequence of flooding, and*
- (f) *is consistent with any relevant floodplain risk management plan adopted by the Council in accordance with the Floodplain Development Manual.*

The proposed use for vehicles sales is intended to occur within the existing building on the site and therefore is considered compatible with the flood characteristics of the land. Flooding would be considered in greater detail in conjunction with any DA seeking consent for built form.

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Figure 6. Flood Map (Liverpool ePlanning Portal, 2018)

#### 1.3.3 DRAFT ENVIRONMENTAL PLANNING INSTRUMENTS

There are no draft Environmental Planning Instruments applicable to the proposed development on the subject site.

#### 1.3.4 LIVERPOOL DEVELOPMENT CONTROL PLAN 2008

The *Liverpool Development Control Plan 2008* (LDCP2008) provides detailed planning and design guidelines to support the planning controls in the LLEP2008. They affect the form, function and amenity of a development or area.

The LDCP2008 is applicable to the site and accordingly any future development on the site would consider the objectives and provisions of the LDCP2008.

Of particular relevance to the existing and proposed uses on the site are the car parking provisions contained in Part 1 of the LDCP2008 which are summarised in **Table 1**.

Table 1 – LDCP2008 Car Parking Controls		
Land Use Rate	Applied Rate	Proposed Parking
Vehicle Showroom	16,126 / 130 = <b>125 spaces</b>	<b>71 spaces</b>
<ul style="list-style-type: none"> <li>1 space/130m<sup>2</sup> of site</li> </ul>		

Whilst the provision of on-site parking is deficient 54 spaces when the DCP rates are applied, as discussed in Ason Group's Traffic Impact Statement in **Appendix 3**, the required parking rate is considered to be excessive in this case as only part of the site area is being used for general vehicle sales purposes with the remainder of the site being used for intermittent car auctions. In this regard, the auction area comprises some 5,880m<sup>2</sup> of the overall site area. Applying the vehicle showroom rate to the relevant site of 10,246m<sup>2</sup> associated with vehicle sales result in a parking requirement of **79 spaces**.

Furthermore, Ason Group have undertaken a first-principles analysis to determine future car parking demands for the proposed use. The analysis concludes that the projected parking demands arising from typical daily conditions and during auctions are 21 spaces and **38 spaces** respectively.

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In light of the above and the findings of Ason Group, the provision of **71 spaces**, is considered to adequately cater to the proposed use as this far exceeds the projected demand of up to 38 spaces. This is considered a suitable compromise between the projected demands and Council's nominal DCP requirements.

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## PART B OBJECTIVES OR INTENDED OUTCOMES

### 2.1 OBJECTIVES

The key objective of the proposed additional permitted use is to enable vehicle sales and auctions to be undertaken within the existing warehouse on the site through an amendment to Schedule 1 of the LLEP2008. This intended outcome will be achieved with respect to the following secondary objectives:

- Provide vehicle sales or hire premises within the existing warehouse to complement the existing vehicle repair and storage operations currently being undertaken.
- Support the continued viability of AHG's current automotive operations by permitting vehicle sales and auctions to occur on the site.
- Retain existing employment-generating development and stimulate additional economic activity within the Moorebank employment lands precinct.
- Facilitate the appropriate use of existing infrastructure and built form by allowing vehicle sales and auctions to be undertaken within the building on the site.
- Integrate with the character of the Moorebank precinct and respond to the precedence established by similar automotive auction facilities operating within immediate proximity of the site.
- Achieve the objectives of the IN1 General Industrial zone.

The future development and use of the site for vehicles sales will be subject to separate approval under either a CDC or DA as appropriate in respect of the LLEP2008 and *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (Codes SEPP).

### 2.2 INTENDED OUTCOMES

A Plan of Management shall be lodged with any future development application for the use of the facility for vehicle sales and auction purposes. Should the LLEP2008 be amended as proposed, the following operations of the facility are envisaged.

#### 2.2.1 Auctions

<b>Staff No.</b>	20 sales/admin staff at any given time
<b>Auction frequency</b>	Three (3) / week (2-3 hrs at a time). Never multiple auctions in one day.
<b>Projected no. of persons attending the site (at any one time)</b>	During auction events: 30 Any other time: 5
<b>Hours of operation</b>	Auction times: 11am (no Sunday auction) Regular operating hours: 8:30am – 5:30pm Monday to Friday; 9:00am – 5:00pm Saturday & Sunday.



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### Fixed Price Sales

<b>Staff No.</b>	Sales consultants x 3 Business Manager x 1 Yard manager x 1 Detailers x 3 Mechanic x 1
<b>Hours of operation</b>	Regular operating hours: 8:30am – 5:30pm Monday to Friday; 9:00am – 5:00pm Saturday & Sunday.

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## PART C EXPLANATION OF PROVISIONS

### 3.1 OVERVIEW

The proposed amendment to *Liverpool Local Environmental Plan 2008* (LLEP2008) seeks to permit Vehicle Sales or Hire Premises on the site as an Additional Permitted Use under Schedule 1.

### 3.2 AMENDMENT TO LIVERPOOL LOCAL ENVIRONMENTAL PLAN 2008

The objectives of this Planning Proposal may be achieved through the amendment of the LLEP2008 to provide an Additional Permitted Use on the site for Vehicle Sales or Hire Premises.

Accordingly, it is proposed to permit Vehicle Sales or Hire Premises on the subject site within Schedule 1 of the LLEP2008. Pursuant to the dictionary of the LLEP2008, *Vehicle Sales or Hire Premises* are defined as followed:

*a building or place used for the display, sale or hire of motor vehicles, caravans, boats, trailers, agricultural machinery and the like, whether or not accessories are sold or displayed there.*

*Note. Vehicle sales or hire premises are a type of retail premises.*

The proposed outcome will be achieved by including an amendment to Schedule 1 that:

1. confirm the intension of the clause for use of land at Helles Avenue, Moorebank.
2. confirm the Site address for which the clause relates to, being 2A and 4 Helles Avenue Lot 3 and Lot 1, DP 626253.
3. restricts the capacity of the additional permitted use by:
  - (a) restricting total Gross Floor Area of the use to 5,780m<sup>2</sup>;
  - (b) restricting use to within the existing warehouse building only; and
  - (c) requiring external areas not to be used for display of vehicles for the purposes of vehicle sales or hire.

The proposed amendment to the LLEP2008 to include Vehicle Sales or Hire Premises as an Additional Permitted Use is considered appropriate, having regard to the following matters:

- The proposal will achieve the objectives of the IN1 General Industrial zone, being:
  - *To provide a wide range of industrial and warehouse land uses.*
  - *To encourage employment opportunities.*
  - *To minimise any adverse effect of industry on other land uses.*
  - *To support and protect industrial land for industrial uses.*
  - *To particularly encourage research and development industries by prohibiting land uses that are typically unsightly or unpleasant.*
  - *To enable other land uses that provide facilities or services to meet the day to day needs of workers in the area.*

The inclusion of vehicles sales on the site will support the automotive operations of AHG and will provide a compatible mix of land uses, all of which promote employment-generation. Moreover, vehicle sales would be integrated within the existing warehouse and would provide enhanced economic activity without compromising the operations or amenity of any surrounding sites.

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- The incorporation of vehicle sales on the site is not considered to result in any land use conflict within the subject site or with land uses operating on surrounding sites. Rather, vehicle sales within the existing warehouse will complement a compatible range of uses relating to vehicle repairs and storage.
- Related to the above, the proposal will assist in the stimulation of economic activity within Moorebank.
- In further elaboration of the economic benefits deriving from the proposal, it will preserve the use of the site for employment-generating development by enabling development for purposes which employ staff.
- The proposal will integrate with the character of the Moorebank precinct and respond to the precedence established by similar automotive auction facilities operating within immediate proximity of the site.
- Vehicles sales on the site would make use of existing infrastructure and built form and therefore the site represents a highly appropriate location for the proposed use to occur.

For the reasons outlined above, the proposal is considered highly appropriate and desirable for the site and also for the surrounding area.

No change to the built form controls of the LLEP2008 is required to support the proposed Additional Permitted Use.

### 3.3 SUMMARY OF FUTURE OPERATIONS OF THE PREMISES

As aforementioned, the proposed additional permitted use for Vehicle Sales or Hire Premises is sought for the purpose of carrying out vehicle sales and auctions within the warehouse on the site in conjunction with the existing vehicle repairs and storage operations of AHG.

The operational particulars associated with the proposed use are summarised as follows:

<b>Table 2 – Proposed Operational Particulars</b>	
<b>Development / Use Particular</b>	<b>Description</b>
Customer Lounge	<p>A customer lounge within an area of 282m<sup>2</sup> is located in the south-western corner of the warehouse and will be utilised in conjunction with vehicle sales.</p> <p>Amenities are also included within the customer lounge area.</p>
Office	<p>Ground floor and mezzanine offices ancillary to the vehicle sales use comprise a combined area of 324m<sup>2</sup> and are located in the south-western corner of the site.</p> <p>Additionally, a 'fixed price' sales office and staff amenities (including kitchenette and lunch room) with a combined area of 222m<sup>2</sup> are situated in the south-eastern corner of the warehouse.</p>

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Auction Area	<p>Auctions are proposed to be undertaken in the south-western corner of the warehouse.</p> <p>The auction area includes a vehicle presentation area, customer seating, auction booth and sales desks.</p>
Vehicle Storage and Display	<p>The western portion of the warehouse will be utilised for vehicle storage and display, and comprises 104 bays.</p> <p>Combined with the auction area, the vehicle storage and display area comprises an area of 2,852m<sup>2</sup>.</p>
Fixed Price Car Display	<p>The eastern portion of the warehouse will be utilised for the display of vehicles available for fixed price sale. The fixed price car display area comprises 70 bays and an area of 1,845m<sup>2</sup>.</p>
Hoist and Washbays	<p>Two (2) hoist bays, two (2) wash bays and two (2) dry bays are located in the north-eastern corner of the warehouse and comprise a combined area of 255m<sup>2</sup>.</p>
External Storage Bays	<p>A total of 308 storage spaces are located throughout the external areas of the site.</p>
Service Drop Off Bays	<p>24 service drop off bays are located adjacent to the eastern site boundary.</p>
Customer Car Parking	<p>18 parking spaces adjacent to the southern boundary have been allocated as customer parking.</p>
Staff Car Parking	<p>20 parking spaces in the south-western corner of the site have been allocated as staff parking.</p>
Hours of Operation	<p>Auction times: 11am (no Sunday auction) Regular operating hours: 8:30am – 5:30pm Monday to Friday; 9:00am – 5:00pm Saturday &amp; Sunday.</p>
Number of Employees	<p><u>Auctions:</u> 20 sales/admin staff at any given time. <u>Fixed Price Sales:</u> Sales consultants x 3 Business Manager x 1 Yard manager x 1 Detailers x 3 Mechanic x 1</p>
Number of Customers	<p>During auction events: 30 Any other time: 5</p>

The areas of the site to be used for vehicle sales and auctions are shown within the Site Plan and Floor Plan at **Appendices 1 and 2**.

The overview of operations provided within this section is intended to contextualise and inform the assessment of the proposed Additional Permitted Use.

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The future development and use of the site for vehicles sales will be subject to separate approval under either a CDC or DA as appropriate in respect of the LLEP2008 and *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (Codes SEPP).

## PART D JUSTIFICATION FOR PROPOSED LEP AMEDMENT

### 4.1 NEED FOR THE PLANNING PROPOSAL

The Department of Planning and Environment document *A Guide to Preparing Planning Proposals* includes the following questions in describing the need for the Planning Proposal.

#### 4.1.1 IS THE PLANNING PROPOSAL A RESULT OF ANY STRATEGIC STUDY OR REPORT?

The Planning Proposal is not the direct result of a strategic study or report. The proposed amendment to the LLEP2008 to rezone the site for vehicle sales or hire premises does however align with a number of state and regional strategic studies and reports including:

##### 4.1.1.1 NSW 2021

NSW 2021 is a State strategic plan and was delivered in December 2012. It is a 10 year plan to '*rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen the local environment and communities*'.

It replaces the previous State Plan as the NSW Government's strategic business plan, setting priorities for action and guiding resource allocation. NSW 2021 is a plan for change with ambitious goals and challenging targets.

The NSW 2021 Plan identifies five key strategies that the Plan is based around including:

- Rebuild the economy;
- Return quality services;
- Renovate infrastructure;
- Strengthen our local environment and communities;
- Restore accountability to government.

Key priority actions and actions outlined in each strategy are discussed below as they relate to the proposed future provision of vehicle sales or hire premises on the subject site.

#### ***Rebuild the Economy***

The Government's number one priority is to restore economic growth and establish NSW as the first place in Australia to do business. The proposal will positively contribute to the economy through the provision of employment-generating development and the attraction of economic activity, thereby supporting the role of Moorebank's employment lands and supporting the continued viability of AHG.

In accordance with the above, the proposal will support the attainment of the following targets:

- *Grow business investment by an average of 4% per year to 2020.*
- *Grow GSP per capita by an average 1.5% per year to 2020 with specific industry growth targets.*
- *Grow employment by an average of 1.25% per year to 2020.*

#### ***Return Quality Services***



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The Government's goal to return quality services includes targets relating to the improved efficiency of the road network and the increased use of public transport. The provision of vehicle sales within an established warehouse used for vehicle-related operations will make use of established road and public transport infrastructure. As such the proposal will contribute to the attainment of the following target:

- *Improve the efficiency of the road network during peak times on Sydney's road corridors.*

In accordance with the above paragraphs, the proposed Additional Permitted Use is consistent with NSW 2021 in that it will positively contribute to the economy by providing a compatible land use supporting the viability of an established automotive facility and the wider Moorebank employment lands precinct.

#### 4.1.1.2 GREATER SYDNEY REGION PLAN

*The Greater Sydney Plan* (The Plan), *A Metropolis of Three Cities* sets a 40 year vision (to 2056) for growing Greater Sydney with a focus on the regional significance of central and western Sydney in order to contribute to a more productive, liveable and sustainable city. The Plan has been prepared concurrently with Future Transport 2056 and *State Infrastructure Strategy 2018-2038* to align land use, transport and infrastructure outcomes for Greater Sydney.

The Plan envisages Sydney as a metropolis of three (3) cities, including:

- The Western Sydney Parkland City;
- The Central River City; and
- The Eastern Harbour City.

The site is located on the fringe of The Western Sydney Parkland City. The Plan seeks to foster productivity, liveability and sustainability, to be achieved through the '30 minute city' model by which more than 60% of people live within 30 minutes of jobs, education, health facilities and services. The creation of the 30 minute city is to be promoted through infrastructure investment and coordinated transport and land use planning.

Priorities for Greater Sydney are summarised as follows:

#### ▪ A productive Sydney:

- A growing city of 817,000 additional jobs, 1.74 million additional people, 725,000 new homes and \$655 billion worth of economic activity;
- Smart jobs including increased knowledge-intensive, health and education jobs, as well as increased productivity per worker;
- A 30-minute city characterised by better accessibility to an increased range of jobs, local services and amenities, including for socially disadvantaged areas;
- By 2036 the Western City is envisioned as a commercial and retail businesses, and health and education hub, along with significant freight and logistics strengths;

#### ▪ A liveable Sydney:

- An equitable, polycentric city focusing on access to jobs, education, health services, open space and community/cultural infrastructure, new infrastructure to accommodate growth, enhanced heritage areas and consideration of demographic change;
- Housing choice and diversity to suit people through all stages of life and in different income groups, including affordable rental housing, social housing, increased supply and the prioritisation of growth close to jobs and in walkable centres;
- A collaborative city across state agencies, local government, service providers and the wider community;
- The Vision for the Western City in 2036 is one offering a diversity of housing opportunities, access to green spaces and cultural and entertainment facilities, with well-connected communities which have access to a range of jobs and services.

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### • A sustainable city:

- A city in its landscape with aims to improve the health of waterways, protect and enhance biodiversity, open space, scenic/cultural heritage and productive landscapes and increase access to open space;
- An efficient city by which environmental impacts are minimised and mitigated through the efficient use of energy and resources, recycling of water and materials and the development of renewable energy sources;
- A resilient city adapting to the impacts of climate change, minimising exposure to hazards and strengthening social, organisation and infrastructure capacity;
- The Western City, by 2036, is envisioned as the parkland city with environmentally-enriched waterways and a fully revealed and restored underlying natural landscape.

The PP positively contributes to the priorities of the Plan by:

- Commercial premises on the Site would contribute to the creation of the 30-minute city owing to the immediate proximity of the Site to jobs, services and future transport infrastructure; and
- The proposed additional permitted use of the Site would increase employment floorspace, and would provide additional employment opportunities.

In summary, the proposed development would contribute to the objectives set out in the Greater Sydney Region Plan by promoting minor environmental impacts and the further promotion of employment-generating opportunities to the wider locality and community.

### 4.1.1.3 WESTERN CITY DISTRICT PLAN

Greater Sydney's three cities reaches across five (5) districts. The Greater Sydney Region Plan identifies Moorebank as being located within the Western City District, which includes Liverpool Council Local Government Area (LGA). The plan encourages a twenty year plan to help encourage and establish the goals set out in the Greater Sydney Region Plan mentioned above. The plan is considered the 'bridge' between Regional and Local planning. Moorebank is situated within the Western City District.

The plan reinforces the four (4) planning priorities and action items for concern as previously mentioned in **Section 4.1.1.2**. The Plan establishes a number of priorities and actions to guide growth, development and change, relating to infrastructure & collaboration, liveability, productivity and sustainability.

The Greater Sydney Commission further reinforces the Plan's potential for achievement by outlining the following strategies, including:

- Creating a once-in-generation economic boom with the Western Sydney Airport and Badgerys Creek Aerotropolis bringing together infrastructure, businesses and knowledge-intensive jobs
- Building on the Western Sydney City Deal to transform the Western City District over the next 20 to 40 years by building on natural and community assets and developing a more contained Western City District with a greater choice of jobs, transport and services aligned with growth
- Delivering the first stage of the North South Rail Link
- Collaborating and building strong relationships between Liverpool, Greater Penrith and Campbelltown-Macarthur reinforced by the emerging Badgerys Creek Aerotropolis forming a unique metropolitan cluster
- Providing major transport links for people and freight by unprecedented transport investments
- Developing a range of housing, providing access to public transport and infrastructure including schools, hospitals and community facilities
- Linking walking and cycling paths, bushland and a green urban landscape framed by the Greater Blue Mountains World Heritage Area, the Scenic Hills and Western Sydney Parklands
- Enhancing and protecting South Creek, Georges River and Hawkesbury Nepean river systems
- Mitigating the heat island effect and providing cooler places by extending urban tree canopy and retaining water in the landscape

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- Protecting the District's natural landscapes, heritage and tourism assets, unique rural areas and villages
- Protecting the environmental, social and economic values of the Metropolitan Rural Area.

The proposal would contribute to the objectives set out in the Western City District Plan by promoting a greater range of land uses of benefit to the community by employment generation and provision of an additional use to complement the current operations, whilst supporting an economical and environmentally sustainable proposed development.

#### 4.1.1.4 OUR HOME, LIVERPOOL 2027

Refer to section 4.2.2.1 of this report.

#### 4.1.2 IS THE PLANNING PROPOSAL THE BEST MEANS OF ACHIEVING THE OBJECTIVES OR INTENDED OUTCOMES OR IS THERE A BETTER WAY?

It is considered that the Planning Proposal is the best means of achieving the objectives stipulated in Section 2 of this report.

Under the current LLEP2008 the site is zoned IN1 General Industrial and Vehicle Sales or Hire Premises are prohibited. Though prohibited, development for the purpose of vehicle sales is considered to achieve the relevant zone objectives given that vehicle sales or auctions would provide additional employment-generation and economic activity, whilst effectively integrating with the current operations of the site as well as surrounding land uses. Moreover, the vehicles sales or hire premises respond to precedence established by other facilities in immediate proximity of the site and therefore would be consistent with the established character and role of the area.

Further, the built form controls applicable to the site under the current LLEP2008 would suitably enable development for the purposes of vehicle sales or hire premises with no amendment required.

Therefore an amendment to the LLEP2008 is required to permit the intended future provision of vehicle sales or hire premises on the site to support the continued operations of AHG.

#### 4.1.3 IS THERE A NET COMMUNITY BENEFIT?

Net community benefit has been assessed in accordance with relevant guidelines and as outlined in the following table.

<b>Table 3 - Net Community Benefit</b>		
<b>Criteria</b>	<b>Y/N</b>	<b>Proposal</b>
Will the LEP be compatible with agreed State and regional strategic direction for development in the area (e.g. land release, strategic corridors, development within 800m of a transit node)?	Y	The proposal is consistent with key elements of NSW 2021, Greater Sydney Region Plan and the Western City District Plan, as discussed above.
Is the LEP located in a global/regional city, strategic centre or corridor nominated within the Metropolitan Strategy or other regional/subregional strategy?	Y	The site is located within Liverpool which is identified within Greater Sydney Region Plan as a strategic centre and a regional city centre. Liverpool is also identified within the Bankstown to Liverpool enterprise corridor and the Campbelltown-MacArthur to Liverpool urban corridor, which are intended to provide concentrated, efficient and sustainable growth.

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		<p>Within the Western City District Plan, Liverpool is also identified as a strategic centre.</p> <p>Consistent with the strategic policy for Liverpool, the proposal will support continued economic activity and will protect strategically-located employment lands for employment-generating development.</p>
Is the LEP likely to create a precedent or create or change the expectations of the landowner or other landholders?	N	<p>Precedent has already been established within Moorebank for vehicle sales and auctions, and accordingly the proposed additional permitted use responds to the current variety of land uses operating in proximity of the site.</p> <p>Specifically, the Manheim automotive sales and auction facility is located directly opposite the subject site, on the eastern side of Moorebank Avenue. Manheim have been undertaking auctions on the site for several years and it is considered highly appropriate for the subject site to undertake similar operations.</p>
Have the cumulative effects of other spot rezoning proposals in the locality been considered? What was the outcome of these considerations?	N	<p>Whilst land in close proximity of the site, including directly to the north, forms the subject of proposed rezonings to facilitate large scale mixed use development, the proposed additional permitted use for vehicle sales does not directly respond to any rezonings.</p> <p>Rather, the proposal seeks to conserve the current IN1 General Industrial zoning and adhere to the objectives of the zone, whilst introducing a vehicle sales component to the existing vehicle-related operations.</p> <p>As aforementioned, the proposal does respond to the Manheim automotive sales and auction facility directly opposite the site, though it is understood that this use was approved under a previous LEP which provided for vehicles sales as a permitted use.</p> <p>Accordingly, the proposal will integrate with existing land uses on surrounding sites that have been effectively operating for a number of years.</p>
Will the LEP facilitate a permanent employment generating activity or result in a loss of employment lands?	Y	<p>The proposal will facilitate vehicle sales which represent a permanent employment generating activity. This is consistent with the range of land uses permitted under the current IN1 zoning which aims to ensure the use of the land for employment generation.</p>
Will the LEP impact upon the supply of residential land and therefore housing supply and affordability?	N	<p>The subject site is currently zoned for employment-generating land uses which the existing AHG vehicle repairs and storage facility ensures the provision of. Neither the existing or proposed range of permissible uses allow development for the purposes of residential accommodation on the site. This is consistent with the designation of the site and its surrounds as employment</p>



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		lands.
Is the existing public infrastructure (roads, rail, utilities) capable of servicing the proposed site? Is there good pedestrian and cycling access? Is public transport currently available or is there infrastructure capacity to support future transport?	Y	<p>The inclusion of vehicles sales within the existing automotive facility on the site will not result in any substantial additional traffic generation or place additional demand on services, and therefore will be suitably accommodated by existing public infrastructure.</p> <p>The site is accessible by road, being Helles Avenue, by which access is provided to the wider road network including Moorebank Avenue, the M5 South Western Motorway, Hume Highway, Newbridge Road and Heathcote Road. Bus stops are located along Moorebank Avenue and provide connections to Holsworthy train station and Liverpool train station. Liverpool train station is located approximately 2.3km by road from the site.</p>
Will the proposal result in changes to the car distances travelled by customers, employees and suppliers? If so, what are the likely impacts in terms of greenhouse gas emissions, operating costs and road safety?	N	<p>The site already incorporates vehicle repairs and storage facilities, and the co-location of vehicle sales and auctions within the existing facility will reduce the need to travel for deliveries/suppliers, staff and customers.</p> <p>Accordingly, no impacts in terms of emissions, operating costs and road safety are expected to be incurred.</p>
Are there significant Government investments in infrastructure or services in the area where patronage will be affected by the proposal? If so, what is the expected impact?	N	<p>The proposal does not require further government investment in public infrastructure; it will utilise the existing infrastructure and services which will suitably accommodate the additional use.</p>
Will the proposal impact on land that the Government has identified a need to protect (e.g. land with high biodiversity values) or have other environmental impacts? Is the land constrained by environmental factors such as flooding?	N	<p>The proposal will not impact on land that the government has identified a need to protect. Rather the proposal will facilitate vehicle sales to take place within an existing building that is situated within an established employment lands precinct.</p> <p>There are no environmental constraints that would compromise the use of the existing facility for vehicle sales.</p>
Will the LEP be compatible/complementary with surrounding adjoining land uses? What is the impact on the amenity in the location and wider community? Will the public domain improve?	Y	<p>The proposed vehicles sales or hire premises would effectively integrate with the existing facility on the site and also with land uses taking place on surrounding sites. The complementary nature of the proposed use is evidenced by the existing operations of Manheim on the site directly opposite, which have included vehicle sales and auctions for several years without any unacceptable impacts arising.</p> <p>The site is located within an industrial area and would not compromise any neighbouring operations or amenity. Neither would the proposal adversely impact on the public domain.</p>



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Will the proposal increase choice and competition by increasing the number of retail and commercial premises operating in the area?	Y	The proposal would introduce another vehicle sales and auction facility to Moorebank, thereby increasing choice and competition within the automotive industry. This is considered to positively diversify economic activity and employment opportunities within the area, and also enhance service provision to the benefit of customers.
If a stand-alone proposal and not a centre, does the proposal have the potential to develop into a centre in the future?	N	The proposal is for vehicle sales or hire premises only, intended to complement and support the existing vehicle repairs and storage facility operating on the site. The proposal would provide additional economic activity and employment within Moorebank and as such would reinforce the role of designated employment lands. The proposed vehicle sales would not however contribute to any transformation of the locale.
What are the public interest reasons for preparing the draft plan? What are the implications of not proceeding at that time?	Y	<p>The proposal will allow for vehicle sales to be undertaken on the site to support and complement the existing vehicle repairs and storage facility. The proposed use represents a type of employment-generating activity and will provide new employment opportunities and economic activity for the local and regional populations. The proposal is therefore considered to be completely in the public interest with no adverse impacts anticipated.</p> <p>Were the proposal not to proceed at this time, the continued viability of AHG's operations would be potentially compromised and Moorebank would forgo the opportunity for diversified employment-generation and economic activity.</p>

## 4.2 RELATIONSHIP TO STRATEGIC PLANNING FRAMEWORK

### 4.2.1 IS THE PLANNING PROPOSAL CONSISTENT WITH THE OBJECTIVES AND ACTIONS CONTAINED WITHIN THE APPLICABLE REGIONAL OR SUBREGIONAL STRATEGY (INCLUDING THE SYDNEY METROPOLITAN PLAN AND EXHIBITED DRAFT STRATEGIES)?

As previously discussed in Section 4.1, the Planning Proposal is consistent with NSW 2021, Greater Sydney Region Plan and the Western City District Plan.

### 4.2.2 IS THE PLANNING PROPOSAL CONSISTENT WITH THE LOCAL COUNCIL'S COMMUNITY STRATEGIC PLAN OF OTHER LOCAL STRATEGIC PLAN?

#### 4.2.2.1 OUR HOME, LIVERPOOL 2027

*Our Home, Liverpool 2027 Plan* establishes the vision and priorities of the Liverpool community and endeavours to improve the wellbeing of the local residents. The overall concept of the plan focuses on what priorities the residents capture such as social inclusion, protecting the local environment, generating opportunity and providing collaborative leadership.

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The Community Strategic Plan is a ten-year plan that defines the vision and priorities of the community, which prioritises four main directions; these priorities have been identified through community consultation. The four directions that have been identified are;

- Creating connection – Social
- Strengthening and protecting our environment – Environment
- Generating Opportunity – Economic
- Leading through collaboration – Civic leadership

The proposal does recognise each of these, through providing an additional use in the IN1 General Industrial Zoned site to include Vehicle Sales or Hire Premises. Through including this additional land use the proposal will support the *Our Home, Liverpool 2027* by providing economic opportunity through, employment and social connection, establishing a larger economic market place in the Moorebank area.

#### 4.2.3 IS THE PLANNING PROPOSAL CONSISTENT WITH APPLICABLE STATE ENVIRONMENTAL PLANNING POLICIES?

The proposal is consistent with the relevant State Environmental Planning Policies (SEPPs), as outlined in **Table 5**.

<b>Table 4 - State Environmental Planning Policies</b>	
<b>Policy</b>	<b>Details</b>
SEPP 1 – Development Standards	The Planning Proposal will not contain provisions that will contradict or hinder the application of the SEPP.
SEPP 55 – Remediation of Land	The subject site comprises an existing warehouse which is proposed to be utilised for vehicles sales with only minor internal alterations required. Given the use would not require extensive redevelopment of the site, no further consideration of SEPP 55 is required.
SEPP 64 – Advertising and Signage	Any signage associated with future vehicle sales or hire premises on the site would be assessed and approved in accordance with SEPP 64.
SEPP (Exempt and Complying Development Codes) 2008	The relevant approvals pathway for future development will be determined in light of the relevant LEP and Exempt and Complying Development Codes.
SEPP (Infrastructure) 2007	<p>State Environmental Planning Policy (Infrastructure) 2007 provides for certain proposals, known as Traffic Generating Development, to be referred to NSW Roads and Maritime Services (RMS) for concurrence.</p> <p>Referral may be required for the erection of new premises, or the enlargement or extension of existing premises where their size or capacity satisfy certain thresholds. Schedule 3 lists the types of development that are defined as Traffic Generating Development.</p> <p>It is proposed to utilise the existing warehouse on the site for vehicle sales with no additional GFA proposed. Accordingly, the referral thresholds under Schedule 3 of SEPP Infrastructure would not be triggered.</p>

#### 4.2.4 IS THE PLANNING PROPOSAL CONSISTENT WITH THE APPLICABLE MINISTERIAL DIRECTIONS (S117 DIRECTIONS)?

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The Planning Proposal has been assessed against the s117 Ministerial Directions and is consistent with each of the relevant matters, as outlined below.

<b>Table 5 – S117 Ministerial Directions</b>	
<b>Direction</b>	<b>Comment</b>
<b>1. Employment and Resources</b>	
1.1 Business and Industrial Zones	The site is currently zoned IN1 General Industrial and the proposed amendment to the LLEP2008 intends to retain this IN1 zoning whilst providing for an Additional Permitted Use. In accordance with the objectives of this Direction the proposal will promote employment growth in the Moorebank employment lands and diversified economic activity. The proposal will ensure the use of the site for employment-generating activities is maintained and will complement the existing vehicle repairs and storage facility. Therefore, the proposal is considered consistent with the objectives of this Ministerial Direction.
	Not Applicable
1.2 Rural Zones	Not Applicable
1.3 Mining, Petroleum Production and Extractive Industries	Not Applicable
1.4 Oyster Aquaculture	Not Applicable
1.5 Rural Lands	
<b>2. Environment and Heritage</b>	
2.1 Environment Protection Zones	Not Applicable
2.2 Coastal Protection	Not Applicable
2.3 Heritage Conservation	Not Applicable
2.4 Recreation Vehicle Areas	Not Applicable
<b>3. Housing, Infrastructure and Urban Development</b>	
3.1 Residential Zones	Not Applicable
3.2 Caravan Parks and Manufactured Home Estates	Not Applicable
3.3 Home Occupations	Not Applicable
3.4 Integrating Land Use and Transport	The subject site is suitable for the proposed vehicle sales or hire premises owing to the proximity of other compatible and complementary land uses as well as established transport infrastructure ensuring accessibility. The site is accessible by road,

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	being Helles Avenue, by which access is provided to the wider road network including Moorebank Avenue, the M5 South Western Motorway, Hume Highway, Newbridge Road and Heathcote Road. Bus stops are located along Moorebank Avenue and provide connections to Holsworthy train station and Liverpool train station. Liverpool train station is located approximately 2.3km by road from the site. Given the accessibility afforded by established infrastructure and the co-location of other land uses minimising the number of trips required to access a range of services, the proposal is considered to be consistent with this Ministerial Direction.
3.5 Development Near Licensed Aerodromes	Not Applicable
3.6 Shooting Ranges	Not Applicable
<b>4. Hazard and Risk</b>	
4.1 Acid Sulfate Soils	The site is identified as comprising class 5 acid sulfate soils, however given that the proposal seeks to permit an additional use for vehicle sales within an existing warehouse, it would not impact on any soils. Acid sulfate soils would be considered in greater detail in conjunction with any DA seeking consent for built form.
4.2 Mine Subsidence and Unstable Land	The site is not known to contain mine subsidence or unstable land.
4.3 Flood Prone Land	Whilst the site is identified as flood prone, the proposed use for vehicles sales is intended to occur within the existing building on the site and therefore is considered compatible with the flood characteristics of the land. Flooding would be considered in greater detail in conjunction with any DA seeking consent for built form.
4.4 Planning for Bushfire Protection	The site is not identified as bushfire prone land.
<b>5. Regional Planning</b>	
5.1 Implementation of Regional Strategies.	Not Applicable
5.2 Drinking Water Catchments	Not Applicable
5.3 Farmland of State and Regional Significance on the NSW Far North Coast	Not Applicable
5.4 Commercial and Retail Development along the Pacific Highway, North Coast	Not Applicable
5.5 Development in the vicinity of	

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Ellalong, Paxton and Millfield (Cessnock LGA) (Revoked 18 June 2010)	Not Applicable
5.6 Sydney to Canberra Corridor (Revoked 10 July 2008. See amended Direction 5.1)	Not Applicable
5.7 Central Coast (Revoked 10 July 2008. See amended Direction 5.1)	Not Applicable
5.8 Second Sydney Airport: Badgerys Creek	The site is not located in proximity of the proposed Badgerys Creek Airport.
5.9 North West Rail Link Corridor Strategy	The site is not located in proximity of the NSW Rail Link Corridor.
<b>6. Local Plan Making</b>	
6.1 Approval and Referral Requirements	Not Applicable
6.2 Reserving Land for Public Purposes	Not Applicable
6.3 Site Specific Provisions	No other restrictive site specific planning controls are proposed.
<b>7. Metropolitan Planning</b>	
7.1 Implementation of Greater Sydney Region Plan	Section 4.1 of this Planning Proposal identifies the proposal's consistency with the relevant Regional Strategies including Greater Sydney Region Plan.
7.2 Implementation of Great Macarthur Land Release Investigation	Not Applicable

### 4.3 ENVIRONMENTAL, SOCIAL AND ECONOMIC IMPACT

#### 4.3.1 IS THERE ANY LIKELIHOOD THAT CRITICAL HABITAT OF THREATENED SPECIES, POPULATIONS OR ECOLOGICAL COMMUNITIES, OR THEIR HABITATS, WILL BE ADVERSELY AFFECTED AS A RESULT OF THE PROPOSAL?

The proposed use would be undertaken within the existing built form on the subject site, which is currently used for the purposes of vehicle repairs and storage. Surrounding sites comprise similar warehouse and industrial development, and the surrounding context also includes major road infrastructure. As such, the state of the site and its surrounds is highly disturbed with limited existing vegetation.



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It is noted that the site is located in the broad vicinity of Georges River, however a 270m buffer zone between the site and the river comprises other industrial development and grassed parkland. Additionally, the proposed use would be undertaken within the existing warehouse on the site.

The proposal will therefore not affect any critical habitats, populations or ecological communities.

#### **4.3.2 ARE THERE ANY OTHER LIKELY ENVIRONMENTAL EFFECTS AS A RESULT OF THE PLANNING PROPOSAL AND HOW ARE THEY PROPOSED TO BE MANAGED?**

##### ***Traffic and Parking***

- As outlined in the Traffic Impact Statement in **Appendix 3**, the provision of 71 spaces, is considered to adequately cater to the proposed use as this far exceeds the projected demand of up to 38 spaces. This is considered a suitable compromise between the projected demands and Council's nominal DCP requirements.
- The proposed use of the site is expected to generate in the order of 21 vehicle trips per hour during peak periods. This compares with between 29-58 vehicles per hour that might reasonably occur under existing controls should the site revert back to a typical industrial use. Accordingly, the proposal is expected to result in less traffic on the surrounding road network during critical peak periods.

##### ***Heritage***

- The site is not identified as a heritage item or conservation area and is not identified in proximity of any items or areas of heritage significance. Therefore, the proposal will not affect the heritage of Liverpool.

##### ***Operational Management***

- The operational procedures for the proposed use of the site are detailed in section 3.3 of this report. Any future development application for the desired use of the site will be supported by a Plan of Management.

##### ***Environmental Considerations***

- The site is located within an established industrial area and currently comprises a warehouse utilised for vehicle repairs and storage. Surrounding sites are also developed for warehouse and industry and do not comprise any sensitive land uses. The proposed use for vehicle sales to be undertaken within the existing warehouse on the site is therefore highly compatible with current site development and the surrounding context.
- The nearest residential development is located approximately 255m north-east of the site on the opposite side of Moorebank Avenue approximately 400m west of the site on the opposite side of the Georges River. There will therefore be no amenity impacts associated with the proposal that could potentially impact on residential receivers.
- The site has been predominantly cleared and comprises only scattered trees, shrubs and turf adjacent to the street frontages. Additionally, the site is not identified as being environmentally sensitive in the LLEP2008 maps and is well separated from the Georges River by a distance of 270m and other warehouses. Accordingly, the proposed additional permitted use would not adversely impact on any aspect of the natural environment.
- The site comprises class 5 acid sulfate soils, however the proposal would utilise the existing warehouse and would not impact on any acid sulfate soils. Acid sulfate soils would be considered in greater detail in conjunction with any DA seeking consent for built form.

### **PLANNING PROPOSAL**

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

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- The site is identified as comprising flood prone land, however given the proposed use would be undertaken within the existing building on the site, it is considered compatible with the flood characteristics of the land. Flooding would be considered in greater detail in conjunction with any DA seeking consent for built form.

#### **4.3.3 HOW HAS THE PLANNING PROPOSAL ADEQUATELY ADDRESSED SOCIAL AND ECONOMIC EFFECTS?**

The proposed development is considered to generate the following positive social and economic effects:

- The proposed use will provide additional employment opportunities within an existing warehouse situated in an established industrial area. By permitting vehicles sales to occur, the proposal will support the continued viability of the existing automotive facility operating on the site.
- The proposal will retain existing employment-generating development and stimulate additional economic activity within the Moorebank employment lands precinct.
- The proposal will benefit the local and regional populations by providing new employment opportunities and enhancing service provision.

#### **4.4 STATE AND COMMONWEALTH INTERESTS**

##### **4.4.1 IS THERE ADEQUATE PUBLIC INFRASTRUCTURE FOR THE PLANNING PROPOSAL?**

The proposal seeks to provide an additional use within the existing vehicle repairs and storage facility on the site which is adequately serviced by public infrastructure.

The site is accessible by road, being Helles Avenue, by which access is provided to the wider road network including Moorebank Avenue, the M5 South Western Motorway, Hume Highway, Newbridge Road and Heathcote Road. Bus stops are located along Moorebank Avenue and provide connections to Holsworthy train station and Liverpool train station. Liverpool train station is located approximately 2.3km by road from the site.

##### **4.4.2 WHAT ARE THE VIEWS OF STATE AND COMMONWEALTH PUBLIC AUTHORITIES CONSULTED IN ACCORDANCE WITH GATEWAY DETERMINATION?**

No consultation with State or Commonwealth authorities has been carried out to date.

It is acknowledged that Liverpool City Council will consult with relevant public authorities following the Gateway determination.

## PLANNING PROPOSAL

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

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## PART E COMMUNITY CONSULTATION

### 5.1 CONSULTATION AND EXHIBITION

Clause 57 of the *Environmental Planning and Assessment Act 1979* requires the relevant planning authority to consult with the community in accordance with the Gateway Determination. It is anticipated that the Planning Proposal will be required to be publicly exhibited for 28 days in accordance with the requirements of the Department of Planning and Environment guidelines '*A guide to preparing local environmental plans*'.

It is anticipated that the public exhibition would be notified by way of:

- A public notice in local newspaper(s).
- A notice on the Liverpool City Council website.
- Written correspondence to adjoining and surrounding landowners.

The Gateway determination, Planning Proposal and specialist studies would be publicly exhibited at Council's offices and any other locations considered appropriate to provide interested parties with the opportunity to view the submitted documentation.

### 5.2 PROJECT TIMELINE

Following Gateway Determination, it is understood that the necessary steps for exhibition/consultation and finalisation of LEP amendment shall be carried out in accordance with the timeline provided below:

Timeframe	Action
<b>September 2018</b>	Submission of Planning Proposal to DP&E
<b>November 2018</b>	Gateway Determination issued
<b>November 2018</b>	State agency consultation
<b>December 2018</b>	Community consultation (prior to Christmas)
<b>Late January 2019</b>	Public hearing if required
<b>January 2019</b>	Consideration of submissions and proposal post-exhibition
<b>February 2019</b>	Post-exhibition report to Council
<b>March 2019</b>	Drafting and making of the plan

## PLANNING PROPOSAL

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

## PART F CONCLUSION

The proposed amendment to Schedule 1 of the *Liverpool Local Environmental Plan 2008* (LLEP2008) for an Additional Permitted Use within the IN1 General Industrial zone will enable the future provision of Vehicle Sales or Hire Premises on the site.

The proposed rezoning of the site has demonstrated it is appropriate for the following reasons:

- The proposed rezoning for an Additional Permitted Use will enable the future use of the site for vehicle sales and auctions to complement the existing vehicle repairs and storage facility and support AHG's ongoing operations.
- The proposal is consistent with the state, regional and local strategic planning framework. Specifically, the proposal is consistent with the priorities of NSW 2021, Greater Sydney Region Plan and the Western City District Plan, particularly as they relate to growing the economy, protecting employment lands, supporting strategic centres, transforming the productivity of Western Sydney and supporting important sectors of the economy.
- The proposal is consistent with the aims of the LLEP2008 as it relates to employment-generating development within an established industrial precinct that provides employment for the local and regional populations and fosters the economic growth of Liverpool.
- The proposal is consistent with the objectives of the IN1 General Industrial zone in that it will support the automotive operations of AHG and will provide a compatible mix of land uses, all of which promote employment-generation. Moreover, vehicle sales would be integrated within the existing warehouse and would provide enhanced economic activity without compromising the operations or amenity of any surrounding sites.
- As no other amendments to the LLEP2008 or any other EPI would be required to facilitate the proposal, the proposed vehicle sales or hire premises are considered to be consistent with the objectives and provisions of all applicable EPIs. Similarly, the proposal is consistent with the objectives and provisions of the relevant Development Control Plan (DCP).
- The proposal would not result in any land use conflict but rather would complement and support the range of existing and future land uses and development types on, and in immediate proximity of, the site. In particular, the complementary nature of the proposed use is evidenced by the existing operations of Manheim on the site directly opposite, which have included vehicle sales and auctions for several years without any unacceptable impacts arising.
- Future vehicle sales and auctions would be undertaken within the existing built form on the site and therefore would be coherent with the visual character of the area.
- The proposal will connote significant economic benefit deriving from undertaking of vehicle sales to complement AHG's existing automotive operations. Specifically, economic benefits are associated with the following:
  - The proposed use will provide additional employment opportunities within an existing warehouse situated in an established industrial area. By permitting vehicles sales to occur, the proposal will support the continued viability of the existing automotive facility operating on the site.
  - The proposal will retain existing employment-generating development and stimulate additional economic activity within the Moorebank employment lands precinct.

### **PLANNING PROPOSAL**

Amendment to Liverpool Local Environmental Plan 2008 to Permit Vehicle Sales or Hire Premises as an Additional Permitted Use  
 2A and 4 Helles Avenue, Moorebank (Lot 3 and Lot 1 in DP 626253)

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- The proposal will not exhibit any adverse environmental impact. Rather the proposal will enable vehicle sales to be undertaken within the existing warehouse on the site and as such will utilise established built form and infrastructure. No further land-take or infrastructure development is required to support the proposal.
- No adverse social impact will arise from the proposal. Rather the proposal will benefit the local and regional populations by providing new employment opportunities and enhancing service provision.
- The proposal is not considered to result in any other undue impacts. The future vehicles sales or hire premises would be serviced by the existing utilities, roads, car parking, waste facilities, security arrangements and built form associated with the established development.

It is therefore recommended that the Planning Proposal is recommended for approval by Liverpool City Council and that the necessary steps are pursued to enable it to proceed to Gateway Determination under Section 56 of the EP&A Act.





Transport  
Roads & Maritime  
Services

4 February 2019

Our Reference: SYD18/01804  
Council Ref: 108244.2018

Ms Kiersten Fishburn  
Chief Executive Officer  
Locked Bag 7064  
Liverpool BC NSW 1871

Attention: Matthew Roberts

Dear Matthew,

**Planning Proposal: 2A and 4 Helles Avenue, Moorebank**

Reference is made to Council's correspondence dated 8 November 2018, regarding the abovementioned proposal which was referred to Roads and Maritime Services (Roads and Maritime) for comment in accordance with the consultation requirements set out under Section 3.34 of the *Environmental Planning and Assessment Act, 1979* and Gateway determination. Roads and Maritime appreciates the opportunity to provide comment on the proposal.

It is noted that the planning proposal seeks to amend Schedule 1 of the Liverpool Local Environmental Plan 2008 to enable an additional permitted use for "vehicle sales or hire premises" at the subject site, 2A and 4 Helles Avenue, Moorebank zoned as IN1 General Industrial.

Roads and Maritime has reviewed the submitted documentation and raises no objection to the proposed additional use. Roads and Maritime is supportive of all future vehicular access to the site being retained via Helles Avenue, as proposed in the traffic impact assessment exhibited with the planning proposal. It should be noted that further detailed comment may be provided by Roads and Maritime as part of any development application lodged for the site following gazettal of the LEP amendment.

Thank you for the opportunity to provide advice on the subject planning proposal. Should you have any questions or further enquiries in relation to this matter, Ilyas Karaman would be pleased to take your call on 0447 212 764 or e: [development.sydney@rms.nsw.gov.au](mailto:development.sydney@rms.nsw.gov.au)

Yours sincerely,

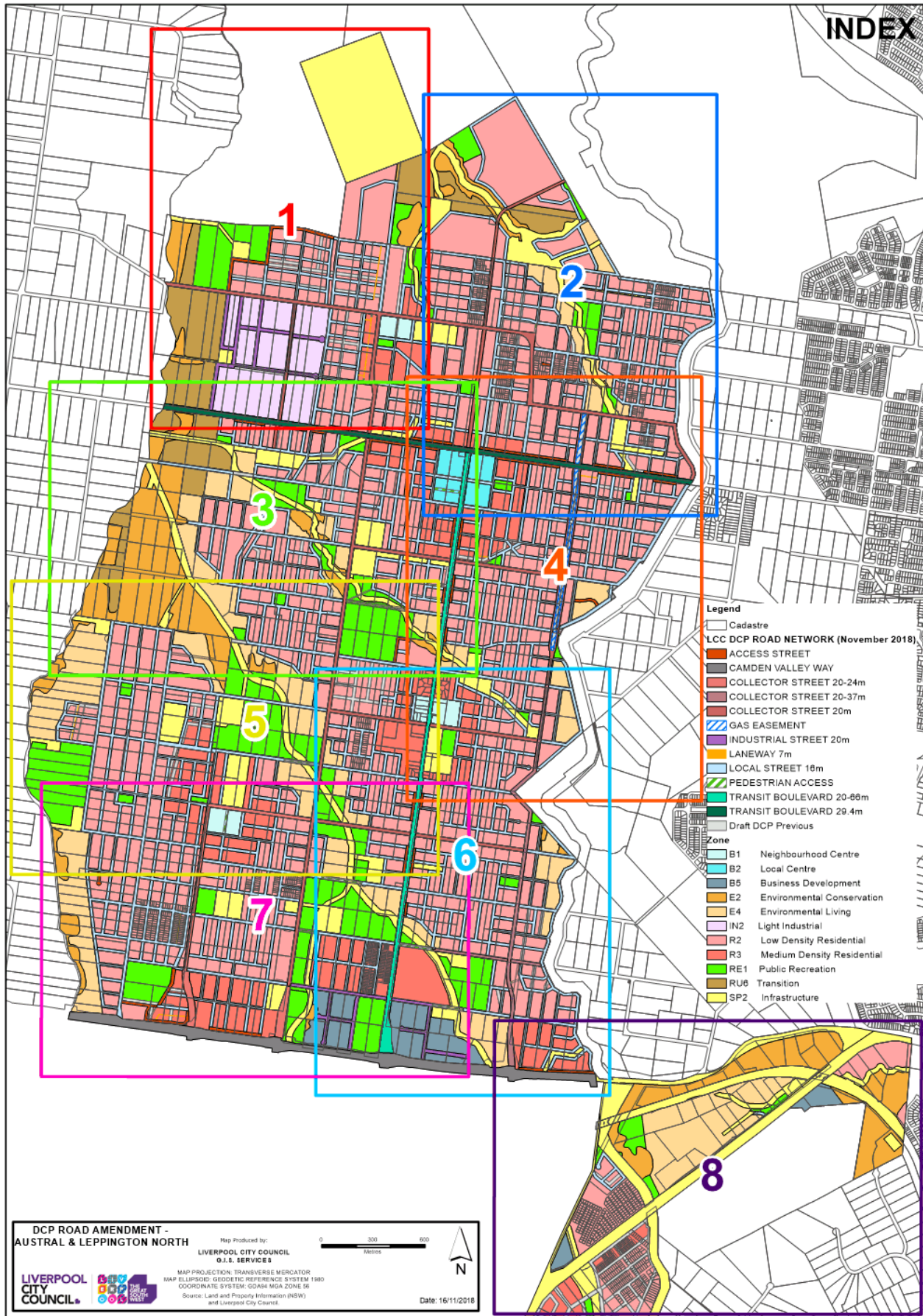
A handwritten signature in blue ink, appearing to read 'RDavis'.

Rachel Davis  
A/Senior Manager Strategic Land Use  
Sydney Planning, Sydney Division

Roads and Maritime Services

27-31 Argyle Street, Parramatta NSW 2150 |  
PO Box 973 Parramatta NSW 2150 |

[www.rms.nsw.gov.au](http://www.rms.nsw.gov.au) | 13 22 13

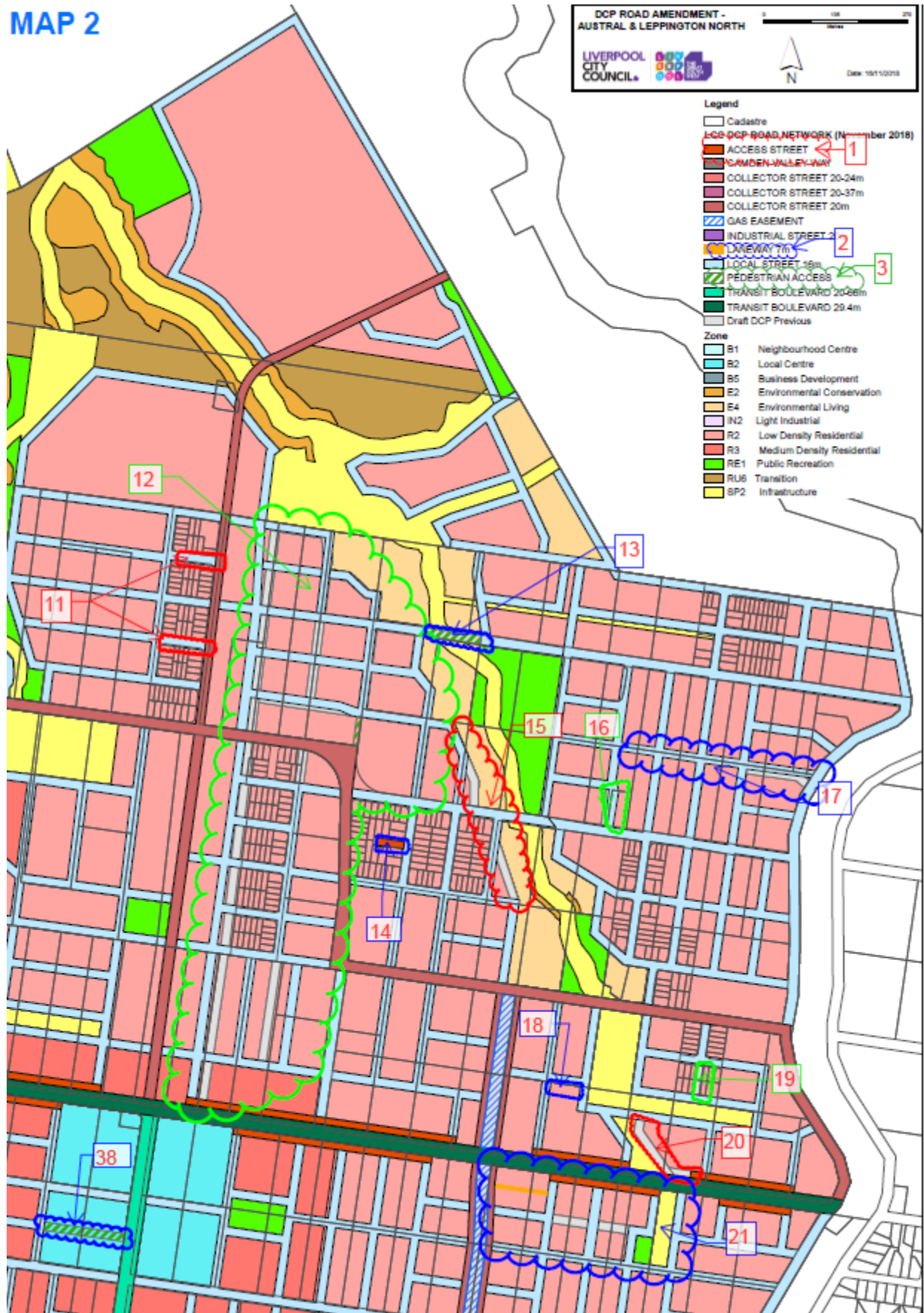




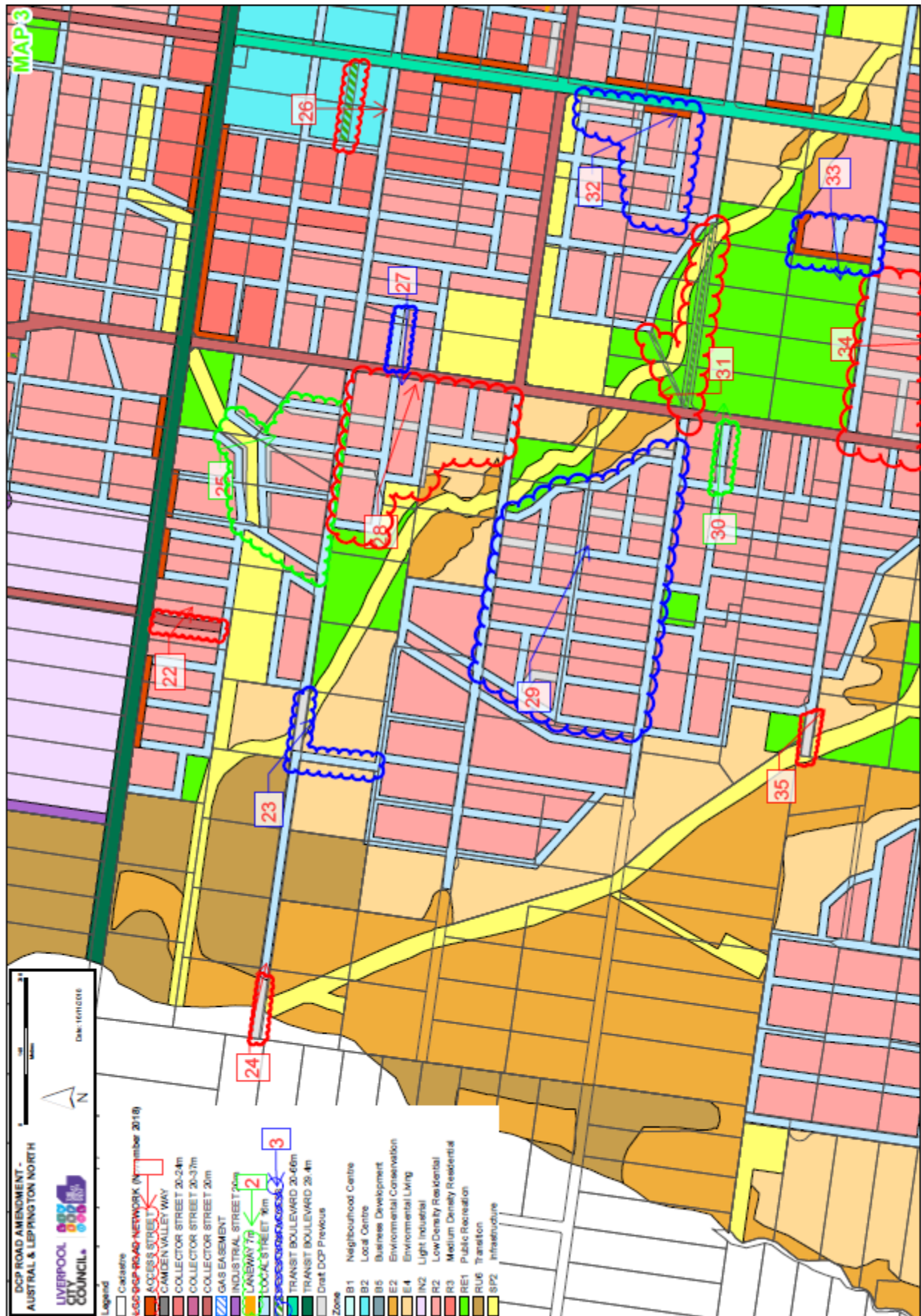
## Attachment 1 - ALN ILP Amendment Maps &amp; Description



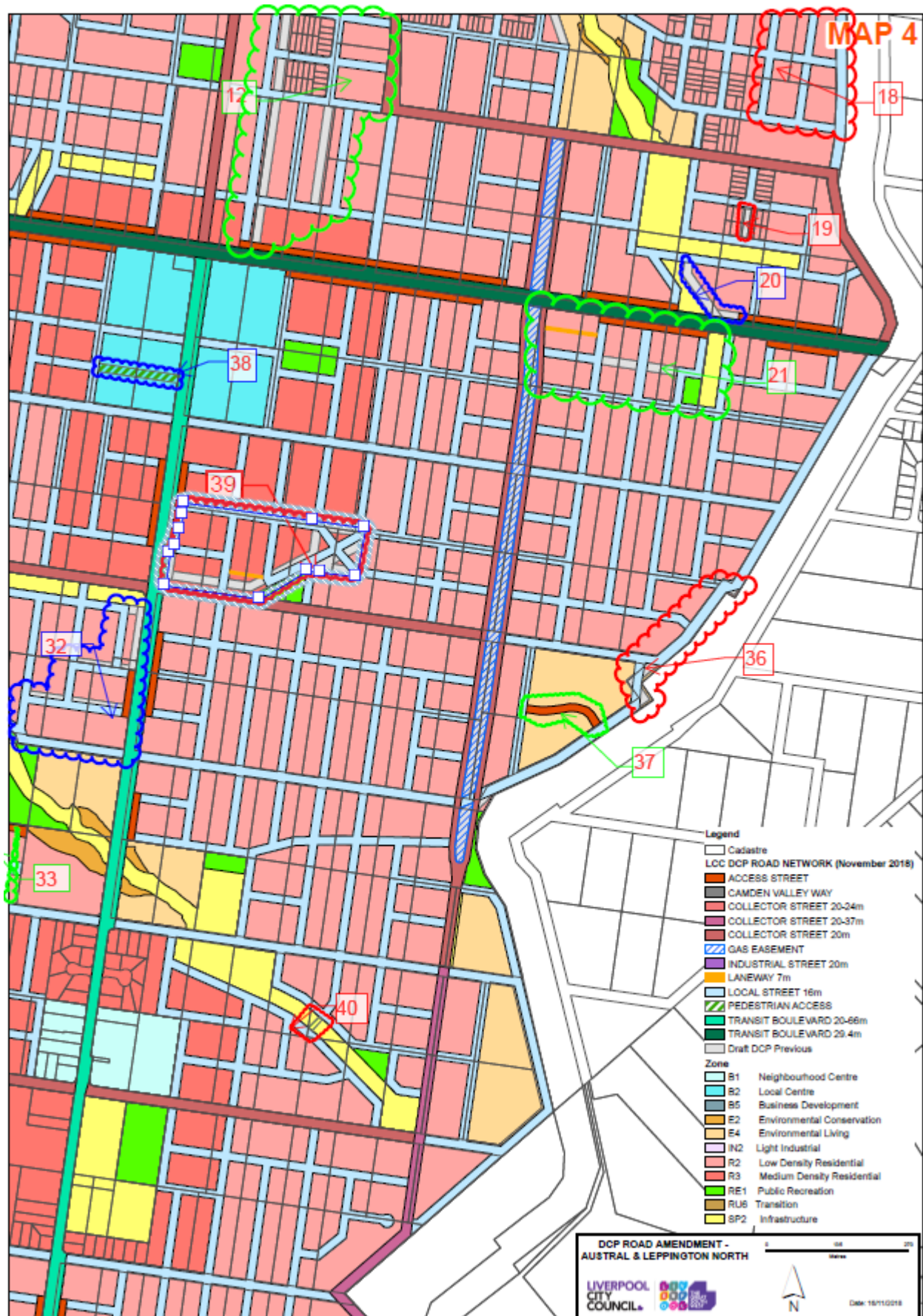
## MAP 2

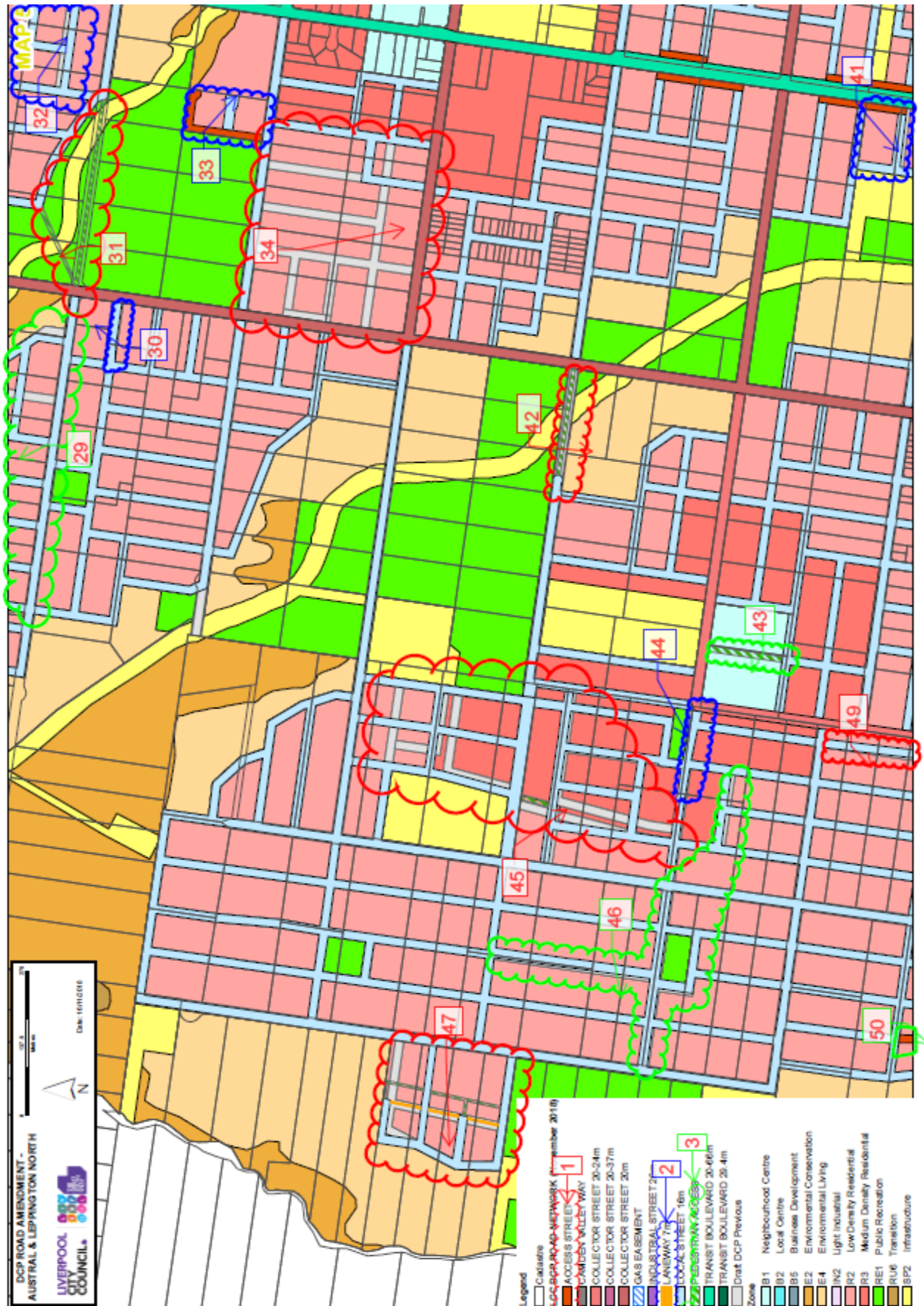




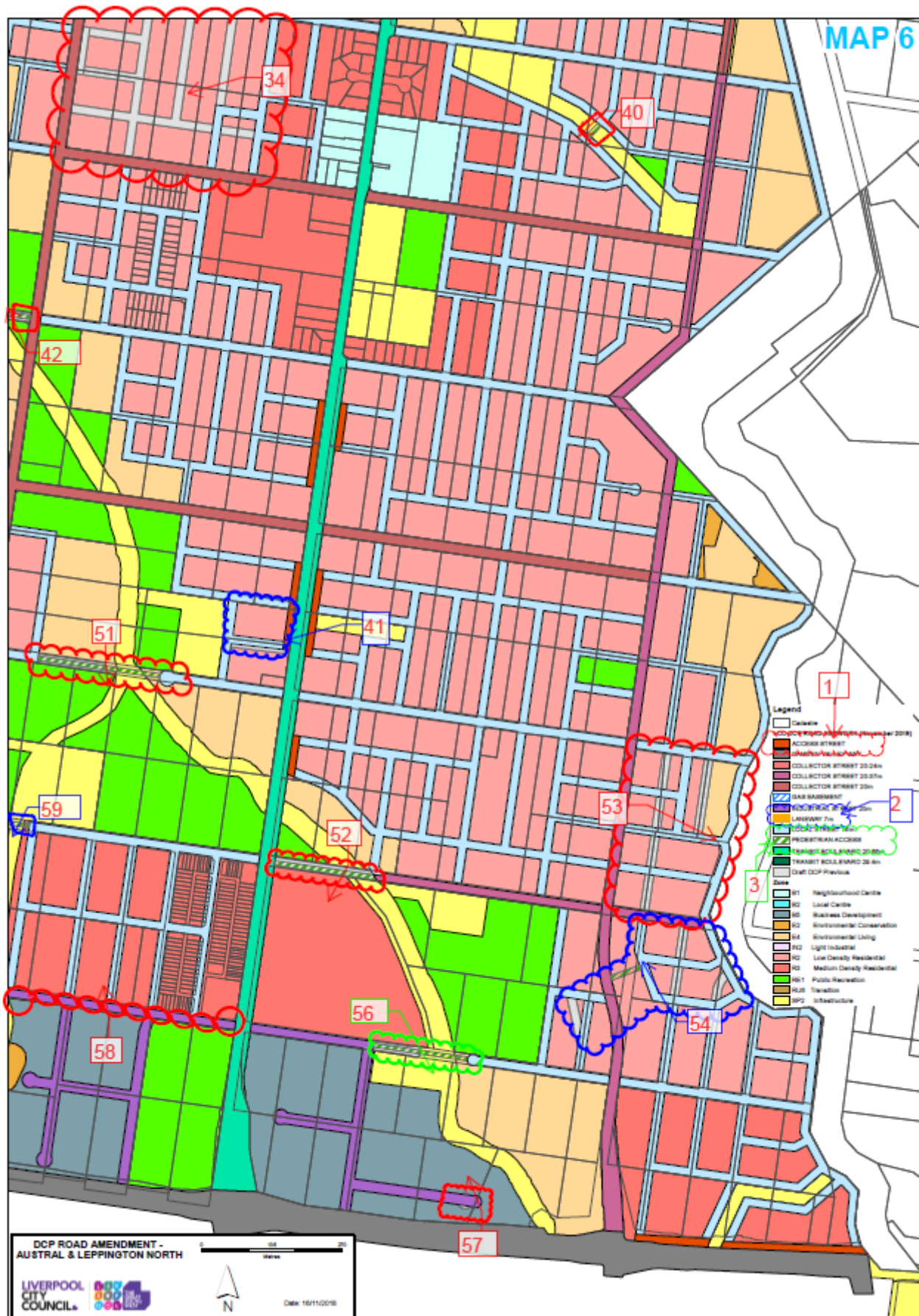






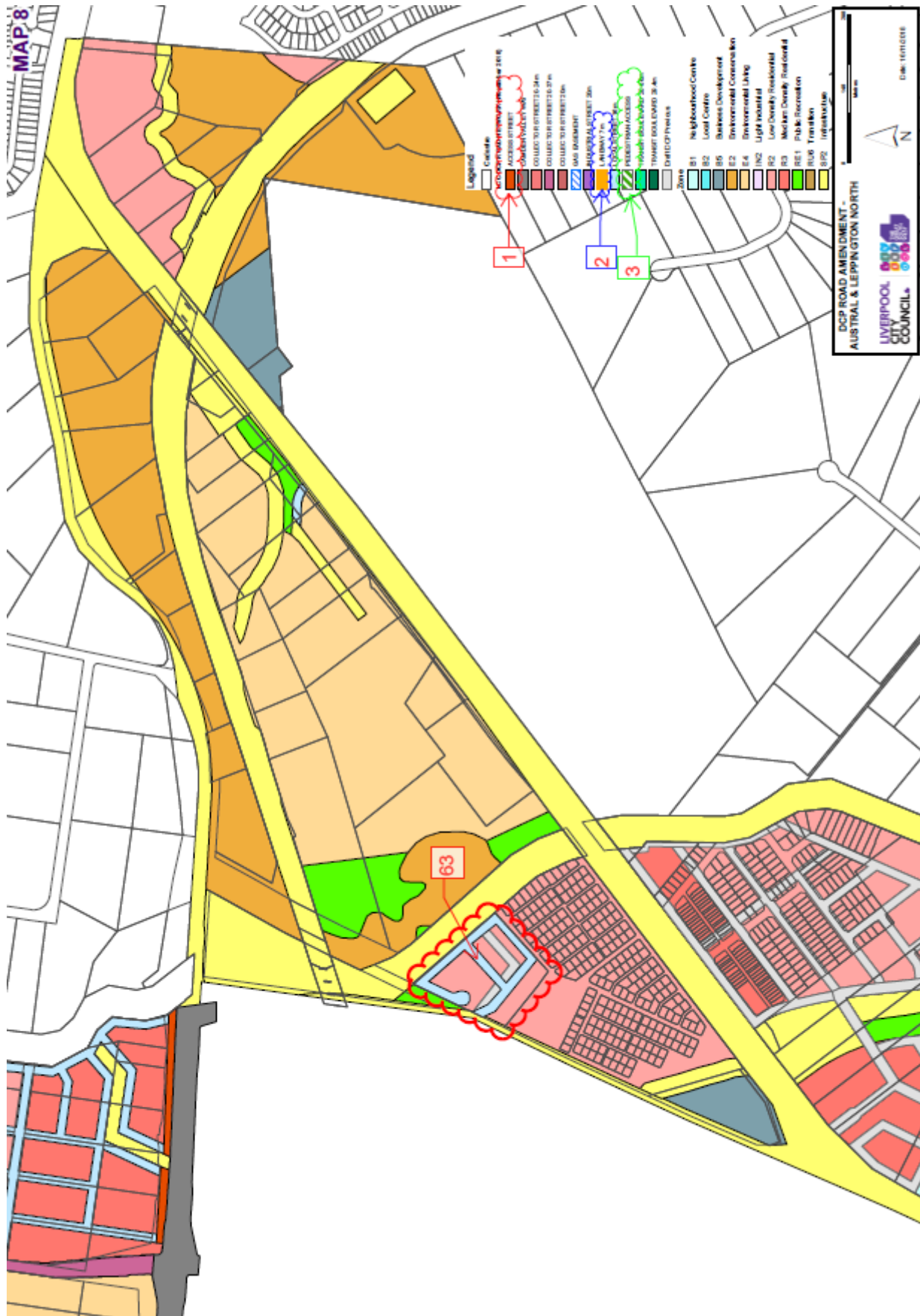














Austral ILP Amendment table of changes (v.16-11-18)

Ref	Map	Comment
1	All	The old legend was very difficult to distinguish between Local Streets and Access Streets. The colour of Access Streets will be changed to make it easier to distinguish.
2	All	Some laneways have been added to the plan to facilitate development. This requires a new legend item.
3	All	Pedestrian access paths were required in Council's Contributions plan or the written DCP; some additional paths have been added. Showing these paths in the ILP requires a new legend item.
4	1	The 10m wide drainage corridor passing through this land was surplus to requirements and will be rezoned to IN2 light industrial. The DCP road has been shifted so that half road construction is shared by both land-owners.
5	1	The block depths for much of this area were greater than 80m which would result in several hatchet lots or uncoordinated variations to the road layout. Most street blocks have been re-oriented to utilise east-west streets, which results in blocks being between 60 and 70m deep, which is far more feasible to develop.
6	1	A drainage channel running through the land in this location is surplus to requirements and has been rezoned to R2 low density residential. This also allows for a more sensible road layout.
7	1	These industrial streets were originally shown as connecting to a residential collector road. There is a desire to keep heavy vehicles away from residential areas, therefore the streets will be culs-de-sac to force industrial traffic to utilise another collector road to the west. Pedestrian and cyclist permeability can be maintained by providing a through connection from the culs-de-sac to the street to the east which can now operate as a standard residential street.
8	1	Laneways were added to run parallel to Fourth Avenue to minimise the number of intersections in the vicinity of the school and local centre, to minimise blocks which were very deep, and to indicate the preferred rear access arrangement for medium density zoned land which is bound by two intersecting collector roads. The zone boundary of the medium density zone will be amended to suit the new road alignment.
9	1	This street runs through an established school and is no longer needed.
10	1	A pedestrian plaza is described in the DCP for this location, but was not mapped. This should be shown on the road network map.
11	2	These streets have been constructed under an approved DA to improve development viability.
12	2;4	The layout of streets here created blocks that were too deep for efficient subdivision. The street pattern has been amended to ensure that blocks are approximately 60-70m deep, whilst ensuring that most land parcels can develop independently of one another. Some DAs have been assessed with variations that are generally consistent with this change. A drainage channel towards the north-west of the highlighted area is proposed to be removed, as it is surplus to requirements.
13	2	Council is to provide a pedestrian bridge at this location as per the contributions plan. Such instances should be reflected in the road network maps.
14	2	Approved via DA to allow subdivision of a block which was too deep.
15	2	Diagonal roads result in irregular shaped lots and other problems. They have been straightened where possible.
16	2	Re-aligned to match lot boundaries.

Austral ILP Amendment table of changes (v.16-11-18)

17	2	An additional cross street is needed here to improve pedestrian permeability. This road should be constructed on the lot boundary to ensure that the northern and southern lot owners can develop independently and reduce instances of residue land.
18	2;4	A drainage channel is proposed to be removed, as it is surplus to requirements.
19	2;4	Removed via approved DA.
20	2;4	This road passes through a newly established house of worship and a child care centre, both of which are not likely to redevelop. Whilst some of the residue land around these uses may be able to develop, the road network will likely need to be assessed on merit through a DA.
21	2;4	A child care centre was approved on some of this land (but not constructed) during the initial design of the Austral ILP. Its construction now obstructs some of the planned roads. Some roads are proposed to be amended to retain connectivity.
22	1;3	This road provides primary access to this area, and should be built to collector road standard. It is also proposed to re-align it slightly towards the middle of the lot to provide better subdivision depths on either side.
23	3	Rebuilding the road here above flood level is very expensive, and is not economically viable given the angle it intersects with a creek and the small number of properties it will serve. Instead a new road is proposed to link the area to the south without the need of a new bridge. The existing road (14 <sup>th</sup> Avenue) would be retained until the new link is constructed to ensure existing property owners still have road access. The new road would be constructed when the land is developed.
24	3	This street could be a cul-de-sac earlier. Full length of road construction is not necessary and would result in unnecessary removal of protected vegetation.
25	3	Roads here need to be re-aligned as the current layout results in several land owners needing to construct very small segments of a single road that only benefits one owner. By shifting the road wholly onto the property of the benefited land owner, the drainage channel and other roads will also be shifted to ensure orderly development.
26	3;4	A pedestrian plaza is described in the DCP for this location, but was not mapped. This should be shown on the road network map.
27	3	This road has been shifted slightly north to provide for better lot depths.
28	3	The block depth to the east here was too deep for regular sub-division. The road network has been re-aligned to provide for a more efficient subdivision layout. Some roads have also been realigned to facilitate efficient development by reducing the amount of half-road construction over two properties.
29	3;5	Roads have been realigned in some places to reduce the number of odd-shaped or hatchet lots needed. A new east-west local street is also proposed through much of the land to increase permeability.
30	3;5	This road was slightly out of alignment with the lot boundary.
31	3;5	Council is to provide pedestrian connections here. This should be reflected in the road network map.
32	3;4;5	An existing small lot here was burdened almost entirely with new roads and would be uneconomical to develop leading to a disrupted street layout. The roads have been re-aligned to provide a more equitable outcome.
33	3;4;5	There was no guidance as to how this lot would develop. Properties should address the public open space and promote casual surveillance.

Austral ILP Amendment table of changes (v.16-11-18)

34	3;5; 6	A school is proposed over much of this land, and roads would not be built. The network has been amended to reflect the school site.
35	3;5	This proposed road serves no purpose and can be removed.
36	4	These corners may be too sharp for traffic safety.
37	4	A street is needed here to facilitate subdivision and provide better pedestrian connectivity.
38	2;4	A pedestrian plaza is described in the DCP for this location, but was not mapped. This should be shown on the road network map.
39	4	A drainage corridor in this area is surplus to requirements. However, a diagonal road must remain to convey stormwater in a pipe running under the road which follows the natural low point of the land. Some roads in the immediate vicinity have been amended to better integrate with the new layout and to improve pedestrian permeability.
40	4;6	Council is to provide a pedestrian connection here. This should be reflected in the road network map.
41	5;6	A drainage channel could be removed and piped in this location. This required realigning and adding a new street to provide for residential development.
42	5	The costs of building a road bridge over a creek at a steep angle here is high. There are several alternate routes available to motorists. A pedestrian bridge should still be provided to maintain permeability and access to adjacent public open space.
43	5;7	A pedestrian plaza is described in the DCP for this location, but was not mapped. This should be shown on the road network map
44	5;7	Road re-aligned to avoid interfering with existing high voltage electricity poles.
45	5	A 10m wide drainage channel is surplus to requirements in this location. This has caused the realignment and ability to rationalise several roads in the area. Zone boundaries will be amended to match the new road boundary locations. It is noted that due to an existing DA under Assessment by Council which is well advanced, some of the original zoning and road layouts may need to be retained in this area, with further refinement pending the outcome of the DA.
46	5;7	Minor adjustments to some local roads to provide 60-70m lot depths, or to better adhere to existing lot boundaries.
47	5	The road network for this land would result in very poor planning outcomes. The transmission easement would be surrounded by backyard fences and could develop as an area for anti-social behaviour, due to poor overlooking from nearby houses. A road to the north also interferes with a power stanchion. It is proposed that new houses will face a public footpath and the transmission easement (increasing opportunities for casual surveillance). A rear lane-way will provide vehicular access to these lots. Other roads have been amended to provide for more regularly shaped lots.
48		Does not apply – typo error
49	5;7	Roads adjusted to reflect completed development.
50	5;7	An additional street is need as this proposed block is too deep for development.
51	6;7	Partial reconstruction of this road serves no purpose, and Council is required to build a pedestrian bridge here. This should be reflected in the road network map.
52	6;7	Vehicular access across the creek here is not needed. A pedestrian link is proposed to maintain pedestrian permeability.

Austral ILP Amendment table of changes (v.16-11-18)

53	6	These roads are proposed to be re-oriented to produce more regular lots. The current configuration would result in hatchet lots and irregularly shaped lots. The number of half roads to be constructed is also reduced.
54	6	Roads realigned to assist in development feasibility, and reduce the number of potential odd shaped lots. A pedestrian access path is proposed to assist with storm-water drainage and to increase pedestrian permeability.
56	6;7	Construction of this road serves no purpose. A pedestrian bridge exists here. Footpaths may need to be upgraded in future. This should be mapped.
57	6;7	Length of the proposed road has been lengthened to ensure that the eastern most property can have road access, as Bringelly Road will not allow driveway crossings. This may be further amended as a result of the Department of Planning's detailed Leppington Town Centre Masterplan
58	6;7	This road type was incorrectly adopted as a local street. Due to the business uses and the potential for regular light and medium truck movements associated with the bulky goods land, it was supposed to be shown as an industrial street typology. This may be further amended as a result of the Department of Planning's detailed Leppington Town Centre Masterplan.
59	6;7	Council is to provide a pedestrian connection here. This should be reflected in the road network map.
60	7	A road has been introduced next to the open space. Other adjustments have been made to reduce the potential of residue land.
61	7	Road adjoining the open space is shifted south so that it can be constructed on the lot that is zoned for residential development.
62	7	The widening of Camden Valley Way was greater than what was planned. Combined with the transmission easement and the medium density zoning, the best solution here would be rear loaded terrace (or similar) housing, facing Camden Valley Way and the transmission easement.
63	8	The new pattern provides for greater development opportunity.



# Planning Proposal

**Amendment to State Environmental Planning  
Policy (Sydney Region Growth Centres) 2006  
– Austral and Leppington North Precincts to  
rezone and amend development standards for  
certain lands**

January 2019

**LIVERPOOL  
CITY  
COUNCIL**



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## Background

Following an extensive precinct planning exercise, the Austral and Leppington North Precincts were rezoned by the Department of Planning and Environment in March 2013. The rezoning was accompanied by new land-use zoning maps under the State Environmental Planning Policy (Sydney Region Growth Centres) 2006, the Liverpool Growth Centres Precincts Development Control Plan (including Schedules 1-2 for Austral & Leppington North and the Leppington Major Centre), and the Austral and Leppington North Indicative Layout Plan (ILP).

The planning package put forth the statutory planning controls and guidelines to facilitate the development of the precincts for some 17,350 dwellings (Liverpool precincts) along with the establishment of: the Leppington major centre, four lower order centres, new schools, open space and community facilities, a storm water drainage network, and improved road and public transport infrastructure.

Since the area was rezoned, a number of issues have arisen which will impact upon the implementation of the vision for Austral and Leppington North. It was decided that Council would prepare a single amendment to address all of these concerns in a single package. A brief summary of these three issues is given below:

1. The ILP/DCP road layout does not result in optimal development outcomes for some land-holdings. This will create a poorer design outcome, or may limit the development of some lands;
2. The SEPP/ILP zoned land for stormwater and drainage purposes. Upon more detailed engineering design and modelling, some of these lands were found to be surplus to requirements and are proposed to be rezoned for other purposes;
3. The Contributions Plan identified several bio-retention basins to improve stormwater quality prior to entering the creek system. Upon further engineering investigations, many of these are insufficiently sized or are otherwise unable to perform their function hydraulically. Council is now utilising an alternative approach which uses on-street raingardens which treat pollutants closer to the source. Given this aspect only applies to the development contributions plan, it is not further considered in this planning proposal;
4. DCP controls for the provision of traffic safety measures are not clear, and cannot be adequately implemented. Given that this issue only deals DCP controls, it is not considered further in this planning proposal;
5. The DCP provided for several local street to cross creeks. Some of these crossings were at obtuse angles, which makes the construction of bridges significantly more expensive. Given that the local street network does not perform a higher order traffic circulation function, some crossings have been removed entirely, or replaced by pedestrian only bridges, to retain permeability. This amendment only applies to the DCP and Contributions Plan and is not considered further in this planning proposal.

An amendment to the SEPP seeks, in part, to rectify the first and second issue by rezoning some lands (particularly drainage lands) whereby future roads can be realigned to optimise the DCP road network, and allow for orderly development.

### Site Identification

A desktop review of the ILP road network was completed for the entirety of the Austral and Leppington North Precinct. Constrained sites, or sites where there are opportunities to modify the road network in a manner which will improve development outcomes, improve the ability to develop land, or both are considered suitable candidates for realignment. Council only intends to realign local streets; no changes are proposed to any zoned (higher order) roads. Details of each site, and the intended changes are given in Part 2. The area subject to the desktop review is depicted in Figure 1 below.

Council's detailed stormwater and drainage strategy which identifies surplus lands also applies to land shown in Figure 1 below.

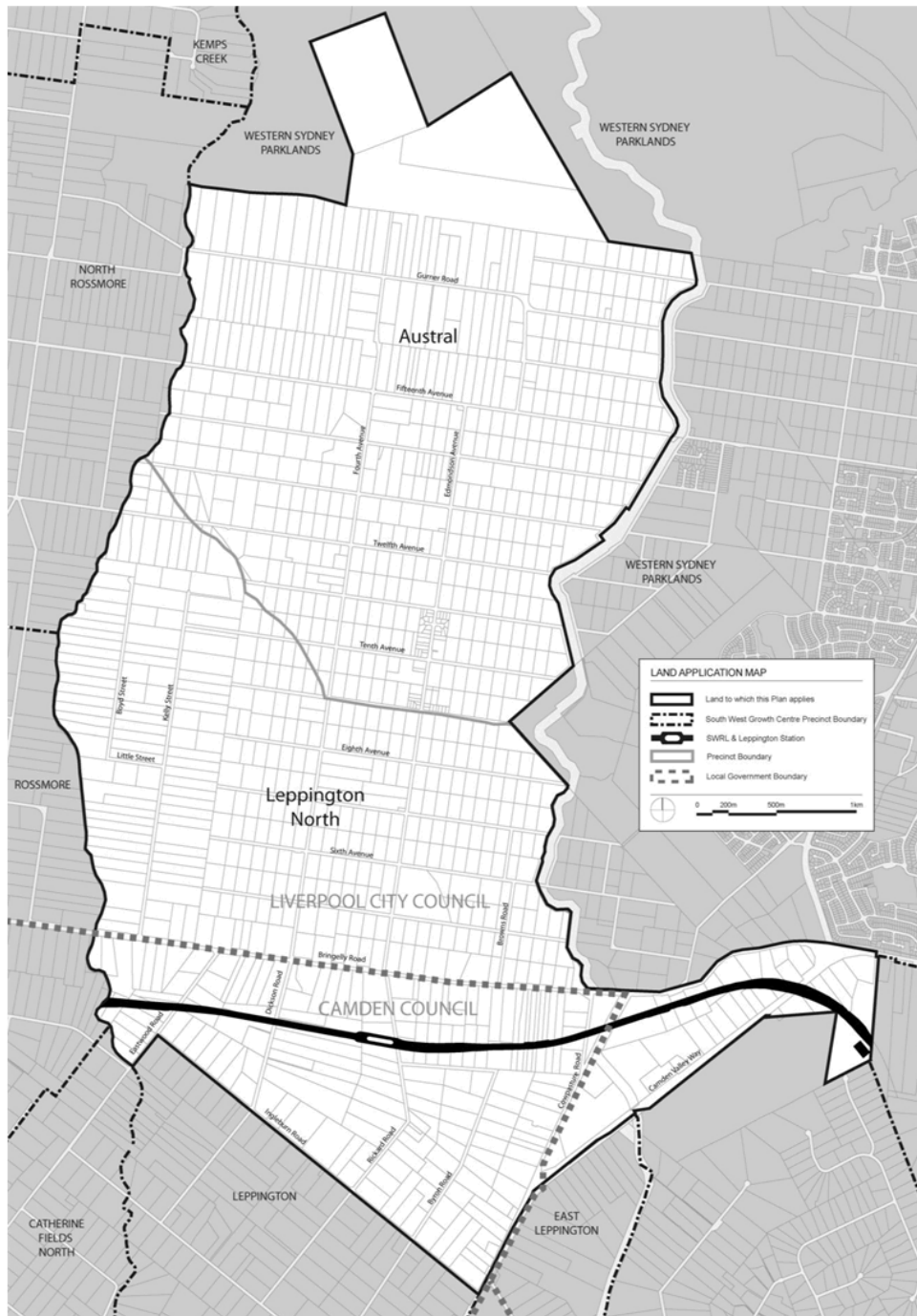


Figure 1: The Austral and Leppington North Precincts. Only land within the Liverpool LGA was subject to review



## Delegation of plan making functions

This planning proposal seeks to amend a State Environmental Planning Policy. As such, Council is not seeking delegation of plan making functions pursuant to Section 3.36 of the *Environmental Planning and Assessment Act 1979* ("EP&A Act").

## Part 1 – Objectives

The objectives of this planning proposal is to better facilitate the development of lands within the Austral and Leppington North Precincts as per the vision for the area. The planning proposal seeks to enable development of certain lands zoned for drainage purposes which are surplus to requirements and to improve development feasibility for other lots within the Austral and Leppington North precincts by optimising the extent of certain zones and planning controls.

The precincts are unlikely to be able to develop to their full potential without this amendment. The amendment also seeks changes to the land acquisition map to remove Councils obligation to acquire land that is no longer required for drainage purposes and to allow these lands to be utilised for other purposes.

## Part 2 – Explanation of provisions

The objectives of the planning proposal will be achieved through changes to the planning controls listed in Table 1. Due to numerous amendments being sought, changes are described in further detail in the headings below this section. Draft maps are provided in Part 4.

Table 1: Current and proposed controls for the subject sites

Control	Current	Proposed
<b>Zoning (LZN)</b>	SP2 Infrastructure, RE1 Public Recreation, R2 Low Density Residential and R3 Medium Density Residential	SP2 Infrastructure, RE1 Public Recreation, R2 Low Density Residential, R3 Medium density Residential, E2 Environmental Conservation, and E4 Environmental Living.
<b>Maximum height of buildings (HOB)</b>	9m, 12m or no standard	9m, 12m or no standard
<b>Residential Density (RDN)</b>	15, 25, or no standard	15, 25, or no standard
<b>Land Reservation Acquisition (LRA)</b>	SP2 Local Drainage or no standard	SP2 Local Drainage or no standard

To facilitate the above changes, the following SEPP maps will be amended:

### Zoning

- SEPP\_SRGC\_SW\_LZN\_007\_020\_20160222
- SEPP\_SRGC\_SW\_LZN\_012\_020\_20130122

### Maximum Height of Buildings

- SEPP\_SRGC\_SW\_HOB\_007\_020\_20130201
- SEPP\_SRGC\_SW\_HOB\_012\_020\_20130111

Amendment to State Environmental Planning Policy (Sydney Region Growth Centres) 2006 – Austral and Leppington North Precincts

#### Residential Density

- SEPP\_SRGC\_SW\_RDN\_007\_020\_20130201
- SEPP\_SRGC\_SW\_RDN\_012\_020\_20130131

#### Land Reservation Acquisition:

- SEPP\_SRGC\_SW\_LRA\_007\_020\_20130201
- SEPP\_SRGC\_SW\_LRA\_012\_020\_20130201

### 135-175 Gurners Avenue

Legally known as Lots 1-2 DP 233174 and Lots 15-17 DP 3403, most of the land is zoned R2, with a 10m wide SP2 – Infrastructure (Local Drainage) zone traversing the site, as seen in Figure 2 below (affected sites highlighted with red boundaries).

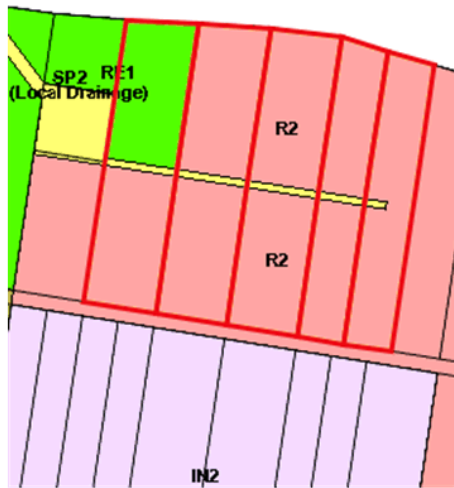


Figure 2: Current land use zoning for land at 135-175 Gurners Avenue

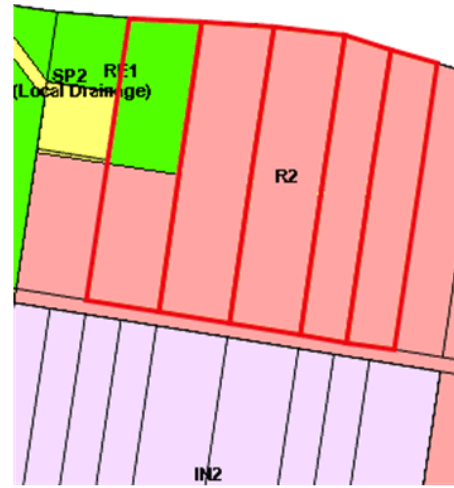


Figure 3: Proposed land use for land at 135-175 Gurners Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed roads, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel, which severs R2 land, currently zoned SP2 would be rezoned to R2 – Low Density Residential, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 9m, a minimum dwelling density of 15dw/ha, and removal of the land from the land reservation acquisition map.

The drainage channel adjacent to the RE1 land will be rezoned to RE1.

## 29 Gurners Avenue

Legally known as Lot 22 DP 791237, most of the land is zoned R2, with a 10m wide SP2 – Infrastructure (Local Drainage) zone traversing Lot 22, as seen in Figure 4 below (affected sites highlighted with red boundaries).

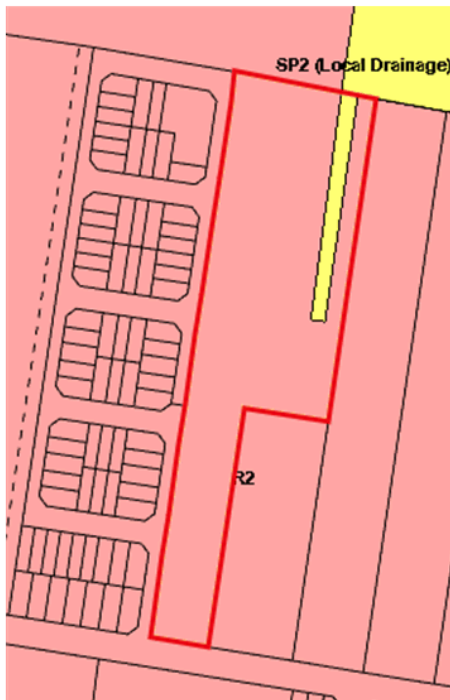


Figure 4: Current land use zoning for land at 29 Gurners Avenue

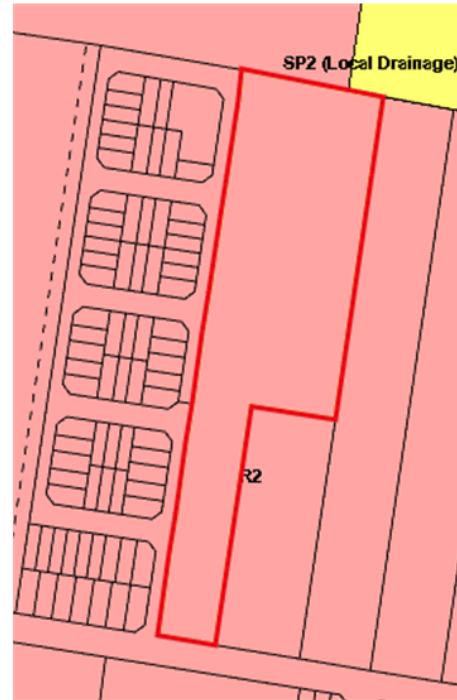


Figure 5: Proposed land use zoning for land at 29 Gurners Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed road, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to R2 – Low Density Residential, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 9m, a minimum dwelling density of 15dw/ha, and removal of the land from the land reservation acquisition map.

### 75 Gurners Avenue

Legally known as Lot 1 DP 1223501 the land is zoned a mix of SP2 Infrastructure (Local Drainage), RE1 Public Recreation, RU6 Rural Transition, E4 Environmental Living, R2 Low Density Residential, R3 Medium Density Residential, and E2 Environmental Conservation, as seen in Figure 6.

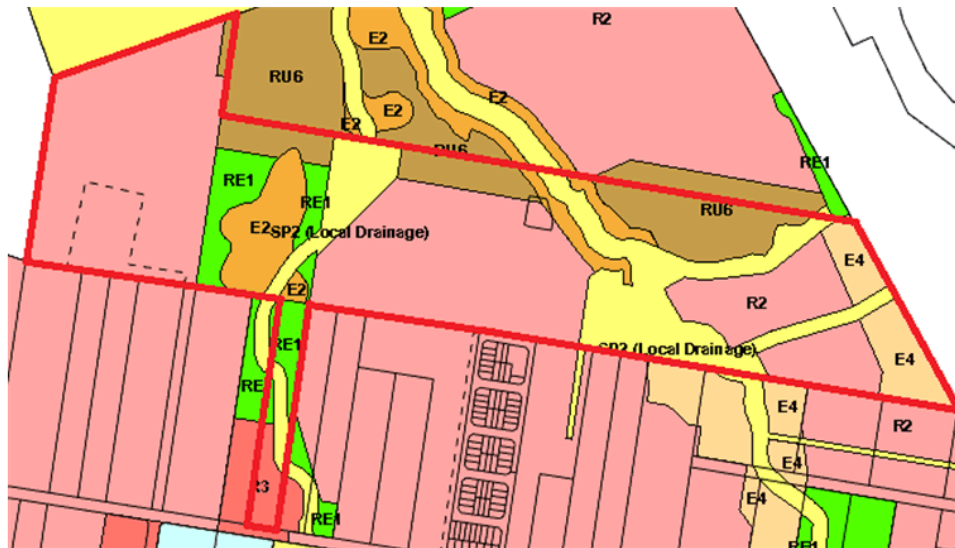


Figure 6: Current land use zoning for land at 75 Gurners Avenue

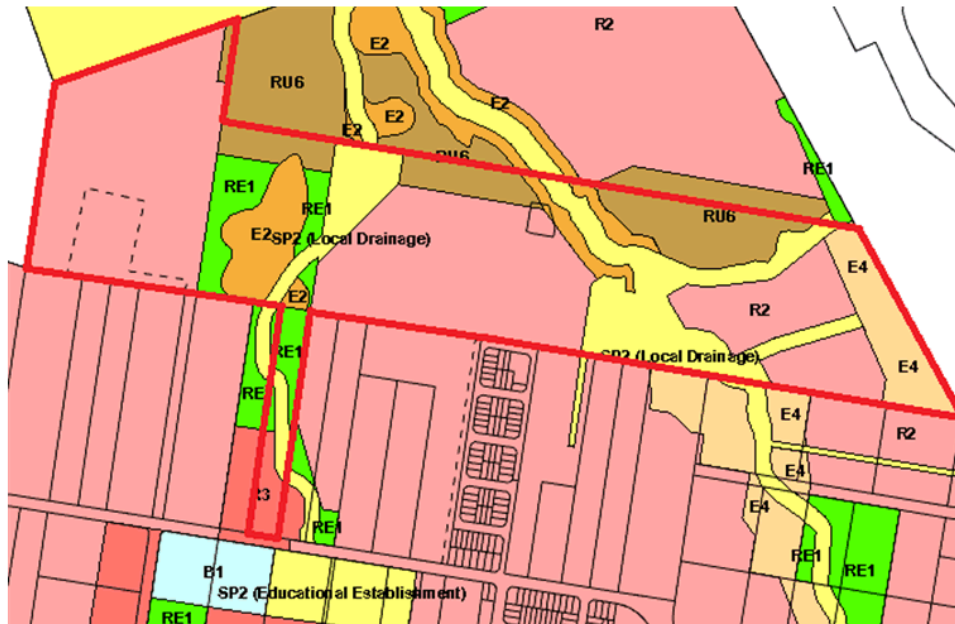


Figure 7: Proposed land use zoning for land at 75 Gurners Avenue



Council's detailed concept design for the stormwater and drainage network concluded that some of the zoned drainage land towards the eastern edge of the site is surplus to requirements. The stormwater can be carried via pipes under the proposed roads, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that part of the extent of the drainage channel currently zoned SP2 would be rezoned to E4 Environmental Living, with other mapped development standards being carried over as per land adjacent. This is consistent with the land-use zoning for the surrounding land, and would likely have been the underlying zone had the drainage infrastructure not been identified. The development standards would include a maximum building height of 9m, and removal of the land from the land reservation acquisition map.

### 470 – 510 Fourth Avenue

Legally known as Lots 1-2 DP 562807 and Lots 1-2 574738, most of the land is zoned R2 Low Density Residential or R3 Medium Density Residential, as seen in Figure 8 below (affected sites highlighted with red boundaries)



Figure 8: Current land use zoning for land at 470 – 510 Fourth Avenue

Figure 9: Proposed land use zoning for land at 470 – 510 Fourth Avenue

As part of Council's review of the ILP road network which seeks to maximise the development potential of properties and minimise the need for variations, it was identified that the proposed layout on these properties resulted in blocks which were too deep for regular subdivision. A realignment of a proposed ILP road in a position closer to Fourth Avenue means that the underlying zone no longer matches the road position. The zone boundary has been shifted to match the new road position, ensuring that one side is zoned wholly R3 and the other side is wholly R2.

The development standards of the land zoned from R3 to R2 will be carried over from the R2 land, being a 9m maximum building height, and a minimum dwelling density of 15 dwellings per hectare.

### 160 – 184 Gurner Avenue

Legally known as Lots 28-29 DP 3403 and Lots 261-263 DP 804734, most of the land is zoned IN2 – Light Industrial, as seen in Figure 10 below (affected sites highlighted with red boundaries)



Figure 10: Current land use zoning for land at 160 – 184 Gurner Avenue



Figure 11: Proposed land use zoning for land at 160 – 184 Gurner Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed road, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to IN2 – Light Industrial, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 13m, a maximum FSR of 1.0:1, and removal of the land from the land reservation acquisition map.

### 295 Fifteenth Avenue

Legally known as Lot 354 DP2475, most of the land is zoned R2, with a 10m wide SP2 – Infrastructure (Local Drainage) zone traversing Lot 354, as seen in Figure 12 below (affected sites highlighted with red boundaries).

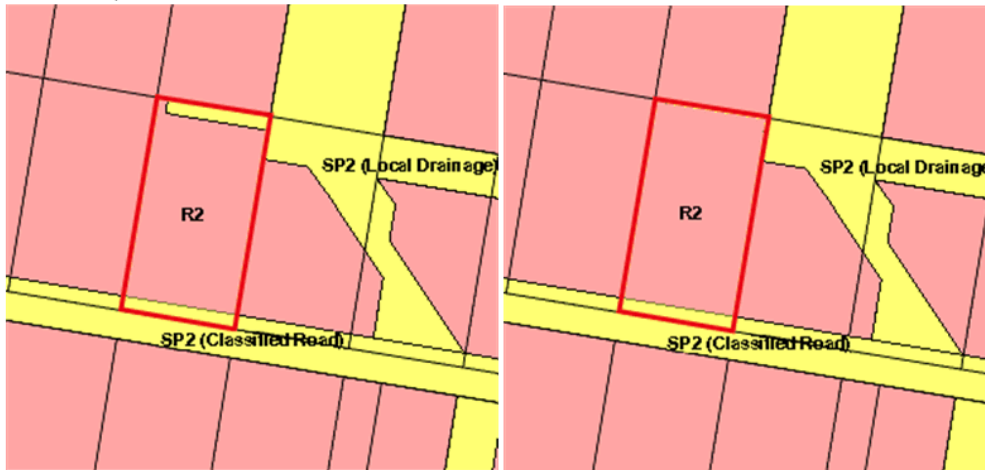


Figure 12: Current land use zoning for land at 295 Fifteenth Avenue

Figure 13: Proposed land use zoning for land at 295 Fifteenth Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed road, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to R2 – Low Density Residential, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 9m, a minimum dwelling density of 15dw/ha, and removal of the land from the land reservation acquisition map.



### 75-105 Thirteenth Avenue and 365 Edmondson Avenue

Legally known as Lots 633-637 DP2475, most of the land is zoned R2, RE1 or R3, with a 10m wide and variable SP2 – Infrastructure (Local Drainage) zone traversing all lots, as seen in Figure 14 below (affected sites highlighted with red boundaries).



Figure 14:  
Current land  
use zoning  
for land at  
75-105  
Thirteenth  
Avenue and  
365  
Edmondson  
Avenue



Figure 15:  
Proposed  
land use  
zoning for  
land at 75-  
105  
Thirteenth  
Avenue and  
365  
Edmondson  
Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed roads, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to R3 – Medium Density Residential, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 12m, a minimum dwelling density of 25dw/ha, and removal of the land from the land reservation acquisition map.

#### 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

Legally known as corner Lot 1 and Lot 3 DP 510228, Lot 6 DP 1117859 and Lot 22 DP 1196508, most of the land is zoned R2, with a 30m wide drainage corridor and an area of RE1 Public recreation, as seen in Figure 16.

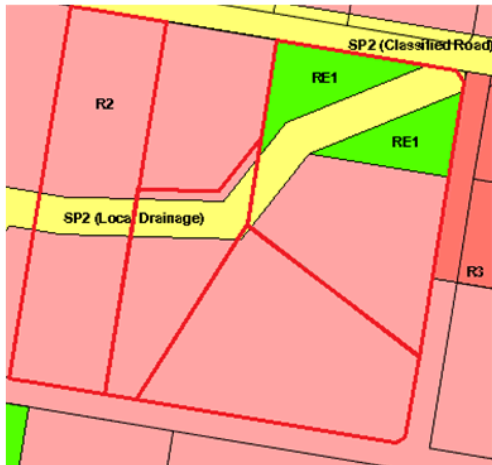


Figure 16: Current land use zoning for land at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

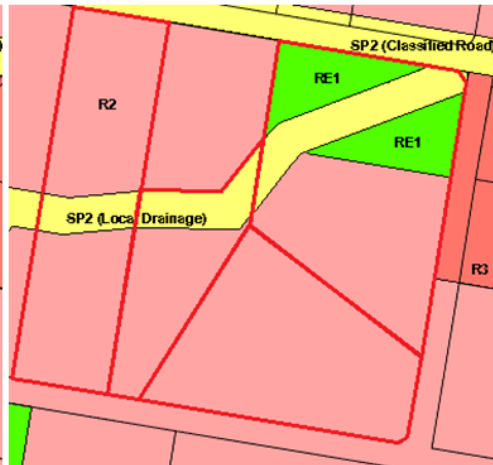


Figure 17: Proposed land use zoning for land at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

The position of the drainage channel on 246 Fourteenth Avenue is such that an 8m wide R2 zoned parcel would be residue after Council acquires land for drainage purposes at the rear of the property. The costs of amalgamating this land into surrounding properties would be such that it makes development of this land unfeasible. It is proposed to realign the drainage corridor such that it abuts the property boundary. This subsequently involves realigning the drainage corridor on adjoining lots to match the new position.

It is proposed that part of the extent of the drainage channel currently zoned SP2 would be rezoned to R2 – Low Density Residential, with other mapped development standards being carried over as per land adjacent. This would include a maximum building height of 9m, a minimum dwelling density of 15dw/ha, and removal of the land from the land reservation acquisition map. It is proposed that some of the R2– Low Density Residential land will be rezoned to SP2 Infrastructure (Local Drainage), with other development standards being expunged and the land being identified as land reserved for acquisition. The drainage corridor will remain at 30m wide.

### 18-30 Kelly Street

Legally known as Lot 1 DP 598602, Lots 11-12 DP 519909, Lot 15 DP 2756, and Lots 131-132 DP 879822 the land is zoned a mix of R2 – Low Density Residential, R3 – Medium Density Residential, SP2 – Infrastructure (Educational Establishment), RE1 – Public Recreation, and SP2 – Infrastructure (Local Drainage), as seen in Figure 18.

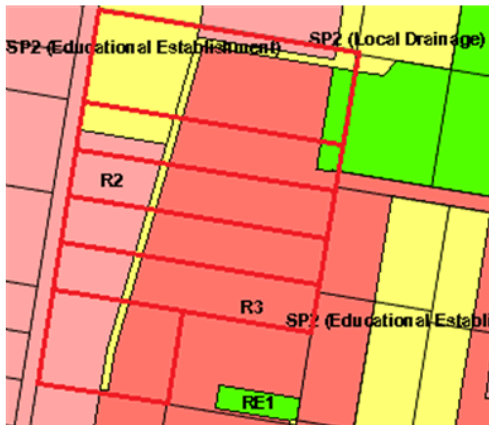


Figure 18: Current land use zoning for land at 18-30 Kelly Street

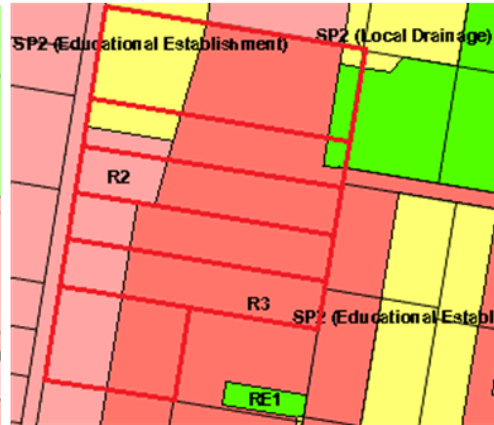


Figure 19: Proposed land use zoning for land at 18-30 Kelly Street

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed roads, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to R3 – Medium Density Residential, with other mapped development standards being carried over as per land adjacent. A small portion of land on the northern boundary of 18 Kelly Street, and a larger extent of land on 22-30 Kelly Street would also be rezoned to R3 – Medium Density Residential to align the zone boundary with relocated ILP roads. The development standards would include a maximum building height of 12m, a minimum dwelling density of 25dw/ha, and removal of the land from the land reservation acquisition map.

### 140 Edmondson Avenue

Legally known as Lot 5 DP 236726, the land is zoned a mix of R2 - Low Density Residential, RE1 – Public Recreation, and SP2 – Infrastructure (Local Drainage), as seen in Figure 20.

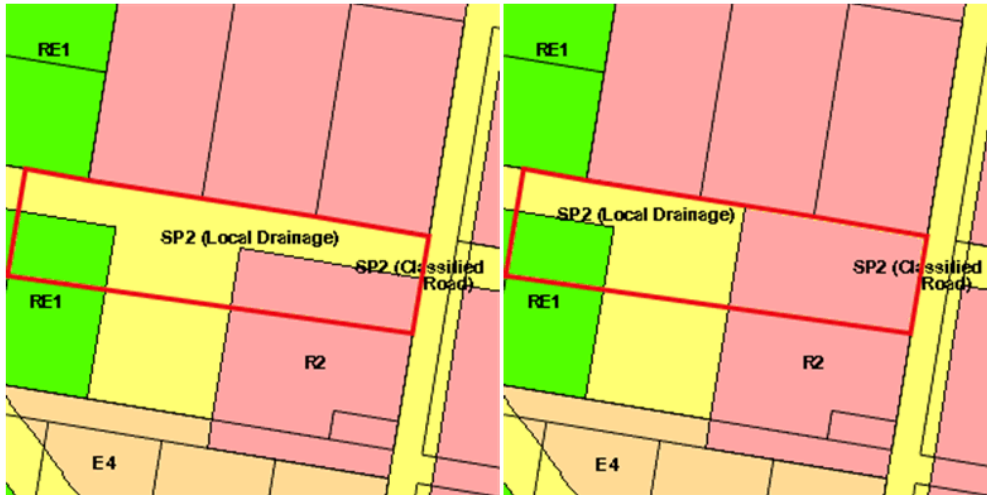


Figure 20: Current land use zoning for land at 140 Edmondson Avenue

Figure 21: Proposed land use zoning for land at 140 Edmondson Avenue

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. Any stormwater can be carried via pipes under the proposed roads, and the road itself can form part of an overland flow path in extreme events. Utilising roads as overland flow paths in extreme events is standard practice.

It is proposed that the extent of the drainage channel currently zoned SP2 would be rezoned to R2 –Low Density Residential, with other mapped development standards being carried over as per land adjacent. The development standards would include a maximum building height of 9m, a minimum dwelling density of 15dw/ha, and removal of the land from the land reservation acquisition map.

### 62 Kelly Street and 542 Bringelly Road

Legally known as Lot 3 DP 2756, and Lot 2 DP 1203674 the land is zoned a mix of R3 – Medium Density Residential, and RE1 Public Recreation, as seen in Figure 22.

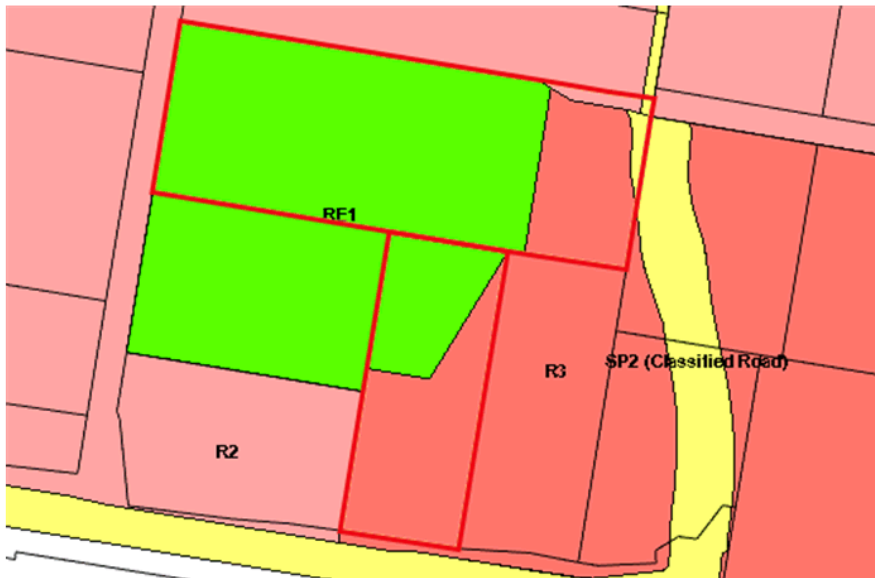


Figure 22: Current land use zoning for land at 62 Kelly Street and 542 Bringelly Road



Figure 23: Proposed land use zoning for land at 62 Kelly Street and 542 Bringelly Road



The zone boundaries of this open space do not align with the proposed road network, nor does the zoning allow for the efficient development of surrounding lands. A proposed local road has been shifted out of the open space zone and onto a property to the south, which did not contain any roads to facilitate development. Shifting this road results in a small parcel of R3 zoned land being isolated between the road and the open space on land at 542 Bringelly Road. It is proposed that this land is zoned RE1 – Public Recreation and will be agglomerated into the greater extent of the park flagged for active open space. Development standards applicable to this land will be expunged and it will be identified in the land reservation acquisition map.

A small area of land zoned RE1 – Public Recreation is proposed to be rezoned to R3 – Medium Density Residential on 62 Kelly Street as the result of a new road being proposed adjacent to the park, separating the open space from residential development. As this new road follows the edge of a transmission easement, it is proposed that the land for the road is all zoned for residential purposes, as per all other local roads which will be delivered at a time when the land is developed. The land being rezoned to R3 will carry development standards from land adjacent, being a maximum building height of 12m, a minimum dwelling density of 25dw/ha, and removal of the land from the land reservation acquisition map.

Development of this area is affected by an Endeavour Energy transmission easement running in a north south orientation through the site. Council acknowledges that Endeavour Energy should be consulted as part of the Gateway determination for amending the instrument in this area.

### 52 Boyd Street

Legally known as Lot 121 DP 738282 the land is zoned a mix of SP2 Infrastructure (Local Drainage), and RE1 (Public Recreation), as seen in Figure 24.

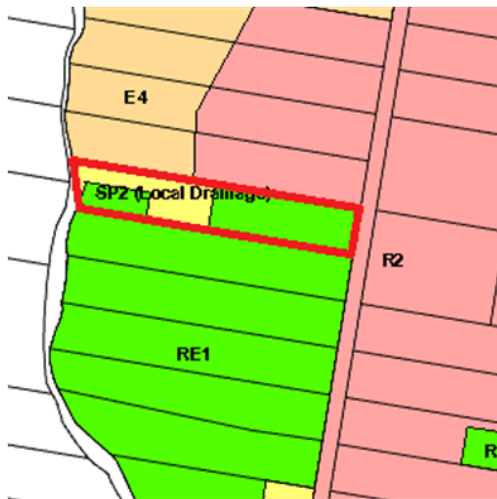


Figure 24: Current land use zoning for land 52 Boyd Street

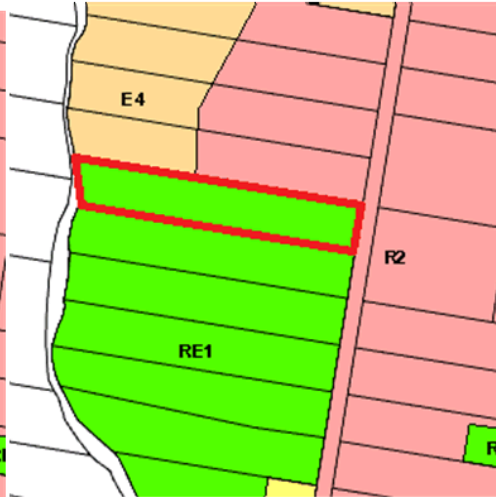


Figure 25: Proposed land use zoning for land 52 Boyd Street

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. A basin is not required here to prevent upstream or downstream flooding.

It is proposed that the extent of the drainage channel and basin currently zoned SP2 would be rezoned to RE2 – Public Recreation. This is consistent with the land-use zoning for the remainder of the property, and would likely have been the underlying zone had the drainage infrastructure not been identified. Much of the land is burdened by power transmission lines and/or impacted by flooding, making it generally unsuitable for residential development.

### 126 Boyd Street

Legally known as Lot 83 DP 740973 the land is zoned a mix of SP2 Infrastructure (Local Drainage), E4 Environmental Living, and E2 Environmental Conservation, as seen in Figure 26.

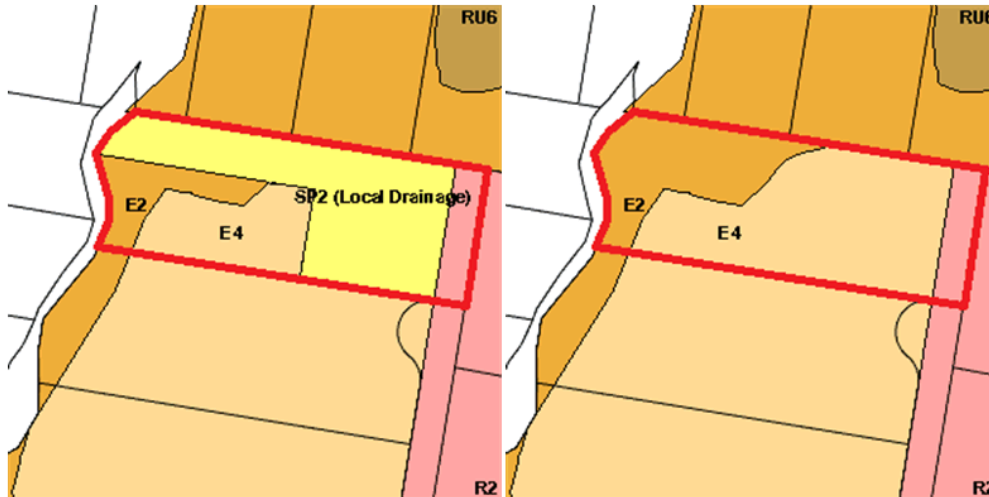


Figure 26: Current land use zoning for land at 126 Boyd Street

Figure 27: Proposed land use zoning for land at 126 Boyd Street

Council's detailed concept design for the stormwater and drainage network concluded that the zoned drainage land in this location is surplus to requirements. A basin is not required here to prevent upstream or downstream flooding.

It is proposed that the extent of the drainage channel and basin currently zoned SP2 would be rezoned to a mix of E2 and E4. This is consistent with the land-use zoning for the remainder of the property, and would likely have been the underlying zone had the drainage infrastructure not been identified. The northern boundary of the site is more heavily impacted by flooding and existing native vegetation, hence the extent of the more stringent E2 zone.

## Part 3 – Justification

### Section A – Need for the planning proposal

#### 3.1 *Is the planning proposal a result of any strategic study or report?*

The rezoning of certain drainage lands is the result of Council's detailed concept stormwater strategy. This strategy identified that several of the 10m wide drainage corridors were over-designed, and that in the event of heavy rain, waters could be carried by sufficiently sized pipes under the road, and as overland flow on streets which follow the path of the drainage corridor.

The rezoning of other sites to provide for better development feasibility were not the result of a strategic study or report. Instead, a desktop analysis was conducted on each property within the Austral and Leppington North Precinct to determine whether the current ILP can provide for the efficient subdivision of the land. In instances where the ILP posed a challenge, the location of DCP roads were shifted, where there would be no negative impacts to adjoining land-owners, where precinct planning objectives would be better achieved, in a manner that is consistent with existing and approved development. An objective of this exercise was to limit the number of isolated variations to the ILP road network, thereby increasing the efficiency of DA processing. As a result of this ILP optimisation, some zone boundaries are proposed to be amended to follow the new road pattern.

#### 3.2 *Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?*

Yes. Changing the land-use zone for the excess drainage lands means Council no longer needs to acquire land for drainage purposes where that land is no longer required for that purpose. This also allows the land to be utilised for higher order uses. This is the only way of achieving the objectives and intended outcomes of the proposal.

Yes. Changing the land use zone for areas in which the ILP amendment seeks to improve development viability is the best means of achieving the objective of the planning proposal. An amendment to the ILP without a subsequent amendment to the SEPP will result in the boundaries between land-use zones and principal development standards not aligning with the road network, resulting in unorderly development of land.

### Section B – Relationship to strategic planning framework.

#### 3.3 *Is the planning proposal consistent with the objectives and actions of the applicable regional, sub-regional or district plan or strategy (including any exhibited draft plans or strategies)?*

##### a. Strategic Merit

The planning proposal is considered to be not inconsistent with any regional, sub-regional or district plan or strategy. The objective of the planning proposal is not to increase residential, commercial or industrial development, rather it is to alter land use zones and principal development standards to ensure that the Austral and Leppington North Precincts are able to develop in a manner consistent with the precinct vision as set out in the Schedule 1 of the Liverpool Growth Centres Precinct Development Control Plan.

Greater Sydney Region Plan - A Metropolis of Three Cities

The planning proposal is broadly consistent with Objective 2 (Infrastructure aligns with forecast growth – growth infrastructure compact). Rezoning surplus drainage lands will release Council of the financial burden to acquire the land, with a subsequent amended to the Contributions Plan.

The planning proposal is broadly consistent with Objective 4 (Infrastructure use is optimised). The existing SP2 zoned land which is proposed to be rezoned for other purposes is not required, therefore the optimal use of the land is for non-infrastructure purposes.

The planning proposal is not inconsistent with Objective 10 (Greater housing supply). Realignment of some zone boundaries is not likely to have a net increase or decrease in the supply of dwellings. However, the planning proposal is expected to increase development viability of some sites, which may have a marginal increase in supply and efficiency of development.

The planning proposal is broadly consistent with Objective 27 (Biodiversity is protected, urban bushland and remnant vegetation is enhanced). An area of land proposed to be rezoned from SP2 Local Infrastructure at 126 Boyd Street is noted as having existing native vegetation. It is proposed that this land is zoned a mix of E4 and E2 zone, which will protect the vegetation, whilst encouraging its maintenance by allowing it to be incorporated into future large lot residential development.

The planning proposal is broadly consistent with Objective 31 (Public open space is accessible, protected and enhanced). Some areas of SP2 drainage may have separated open spaces from the broader road network. Truncating this drainage function in pipes under the road will improve accessibility into green space. Further, some of the SP2 local drainage land is proposed to be rezoned for public open space, increasing the supply and availability of useable open space.

#### Western City District Plan

The planning proposal is not inconsistent with W18 Delivering high quality open space. Some areas of SP2 drainage may have separated open spaces from the broader road network. Truncating this drainage function in pipes under the road will improve accessibility into green space. Further, some of the SP2 local drainage land is proposed to be rezoned for public open space, increasing the supply and availability of useable open space.

#### Local Strategy

Assessment of the proposal with regards to Council's Community Strategic Plan is detailed in Section 3.4.

#### Changing circumstances

The planning proposal is not the result of a demographic shift or new infrastructure in the area. The planning proposal does partially result from the detailed concept design of stormwater infrastructure, which indicates items that are surplus to requirements.

#### **b. Site Specific Merit**

#### Natural Environment

The planning proposal does not impact the natural environment. As detailed further in section 3.6 any rezonings which are proposed will likely improve environmental outcomes.

The planning proposal has not investigated any mineral or other resources, as the lands were already zoned for urban purposes.



A hazard review has not been undertaken, as the land has already been zoned for urban purposes. Land at 126 Boyd Street is subject to flooding, and will be rezoned to enable residential development. The DCP provides controls to ensure that life and property will be protected in the event of a flood. This land contains sufficient flood free area to permit the construction of residential dwellings on flood free land, or with minimal cut and fill. All other lands were already zoned for urban purposes and the resultant land-use changes will not impact flood potential. Risks from other hazards such as bushfire and salinity are adequately addressed by the DCP or other relevant guidelines.

#### Existing, approved and likely future uses of the land

The existing uses are largely reflective of the precinct's historic zoning, and the character of the area will likely change dramatically as the area urbanises.

Much of the lands are not being used for existing permitted uses or development potential of the land.

The planning proposal intends on amending the land uses of the 36 properties identified to ensure that the lands can develop in accordance with a rationalised ILP and the need for appropriate uses for lands identified as surplus to drainage requirements.

#### Services and infrastructure are available or can be made available to support any development

The primary objective of the planning proposal is not to seek uplift on any land. Some land will be up zoned to align with a new ILP road network, or where surplus drainage lands are being rezoned for residential uses, however the impact of this proposal on the greater ALN precincts is minimal. Given that a contributions plan is in place for the precinct, any additional yield will result in additional contributions for infrastructure and services being collected.

#### *3.4 Is the planning proposal consistent with a council's local strategy or other local strategic plan?*

The Planning Proposal is not inconsistent with Council's Community Strategic Plan: *Our Home, Liverpool 2027*. Council's strategy adopts a quadruple bottom line approach, being Creating Connection (Social), Strengthening and Protecting Our Environment (Environment), Generating Opportunity (Economic), and Leading through Collaboration (Civic Leadership).

The Planning proposal is consistent with the following desires of the community:

- Creation of more green spaces.
  - This is achieved as some lands will be rezoned for public open space.
- Well-managed development.
  - This planning proposal's primary objective is to facilitate the development of Austral as per the precinct vision by correcting a number of minor anomalies, and reviewing Council's drainage network in accordance with detailed concept design plans.
- Creation of well-planned, attractive and people-friendly urban environments
  - As above, the planning proposal seeks to provide for more orderly development, and when combined with the rain-garden strategy, will provide a more attractive urban environment which will provide a more people friendly environment.

The Planning proposal is consistent with the following actions for Council:

Amendment to State Environmental Planning Policy (Sydney Region Growth Centres) 2006 – Austral and Leppington North Precincts

- Protect and enhance bushland, rivers and the visual landscape.
  - The proposed rezoning of certain properties for open space or environmental zones will increase opportunities to retain existing vegetation, which may have otherwise been disturbed to engineer drainage infrastructure.
- Exercise planning controls to create high-quality, inclusive, urban environments.
  - The planning proposal seeks to rationalise planning controls in the Austral and Leppington North Precincts in a manner which is consistent with the precinct vision.

### 3.5 Is the planning proposal consistent with applicable State Environmental Planning Policies?

The planning proposal seeks an amendment to the State Environmental Planning Policy (Sydney Region Growth Centres) 2006. Compliance with any SEPP which applies to the land is given in Table 2 below. Note: any SEPP which does not apply to the land, or for which the planning proposal will not preclude the operation of is not listed.

Table 2: Compliance with SEPPs

SEPP	Complies?	Justification
No 19 Bushland in Urban Areas	Yes	The planning proposal is not inconsistent with the SEPP. Allowing some lands to be rezoned from drainage to open space functions may preserve vegetation which would otherwise have been removed. Council's DCP and the vegetation SEPP provides for the removal of any vegetation. No vegetation is required to be removed to fulfil this Planning Proposal.
No 44 Koala Habitat Protection	Yes	The lands are already zoned for urban purposes. This planning proposal will not undermine any Koala Habitats to a greater extent than for which is already permitted.
No 55 Remediation of Land	Yes	The lands are already zoned for urban purposes, and a precinct wide contamination assessment was conducted prior to the Austral and Leppington North precincts being rezoned. This planning proposal will not undermine the need for any development to undergo a phase 1 Contamination Assessment.
Exempt and Complying Development Codes 2008	Yes	It is proposed that the land reservation acquisition maps are amended in accordance with the revised land-use zoning maps to ensure exempt and complying development can be carried out in accordance with the zone objectives.
Infrastructure 2007	Yes	The planning proposal does not seek to intensify or enable further development which would interfere with operation of, or delivery of infrastructure. Council expects a condition of gateway would be to consult with public utility providers.
Sydney Region Growth Centres 2006	Yes	The intent of the planning proposal is to rezone certain land within the Austral and Leppington North Precincts to ensure that land is able to be developed in accordance with the precinct vision and to promote orderly development.
Vegetation in Non-Rural Areas 2017	Yes	The planning proposal is not inconsistent with the SEPP. Allowing some lands to be rezoned from drainage to open space functions may preserve vegetation which would otherwise have been removed.

### 3.6 Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 directions)?

The planning proposal seeks an amendment to the State Environmental Planning Policy (Sydney Region Growth Centres) 2006. Compliance with the ministerial directions is provided in Table 3 below. Note: any direction which does not apply to the planning proposal is not listed.

Table 3: Compliance with s.9.1 Directions

S.9.1 Directions	Complies	Justification
<b>Employment and Resources</b>		
1.1 Business and Industrial Zones	Yes	No land zoned for business or industrial use is to be rezoned under this proposal. A small amount of land zoned for drainage purposes is to be zoned IN2 Light Industrial as the drainage lands are surplus to requirements.
<b>Environment and Heritage</b>		
2.1 Environment Protection Zones	Yes	<p>The planning proposal seeks, broadly, to rezone some lands from one urban use to another urban use. Most of the lands are proposed to be rezoned from SP2 Infrastructure (Local Drainage) to other uses. All of the drainage corridors proposed to be rezoned do not form part of any recognised riparian corridor or tributary, most are overland flow paths.</p> <p>The rezoning of land at 52 and 126 Boyd Streets will involve the rezoning of land within a riparian zone, and land which is non-biodiversity certified. Rezoning of these land from SP2 infrastructure (for the purpose of construction of stormwater detention basins) to a mix of RE1 Public Recreation, E2 Environmental Conservation, and E4 Environmental Living will better enable any existing native vegetation and habitat to be retained.</p>
<b>Housing, Infrastructure and Urban Development</b>		
3.1 Residential Zones	Yes	<p>The planning proposal seeks to ensure that the land use zoning and the associated ILP conform to the vision for the Austral and Leppington North precincts to deliver approximately 48,500 new dwellings. The planning proposal will have a minimal net increase in dwelling yield across the precincts due to many of the surplus drainage corridors being rezoned for residential purposes, and a small amount of land being up zoned from low to medium density residential to align with an amended ILP.</p> <p>The exception is land at 470-510 Fourth Avenue, Austral. These land are proposed to have a small area of land zoned R3 Medium Density amended to R2 Low Density Residential. This results from a concurrent amendment being drafted to the DCP. In the DCP a proposed road is being straightened to produce a more rectangular street block which will facilitate more orderly development. In an effort to ensure that subdivided properties do not contain a mix of zoning it is proposed the zone boundary follows the edge of the proposed road.</p>
3.4 Integrating Land-Use and Transport	Yes	This planning proposal amends some zone boundaries to assist in rationalising the Austral and Leppington North ILP. Rationalising the ILP will assist with orderly development, with one of the objectives of the proposal being to further facilitate pedestrian permeability throughout the precincts. As a result of

the proposed amendment to the DCP, some boundaries in the SEPP require amending to ensure that the zone boundaries align with the position of realigned proposed roads

#### **Hazard and Risk**

4.3 Flood Prone Land	Yes	Part of the subject lands are identified as flood prone land and within the flood planning areas.
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Some land at 175 Gurners Avenue and 295 Fifteenth Avenue is proposed to be rezoned from SP2 (Local Drainage) to R2 Low Density Residential. This land is affected by the outer extent of the floodplain (PMF) as per Council's flood model, but is not flood prone land as per the SEPP maps. The land for any dwellings can be made flood free as part of any residential development, and may involve compensatory cut and fill.

Land at 404 Fourth Avenue, 75-105 Thirteenth Avenue, 246 Fourteenth Avenue, 480 & 510 Fifteenth Avenue, 365 Edmondson Avenue, and 18-30 Kelly Street is currently mapped as flood prone land in Council's flood mapping, including high risk lands. These lands, however, are not marked as flood prone land as per the SEPP mapping. As part of developing these land, construction of a piped drainage system, and filling of some of the lands will alleviate the flood potential of the land.

Land at 52 Boyd Street is subject to high risk flooding, as per Council's flood risk maps, and is also flood prone land as per the SEPP mapping. It is proposed to be rezoned from SP2 (Local Drainage) to RE1 Public Recreation. This land, in addition to a larger area of RE1 land to the south will be utilised for active open space.

Land at 126 Boyd Street is proposed to be rezoned from SP2 (Local Drainage) to a mix of E2 and E4. The Liverpool Growth Centres Precincts DCP contains stringent provisions to ensure that any development in these zones has a 500mm freeboard above flood level, and that any filling of the land is compensated with cut. The minimum lot size associated with the E4 zone ensures that the development of dwellings can be located closer to the street, which is flood free, whilst the flood prone land will be located in backyards, and having fencing suitable so as to not impede flood waters.

In summary, the planning proposal will:

- Not permit any additional development in a floodway (as per the construction of stormwater infrastructure when the land is developed, or via development controls in the precinct DCP),
- Not permit any development which will have an impact on downstream properties, as any fill will need to be compensated with cut as per the requirements of developing the land in accordance with the DCP.
- Not significantly increase the development of the land.
- Not increase government spending on flood mitigation infrastructure.

		<ul style="list-style-type: none"> <li>• Not seek to provide for any additional land uses to be permitted without consent, other than those already prescribed in the relevant land-use zone as per the SEPP</li> </ul>
4.4 Planning for Bushfire Protection	Yes	<p>Part of the subject sites are identified as bushfire prone land in accordance with Section 10.3 of the <i>Environmental Planning and Assessment Act 1979</i>.</p> <p>No development is proposed as part of the planning proposal; rather the planning proposal will enable the development of certain lands in accordance with the precinct vision.</p> <p>It is anticipated that in most instances any subdivision of the land will likely involve a degree of vegetation clearing and removal of the fire threat. In instances where vegetation is retained and/or protected any new dwelling houses, or other development, will be constructed of materials which are able to withstand a heat load indicated by the BAL value of the property.</p> <p>Council requires a bushfire assessment to be provided for subdivision of any land that is within a bushfire prone area.</p> <p>The planning proposal does not seek to undermine access to any heavily vegetated areas, nor amend any controls relating to Asset Protection Zones.</p> <p>It is anticipated that gateway determination, consultation with the Commissioner of the NSW Rural Fire Service will be undertaken.</p>
<b>Regional Planning</b>		
5.10 Implementation of Regional Plans	Yes	The regional plan for Metropolitan Sydney is <i>A Plan for Growing Sydney</i> . Consistency with <i>A Plan for Growing Sydney</i> is demonstrated in section 3.3 of this report.
<b>Local Plan Making</b>		
6.1 Approval and Referral Requirements	Yes	The planning proposal does not contain provisions requiring additional concurrence, consultation, or referral to a Minister or public authorities.
6.2 Reserving Land for Public Purposes	Yes	<p>The planning proposal seeks to remove the acquisition of certain lands in the sites identified. The planning proposal also seeks to remove the lands from the land reservation acquisition maps.</p> <p>The planning proposal also seeks to include some additional lands as land reserved for acquisition. This is associated with a small area of land proposed to be rezoned from R3 Medium Density Residential to RE1 Public Recreation at 542 Bringelly Road and amending the area of land zone SP2 (Local Drainage) affecting properties at 480 &amp; 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue. The land acquisition maps are proposed to be amended to match the zoning extent. Council is nominated as the acquisition authority for any additional lands to be acquired as per the SEPP. Councils Development Contributions Plan is to be amended to reflect these changes, and to provide funding for the land to be</p>



acquired under Division 3 of Part 2 of the Land Acquisition (Just Terms Compensation) Act 1991.

#### Metropolitan Planning

7.1 Implementation of A Plan for Growing Sydney	Yes	Consistency with <i>A Plan for Growing Sydney</i> is demonstrated in section 3.3 of this report.
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### Section C – Environmental, social, and economic impact

#### 3.7 *Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?*

No. The planning proposal only seeks to rezone land that has already been zoned for urban purposes. Much of the land has been biodiversity certified.

Some land which is noted as containing existing native vegetation, has been identified as being suited to be zoned RE1 Public Recreation, E2 Environmental Conservation or E4 Environmental Living. The objectives of these zones aims to protect, and enhance the natural environment.

#### 3.8 *Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?*

No. The rezoning of certain lands, and alteration to development standards is not likely to have any discernible environmental impacts that wouldn't have otherwise been permitted under the existing zone. The rezoning of some sites to recreation and environmental zones will likely decrease any impacts on existing vegetation/habitats. Some of the lands are subject to bushfire, flood, and salinity hazards, which are addressed by the precinct DCP.

#### 3.9 *Has the planning proposal adequately addressed any social and economic effects?*

The most likely social/economic impacts of the planning proposal would be the impact on property values as a result of some properties being partially rezoned. The objectives of the planning proposal are not to uplift or downzone any lands, rather the planning proposal seeks to better facilitate the development of lands within the Austral and Leppington North Precincts as per the vision for the area. For land at 470 – 510 Fourth Avenue this involves rezoning some of the land from R3 Medium Density Residential to R2 Low Density Residential. This is in response to the position of some ILP roads being straightened and moved closer together to provide for more orderly development. As such, the amendment to the zone boundary is likely to improved development feasibility, whilst not impacting upon any development yield.

Some land at 542 Bringelly Road is proposed to be rezoned from R3 Medium Density Residential to RE1 Public Recreation. This land is proposed to be rezoned to ensure that the zoning boundary matches that of adjoining properties and to avoid the construction of an unsafe road intersection. Due to the development potential of this land being extinguished, Council would acquire this land utilising development contributions. Council's acquisition of this land is subject to the Land Acquisition (Just Terms Compensation) Act 1991.

The other notable economic impacts associated with the planning proposal (and related amendments to the DCP and Contributions Plan) relate to Council's stormwater strategy. As per the planning proposal, several 10m wide drainage channels, which are often flanked by 16m wide local streets on both sides (for a total width of 42m) are proposed to be rezoned for other purposes and removed from the contributions plan. However, a stormwater pipe or box culvert will still be necessary in the proximate location to convey stormwater. It is considered that rezoning the land for other uses, in addition to the requirement of only having to provide a single road in most circumstances negates the additional cost of providing larger stormwater pipes. Despite funds for the acquisition and construction of an open channel being removed

Amendment to State Environmental Planning Policy (Sydney Region Growth Centres) 2006 – Austral and Leppington North Precincts

from the contributions plan, the additional developable area and costs of only providing one road in place of two are more than likely to off-set the losses of providing higher capacity piped stormwater infrastructure.

No negative social impacts are envisaged as a result of the planning proposal. The rezoning of some lands from SP2 (local Drainage) or R3 Medium Density Residential to RE1 Public Open Space is concluded to be a net social benefit.

Public exhibition of the planning proposal will provide an opportunity for Council to engage with property owners if they have any concerns as to what impact the rezoning may have upon their development potential.

## Section D – State and Commonwealth interests

### *3.10 Is there adequate public infrastructure for the planning proposal?*

The planning proposal is not considered to demand any additional public infrastructure. Whilst the planning proposal may result in a marginal increase in development yield, due to some drainage lands being rezoned for primarily, residential uses, it is considered that the resultant uplift in the context of the broader Austral and Leppington North precincts is inconsequential.

### *3.11 What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway determination?*

The views of State and Commonwealth public authorities will be considered following Gateway determination. The following government agencies, or utility owners, have been identified as potentially interested parties for reasons given below:

- NSW Office of Environment and Heritage – Some lands to be rezoned are biodiversity non-certified,
- NSW Rural Fire Service – Some lands to be rezoned are bushfire prone
- NSW Department of Primary Industries (Water) – Some lands are to be rezoned within proximity to Kemps Creek. The realignment of one drainage channel impacts a tributary.
- TransGrid – Some lands are proposed to be rezoned which are encumbered by TransGrid assets.
- Endeavour Energy – Some lands are proposed to be rezoned which are encumbered by Endeavour Energy assets.

## Part 4 – Mapping

Extracts of the changes to the land-use zoning maps are presented in Figure 2 to Figure 27 in Part 2 of the planning proposal. Other proposed changes to SEPP maps are shown below.

135-175 Gurners Avenue Zoning Maps



Figure 28: Existing Zoning at 135-175 Gurners Avenue

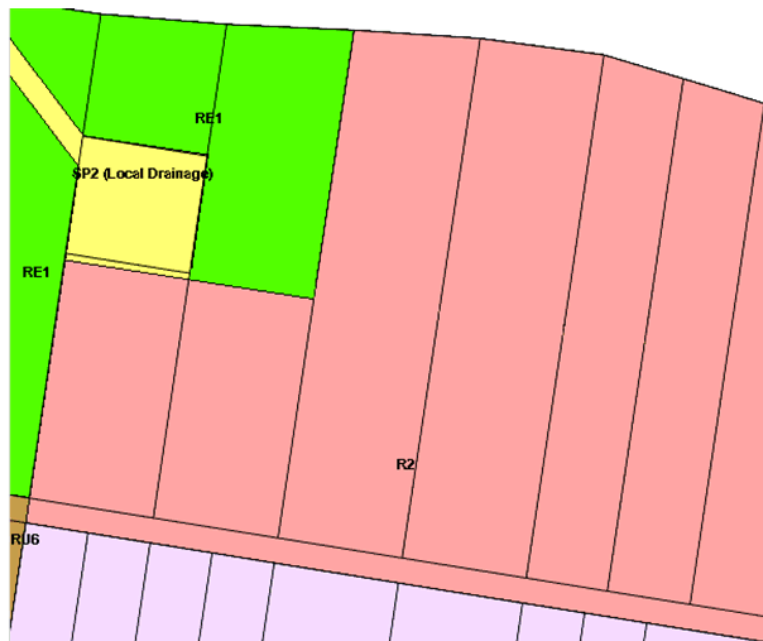


Figure 29: Proposed zoning at 135-175 Gurners Avenue

## 135-175 Gurners Avenue Maximum Height of Buildings Maps



Figure 30: Existing Maximum Building Height at 135-175 Gurners Avenue



Figure 31: Proposed Maximum Building Height at 135-175 Gurners Avenue

## 135-175 Gurners Avenue Minimum Dwelling Density Maps

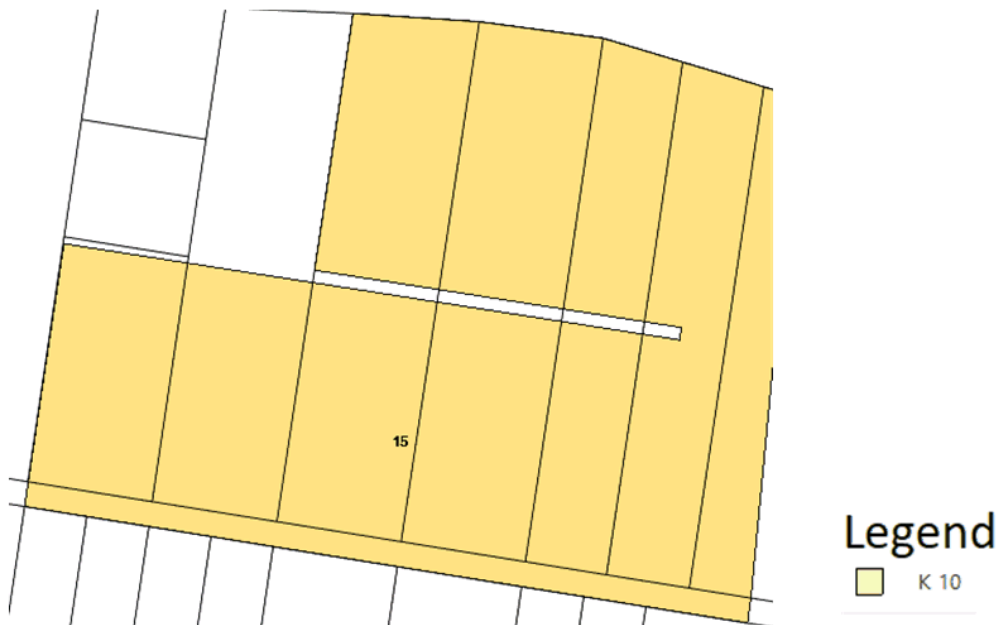


Figure 32: Existing Minimum Dwelling Density at 135-175 Gurners Avenue

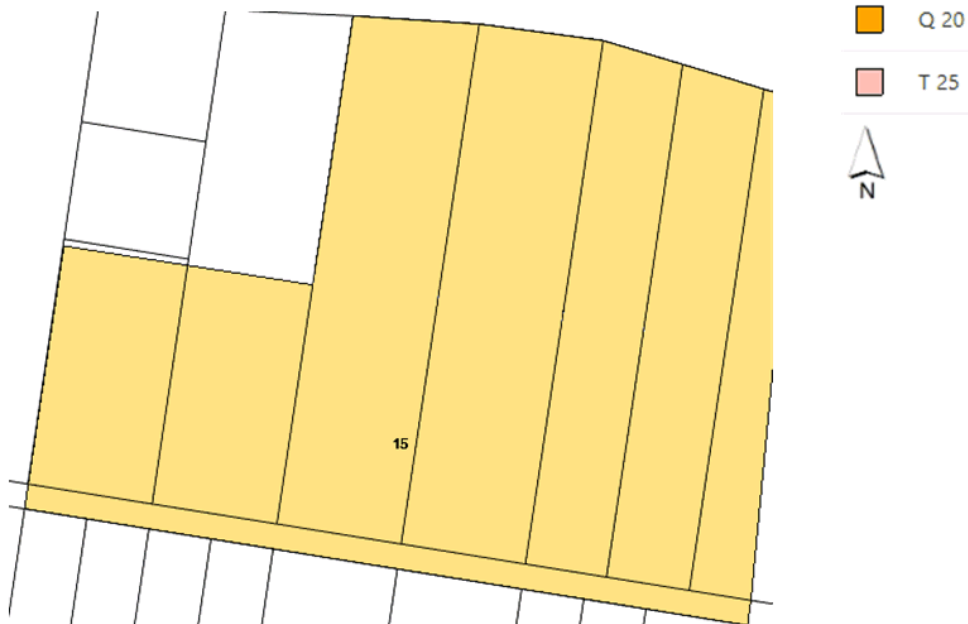


Figure 33: Proposed Minimum Dwelling Density at 135-175 Gurners Avenue



## 135-175 Gurners Avenue Land Acquisition Maps



Figure 34: Existing Land Reservation Acquisition at 135-175 Gurners Avenue

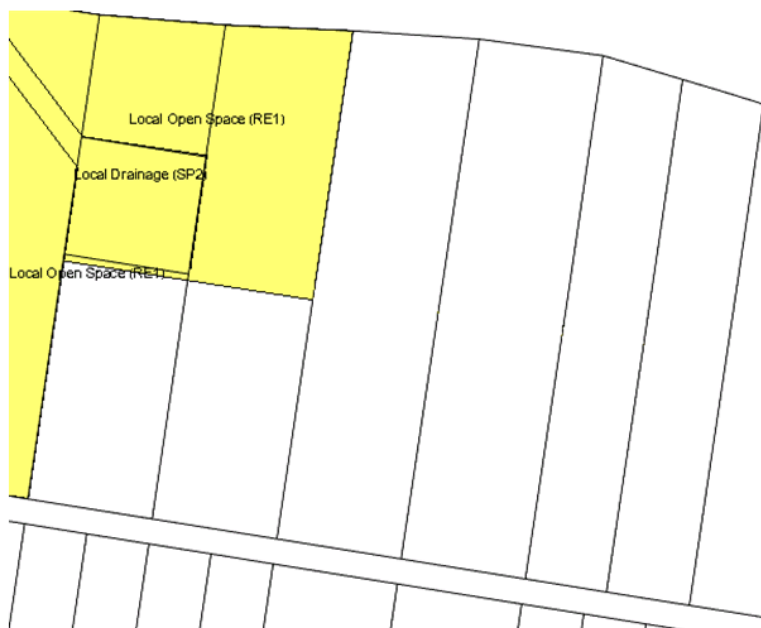


Figure 35: Proposed Land Reservation Acquisition at 135-175 Gurners Avenue

## Legend

 LAND  
RESERVATION  
ACQUISITION



## 75 Gurners Avenue Zoning Maps

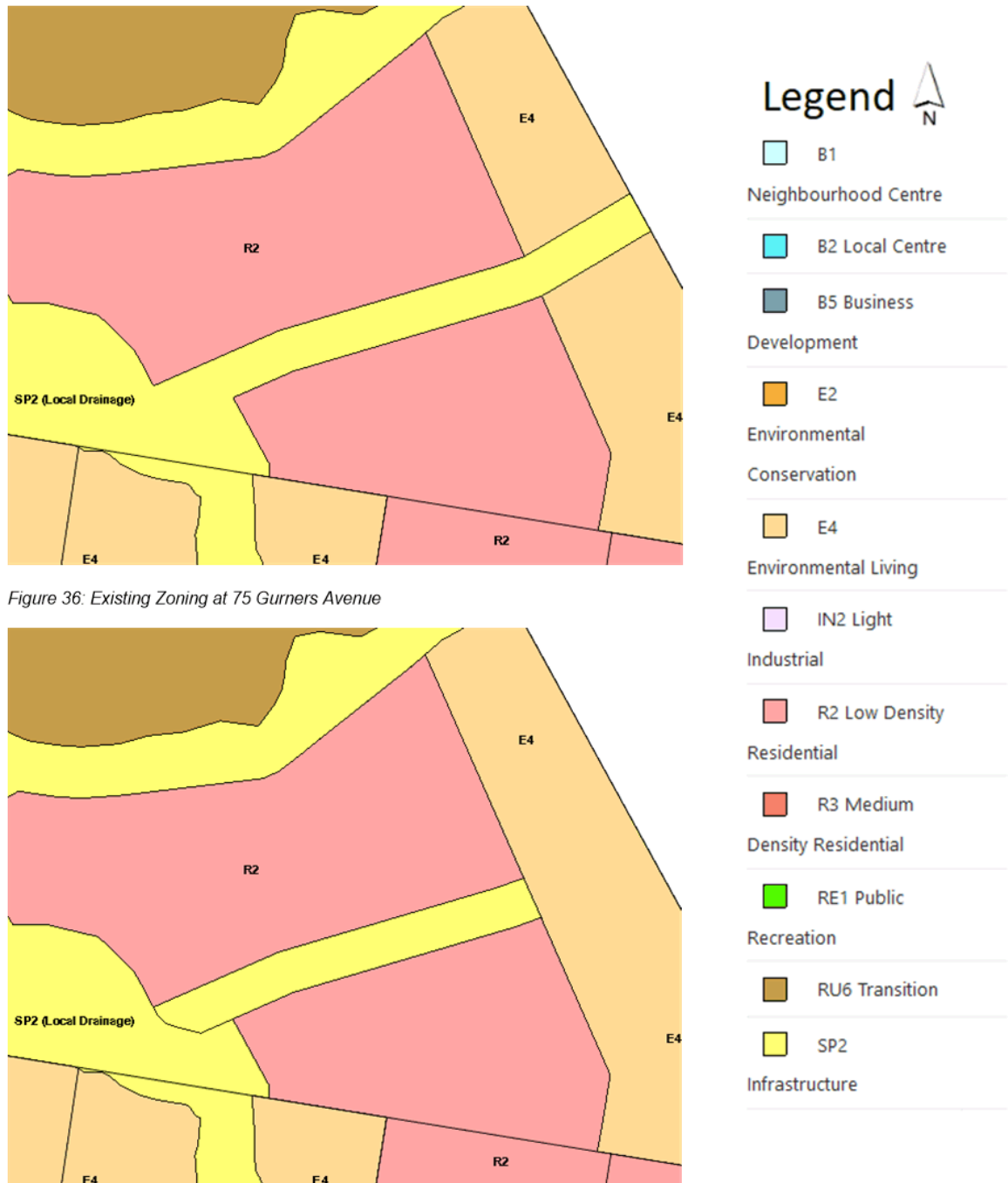


Figure 36: Existing Zoning at 75 Gurners Avenue

Figure 37: Proposed Zoning at 75 Gurners Avenue

## 75 Gurners Avenue Maximum Height of Buildings Maps



Figure 38: Existing Maximum Building Height at 75 Gurners Avenue

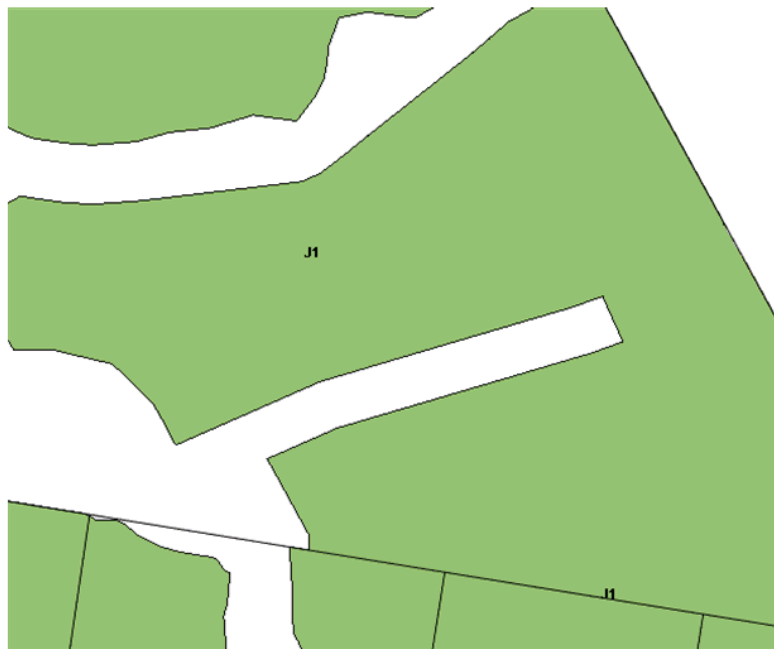


Figure 39: Proposed Maximum Building Height at 75 Gurners Avenue

## 75 Gurners Avenue Land Acquisition Maps

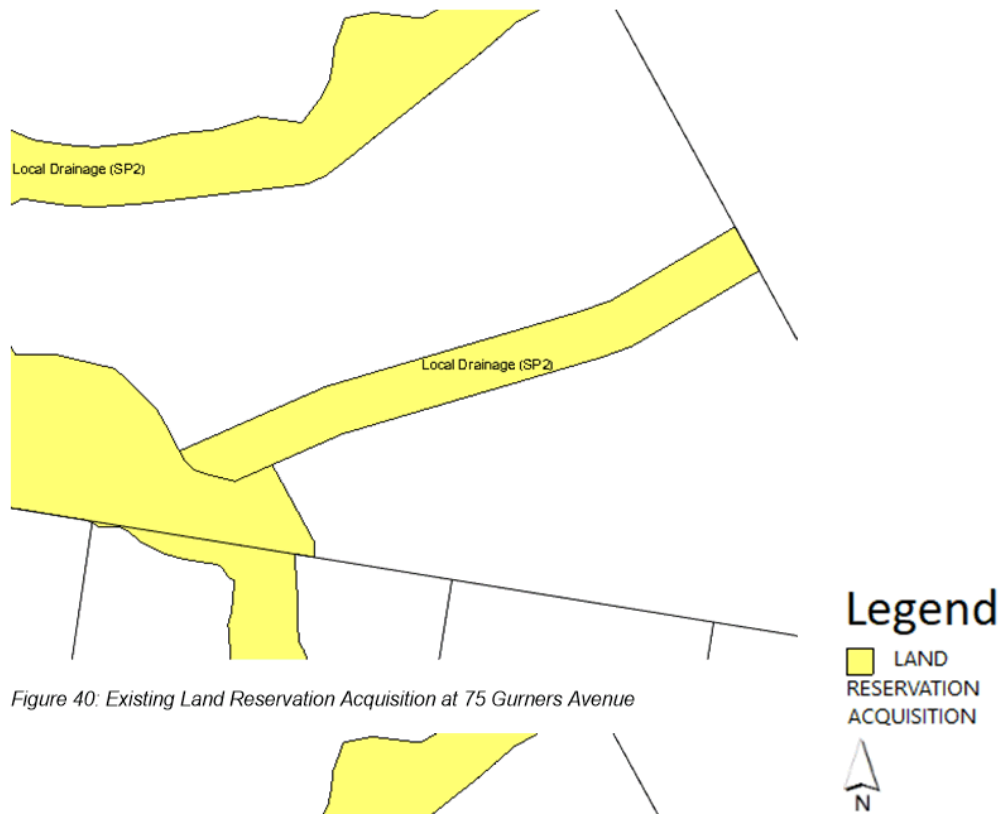


Figure 40: Existing Land Reservation Acquisition at 75 Gurners Avenue



Figure 41: Proposed Land Reservation Acquisition at 75 Gurners Avenue

## 29 Gurners Avenue Zoning Maps





## 29 Gurners Avenue Maximum Height of Buildings Maps



Figure 44: Existing Maximum Building Height at 29 Gurners Avenue



Figure 45: Proposed Maximum Building Height at 29 Gurners Avenue

## Legend

- J1 9m
- M 12m
- N 13m
- O 15m
- P1 17m



## 29 Gurners Avenue Minimum Dwelling Density Maps



Figure 46: Existing Minimum Dwelling Density at 29 Gurners Avenue

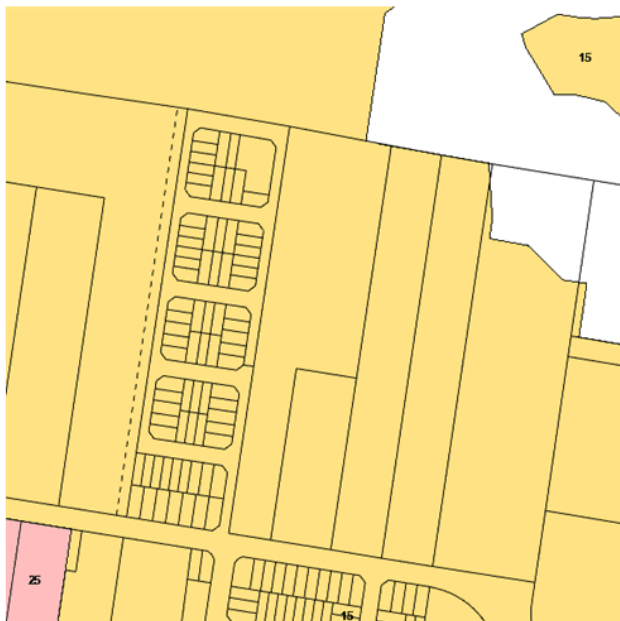


Figure 47: Proposed Minimum Dwelling Density at 29 Gurners Avenue

## Legend

K 10

O 15

Q 20

T 25



## 29 Gurners Avenue Land Acquisition Maps



Figure 48: Existing Land Reservation Acquisition at 29 Gurners Avenue



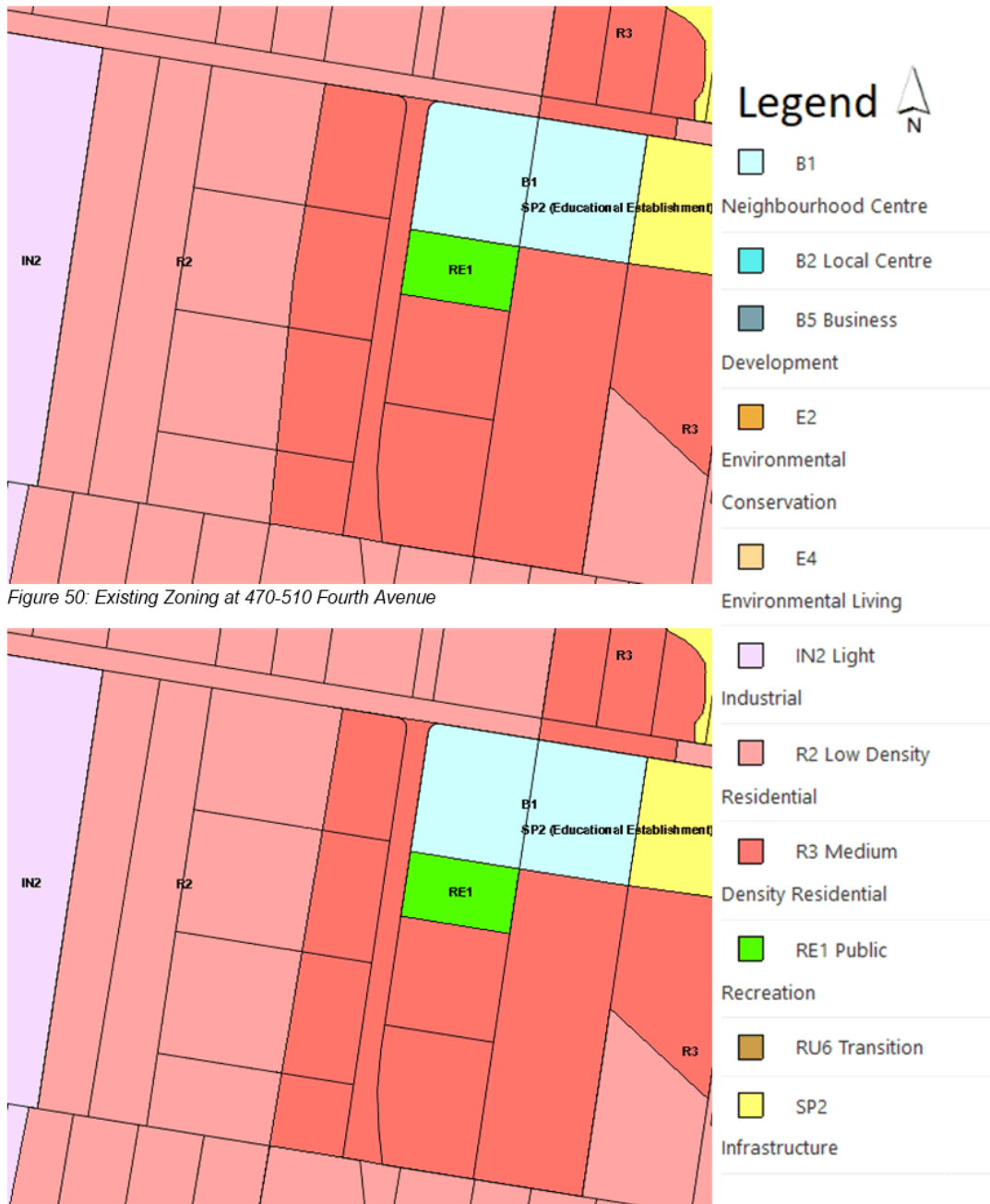
Figure 49: Proposed Land Reservation Acquisition at 29 Gurners Avenue

## Legend

 LAND  
RESERVATION  
ACQUISITION



470-510 Fourth Avenue Zoning Maps



## 470-510 Fourth Maximum Height of Buildings Maps

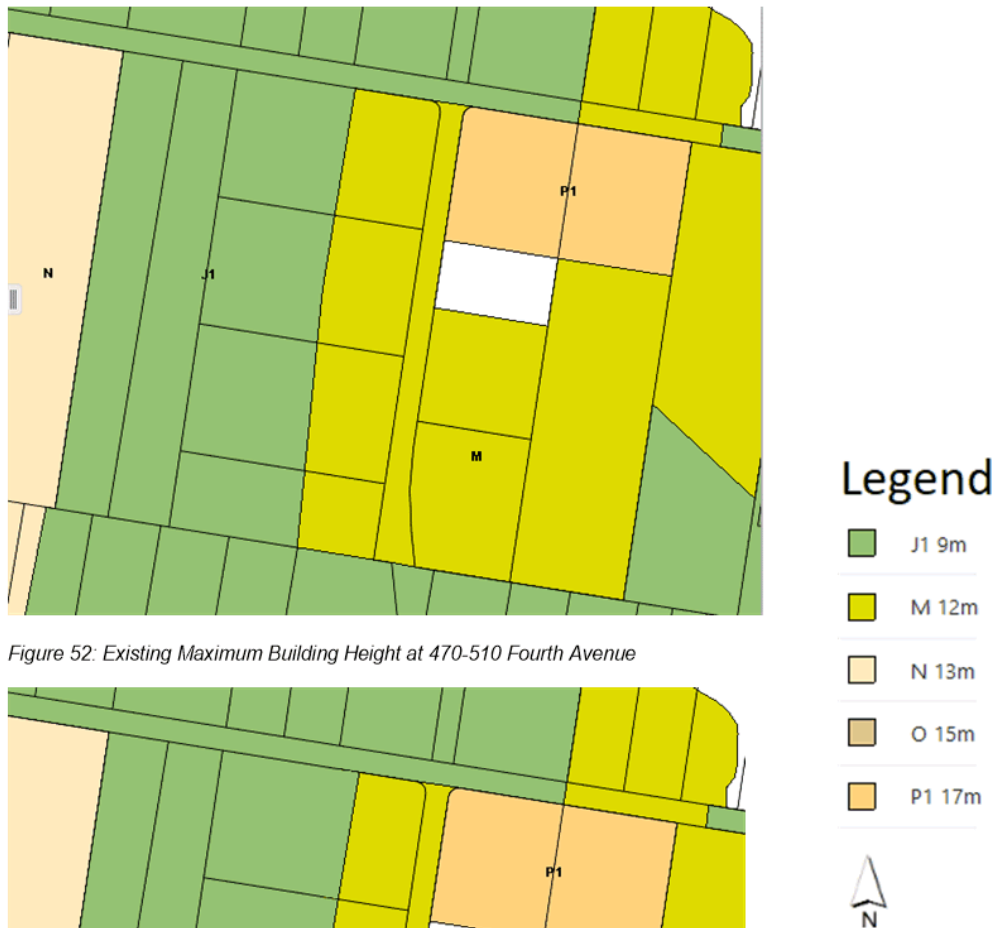


Figure 52: Existing Maximum Building Height at 470-510 Fourth Avenue

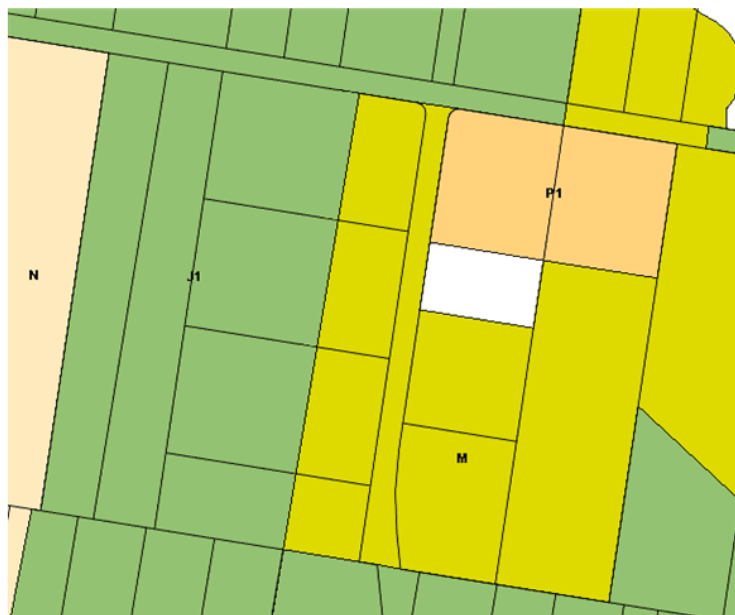
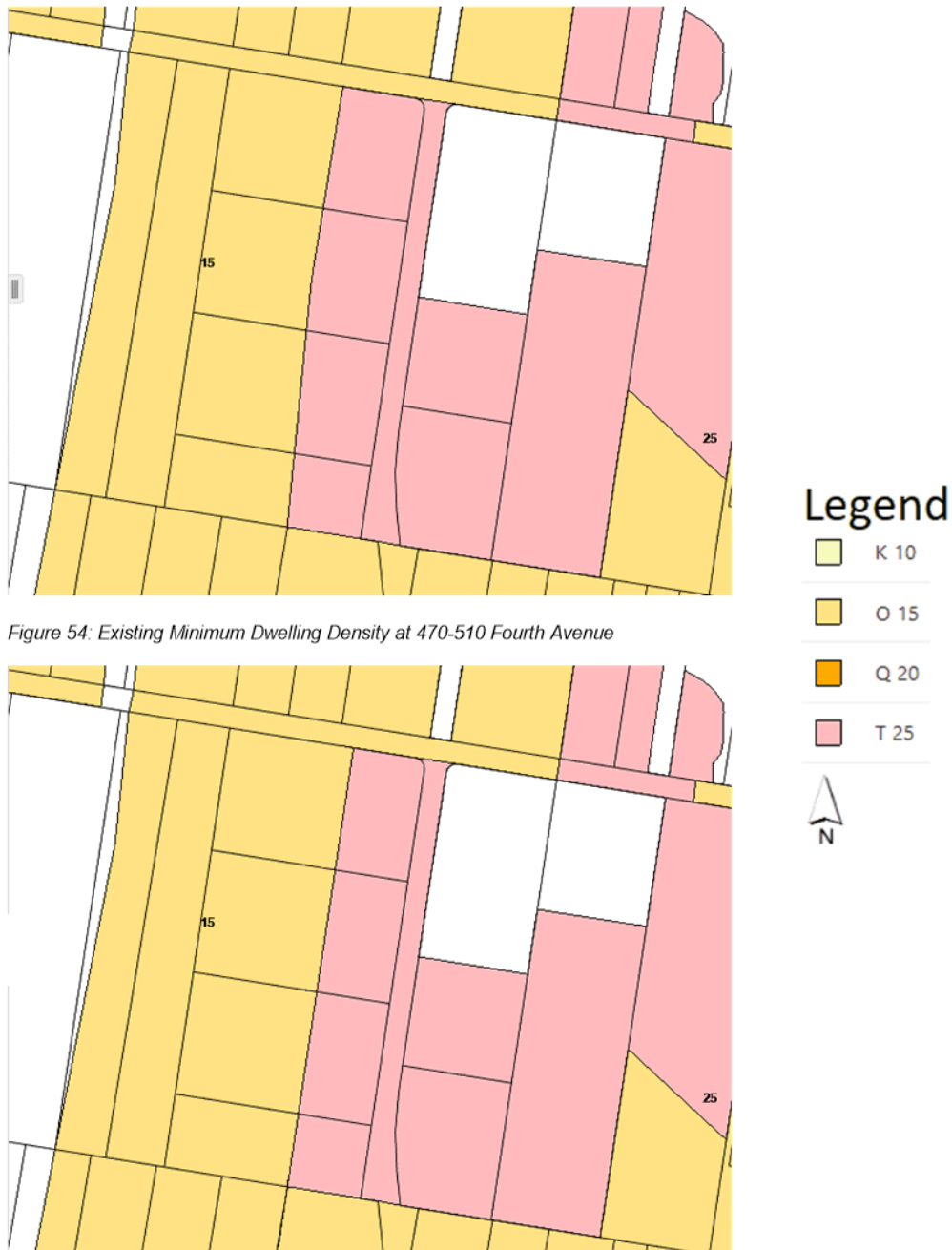


Figure 53: Proposed Maximum Building Height at 470-510 Fourth Avenue



## 470-510 Fourth Minimum Dwelling Density Maps



## 160 – 184 Gurner Avenue Zoning Maps

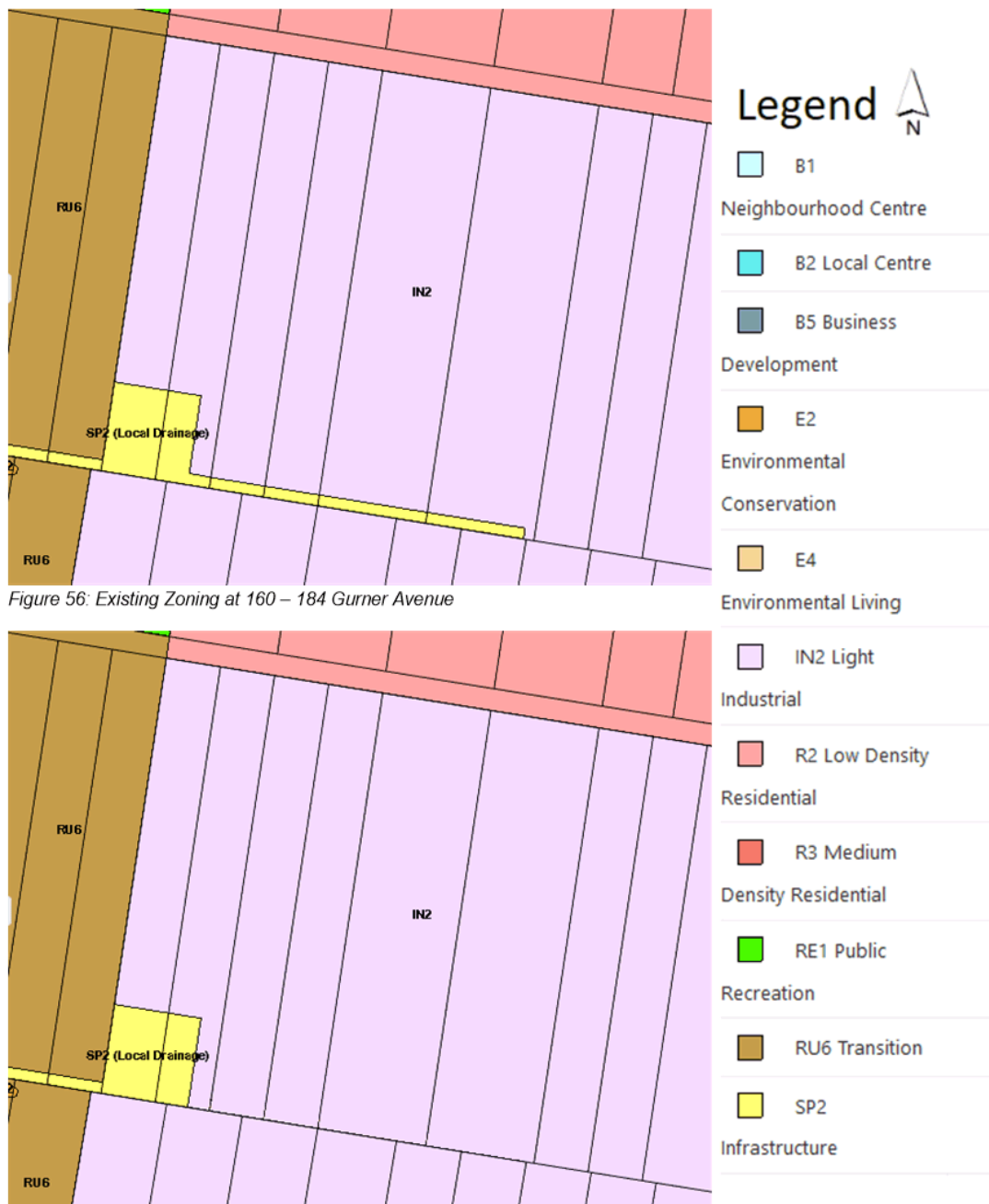


Figure 56: Existing Zoning at 160 – 184 Gurner Avenue

Figure 57: Proposed zoning at 160 – 184 Gurner Avenue

## 160 – 184 Gurner Avenue Maximum Height of Buildings Maps



Figure 58: Existing Maximum Building Height at 160 – 184 Gurner Avenue



Figure 59: Proposed Maximum Building Height at 160 – 184 Gurner Avenue

## Legend

- J1 9m
- M 12m
- N 13m
- O 15m
- P1 17m



## 160 – 184 Gurner Avenue Maximum Floor Space Ratio Maps

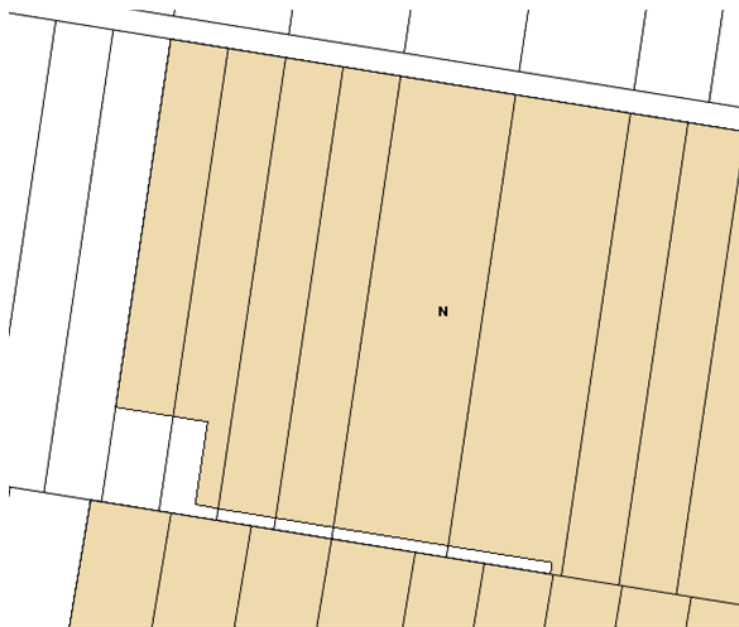


Figure 60: Existing Maximum Floor Space Ratio at 160 – 184 Gurner Avenue

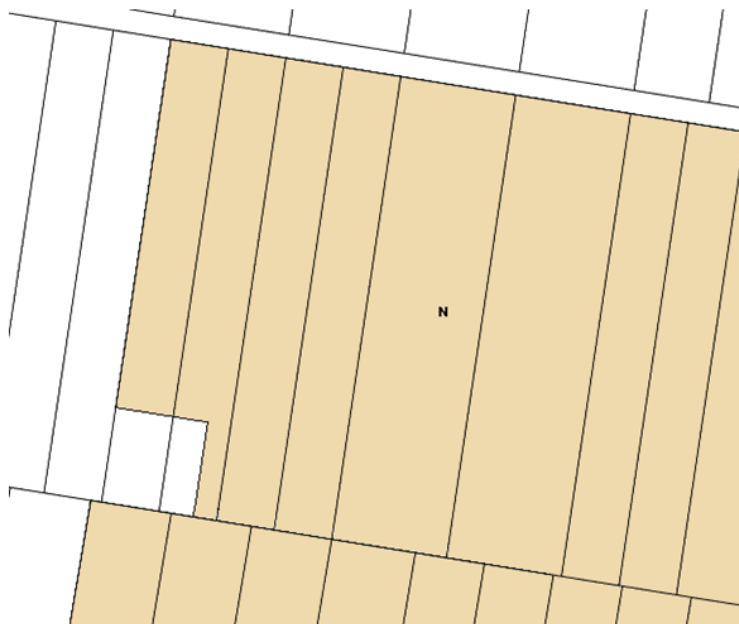




Figure 61: Proposed Maximum Floor Space Ratio at 160 – 184 Gurner Avenue

## Legend

 I 0.75

 N 1.0


## 160 – 184 Gurner Avenue Land Acquisition Maps



Figure 62: Existing Land Reservation Acquisition at 160 – 184 Gurner Avenue



Figure 63: Proposed Land Reservation Acquisition at 160 – 184 Gurner Avenue

## Legend

■ LAND  
RESERVATION  
ACQUISITION





## 295Fifteenth Avenue Zoning Maps

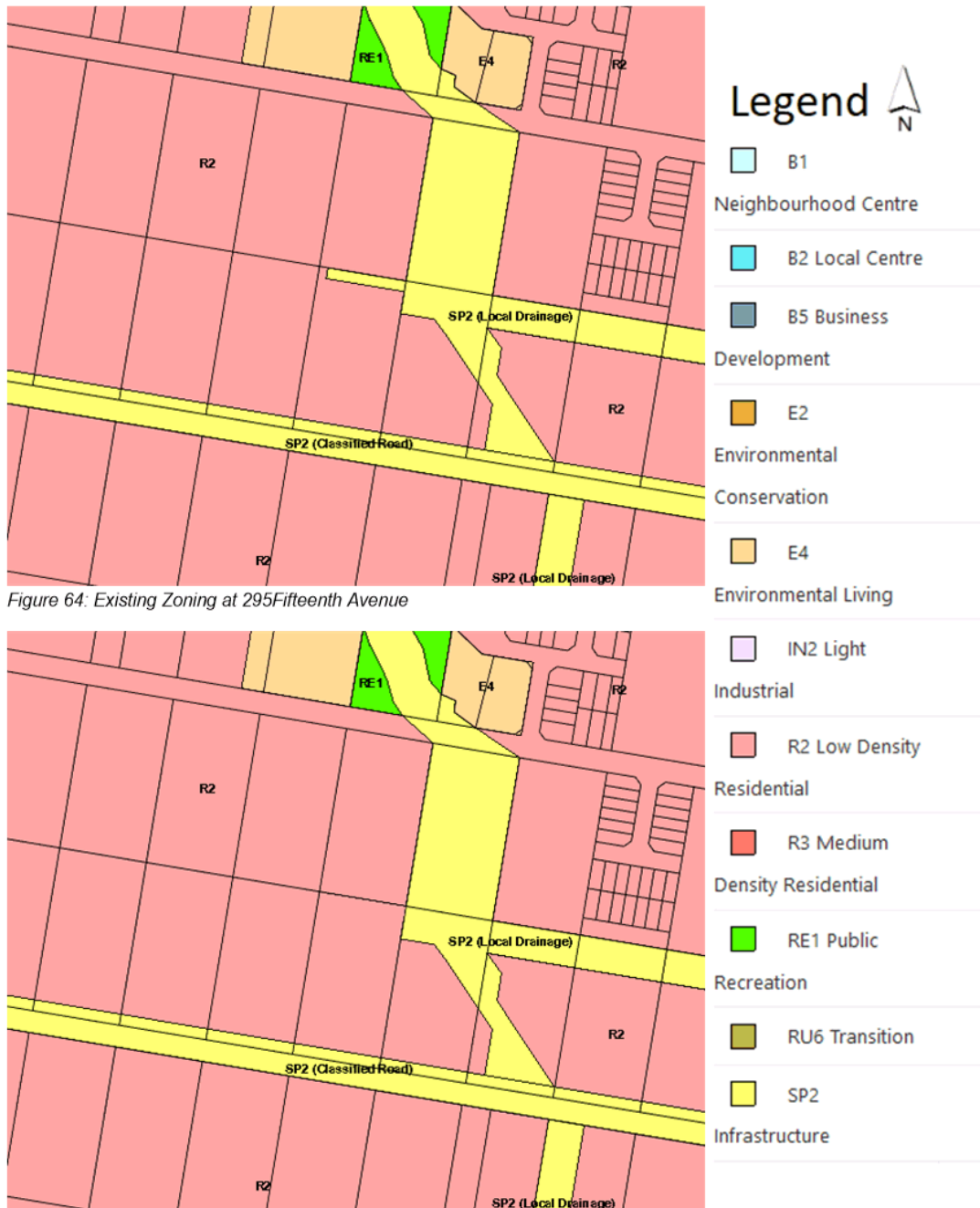


Figure 64: Existing Zoning at 295 Fifteenth Avenue

Figure 65: Proposed zoning at 295 Fifteenth Avenue

## 295Fifteenth Avenue Maximum Height of Buildings Maps



## 295Fifteenth Avenue Minimum Dwelling Density Maps



Figure 68: Existing Minimum Dwelling Density at 295Fifteenth Avenue



Figure 69: Proposed Minimum Dwelling Density at 295Fifteenth Avenue

## Legend

K 10

O 15

Q 20

T 25



## 295Fifteenth Avenue Land Acquisition Maps

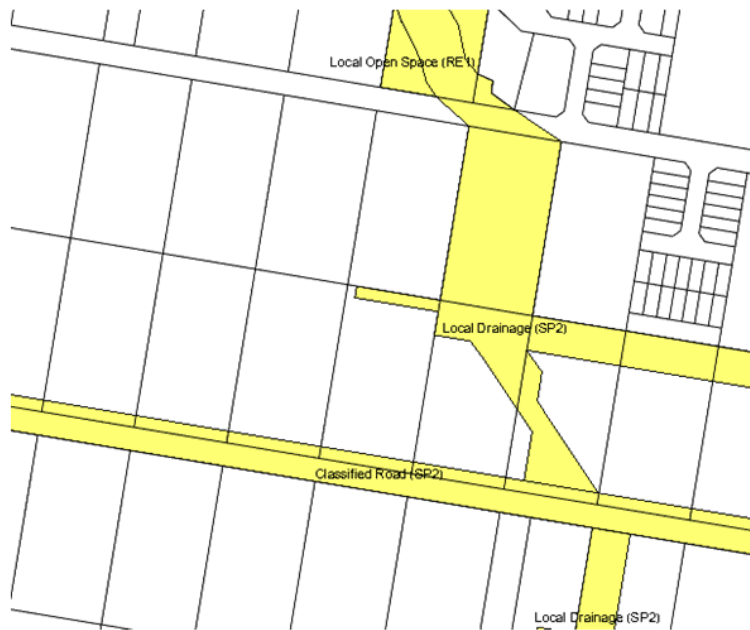


Figure 70: Existing Land Reservation Acquisition at 295 Fifteenth Avenue



Figure 71: Proposed Land Reservation Acquisition at 295 Fifteenth Avenue

## Legend

LAND  
RESERVATION  
ACQUISITION



75-105 Thirteenth Avenue and 365 Edmondson Avenue Zoning Maps



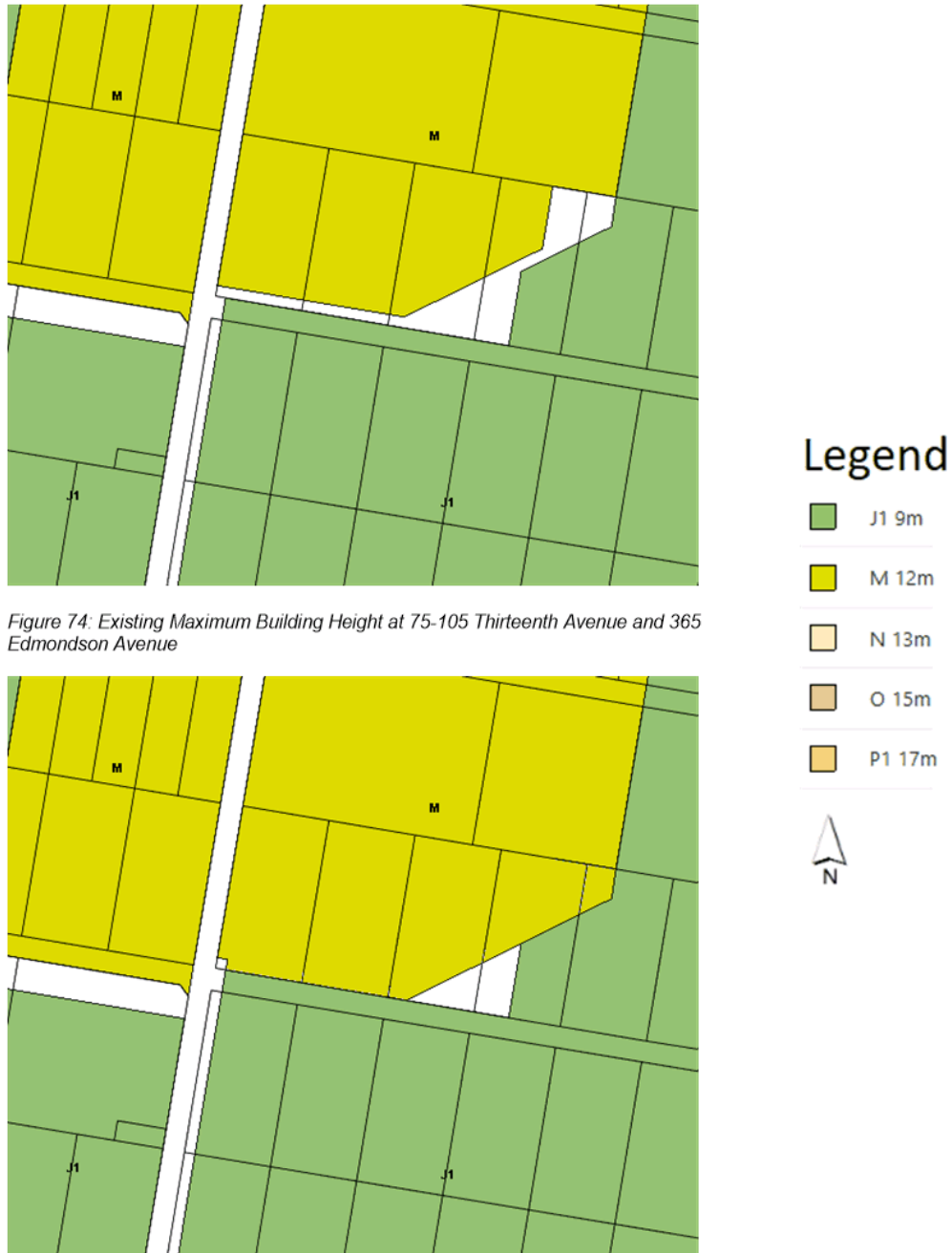
Figure 72: Existing Zoning at 75-105 Thirteenth Avenue and 365 Edmondson Avenue



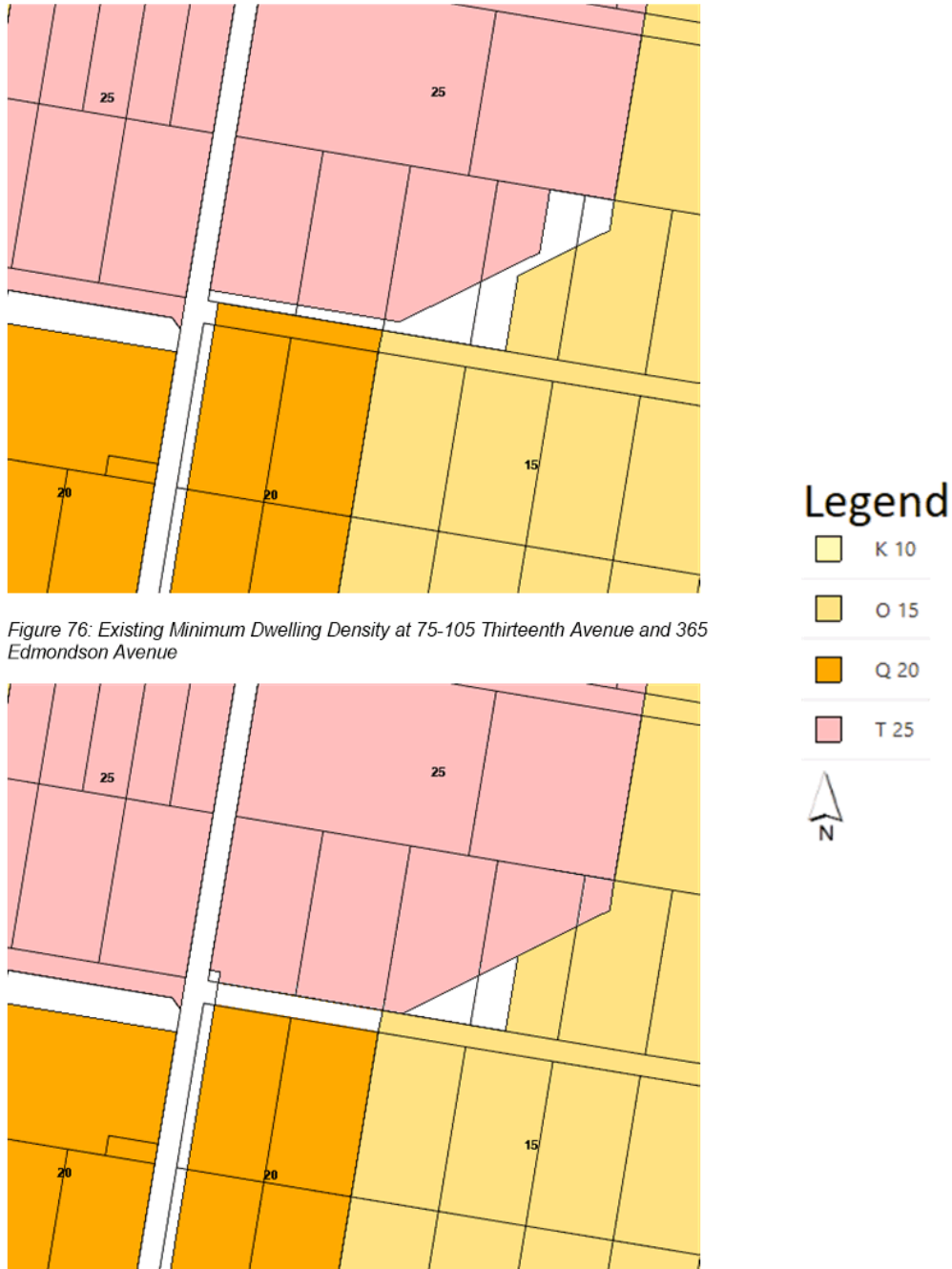
Figure 73: Proposed zoning at 75-105 Thirteenth Avenue and 365 Edmondson Avenue



## 75-105 Thirteenth Avenue and 365 Edmondson Avenue Maximum Height of Buildings Maps



## 75-105 Thirteenth Avenue and 365 Edmondson Avenue Minimum Dwelling Density Maps



Amendment to State Environmental Planning Policy (Sydney Region Growth Centres) 2006 – Austral and Leppington North Precincts

## 75-105 Thirteenth Avenue and 365 Edmondson Avenue Land Acquisition Maps



Figure 78: Existing Land Reservation Acquisition at 75-105 Thirteenth Avenue and 365 Edmondson Avenue



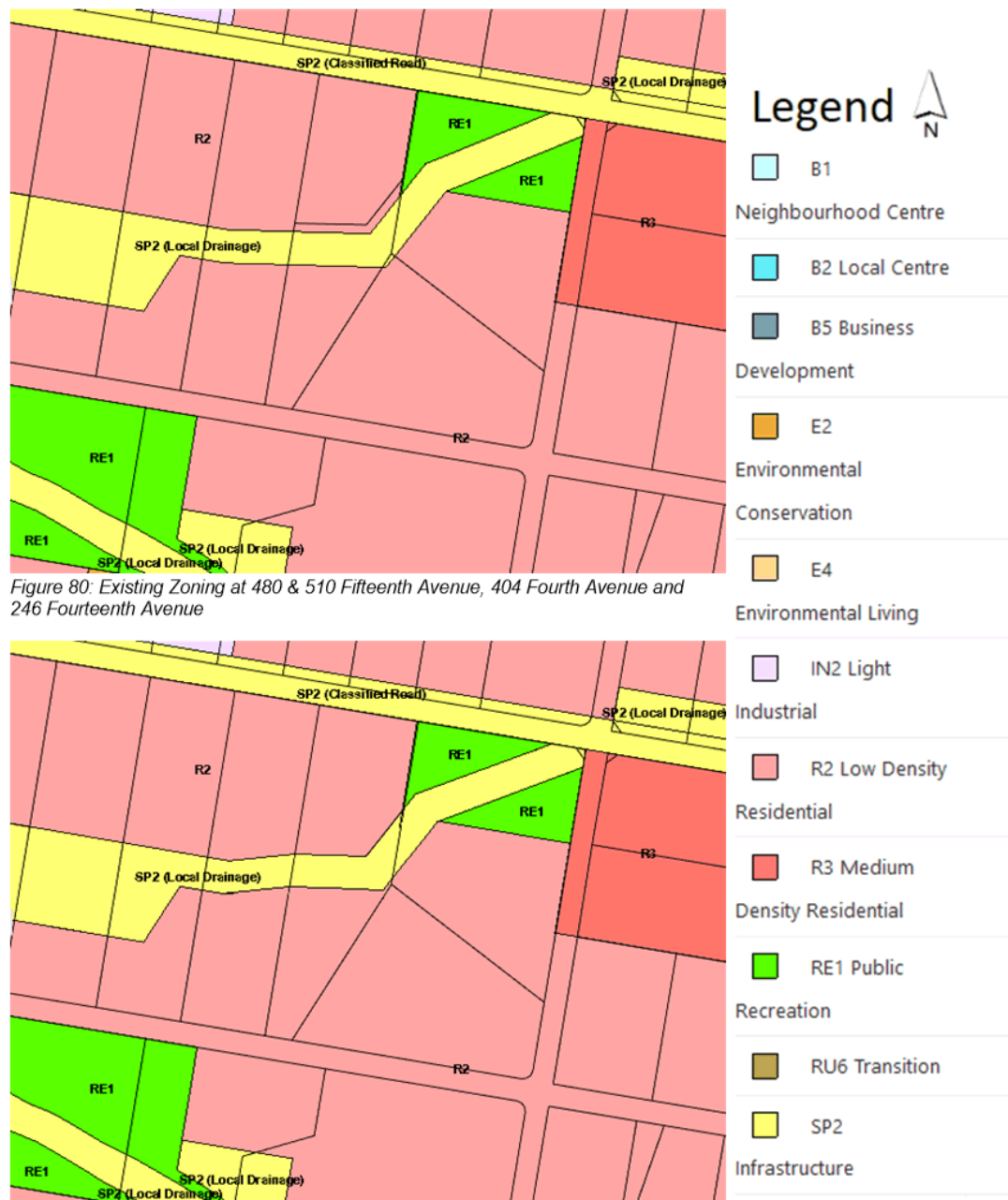
Figure 79: Proposed Land Reservation Acquisition at 75-105 Thirteenth Avenue and 365 Edmondson Avenue

## Legend

 LAND  
RESERVATION  
ACQUISITION



## 480 &amp; 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue Zoning Maps



480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue Maximum Height of Buildings Maps

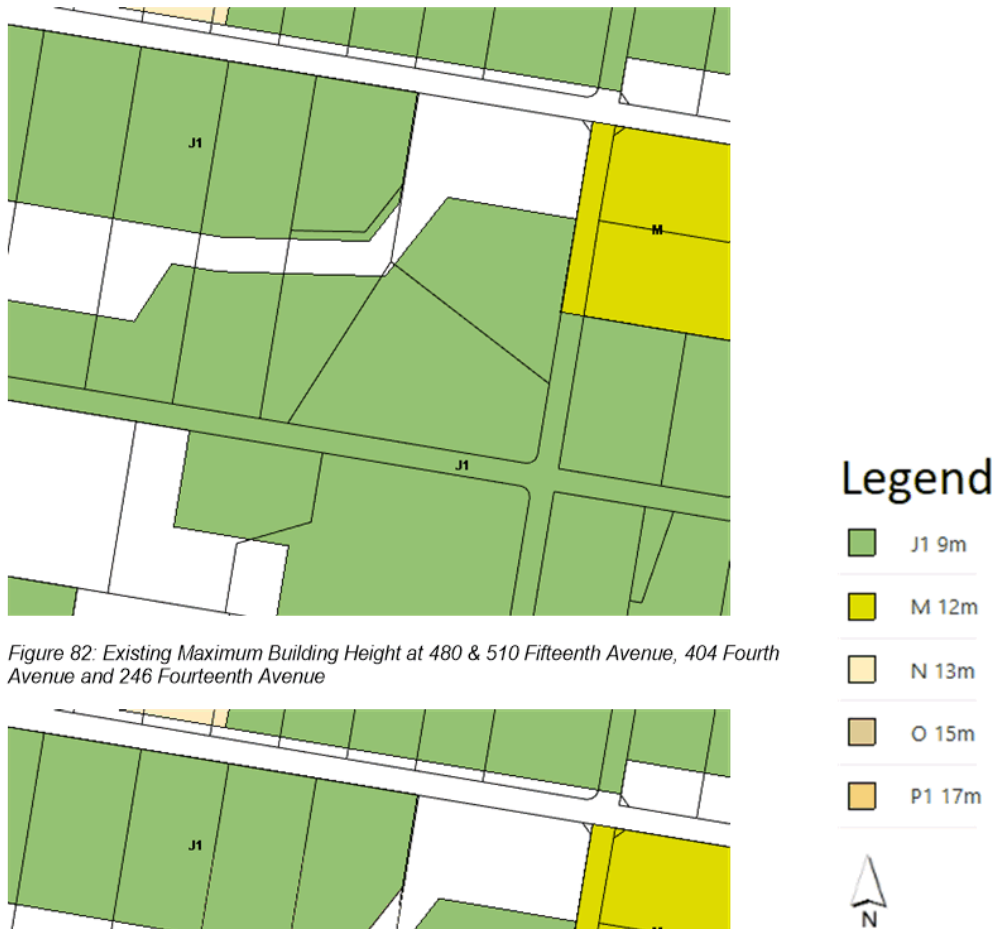


Figure 82: Existing Maximum Building Height at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

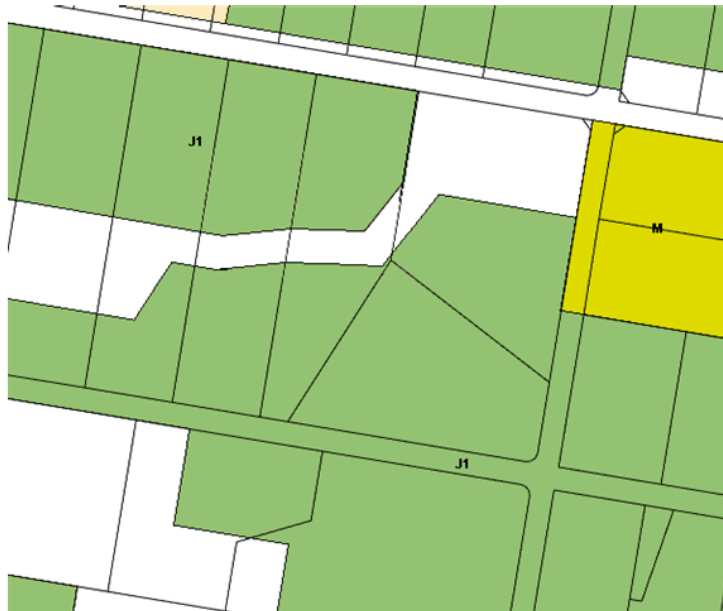


Figure 83: Proposed Maximum Building Height at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue



## 480 &amp; 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue Minimum Dwelling Density Maps

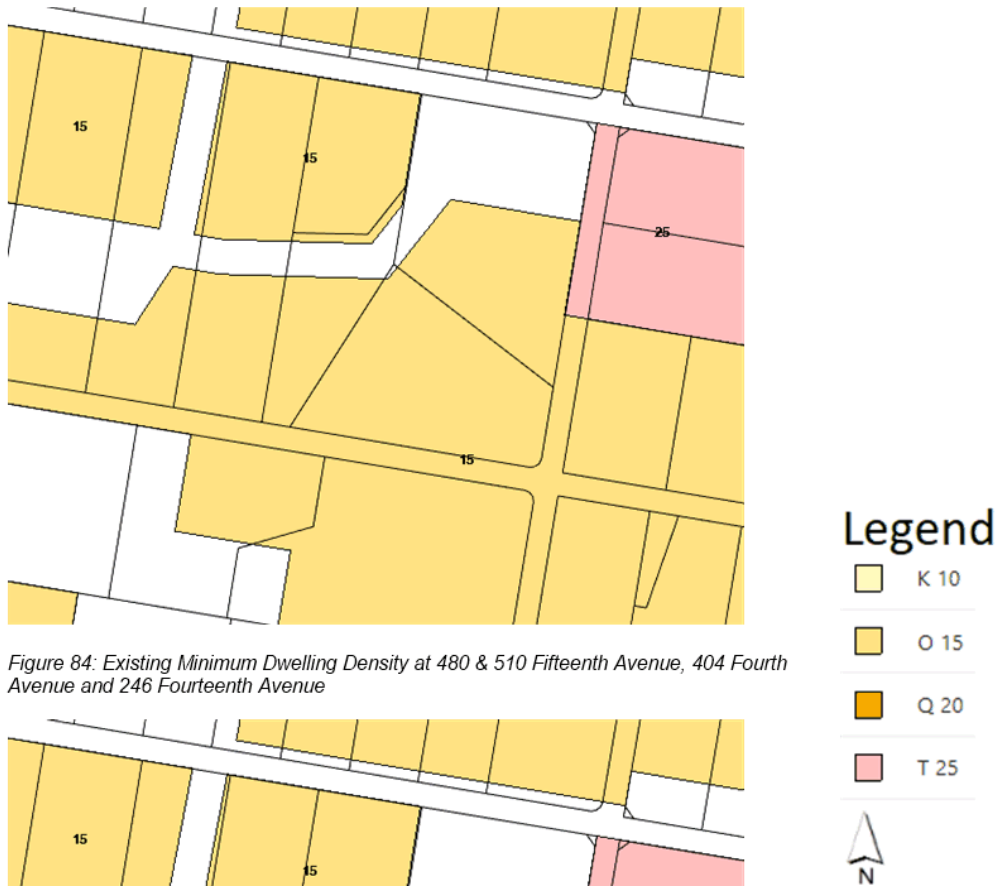


Figure 84: Existing Minimum Dwelling Density at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

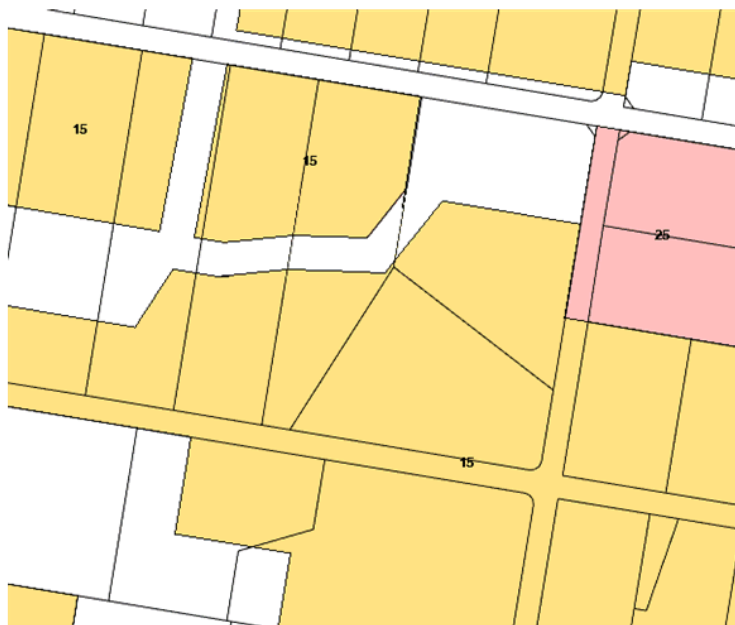


Figure 85: Proposed Minimum Dwelling Density at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

#### 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue Land Acquisition Maps

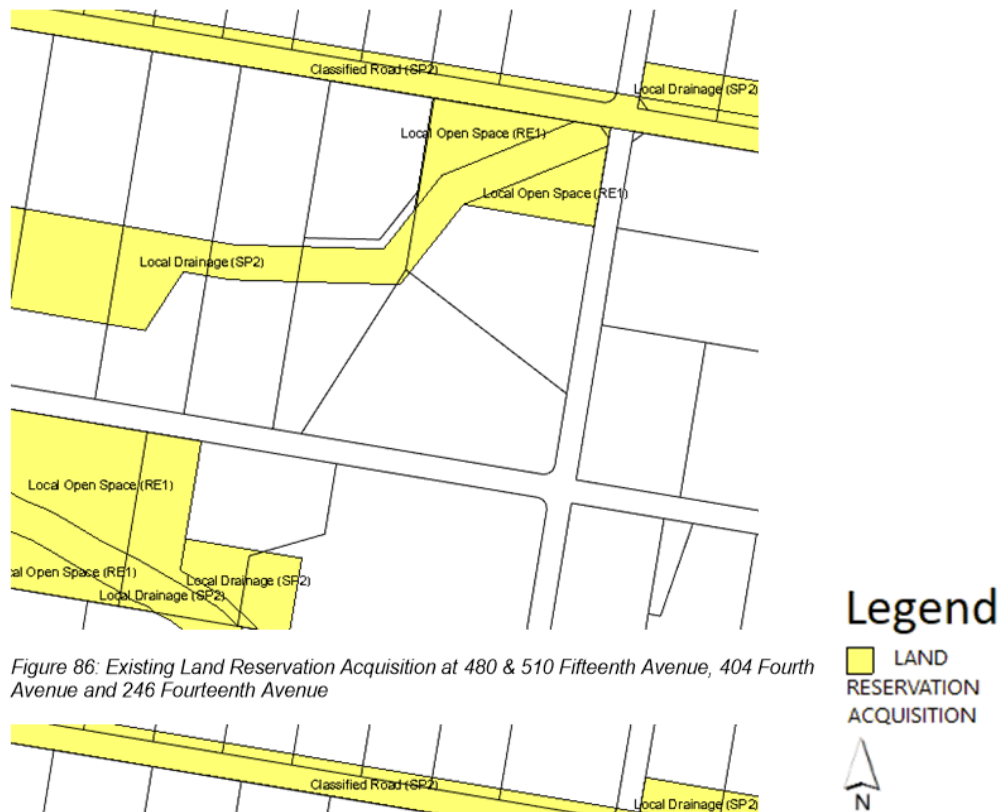


Figure 86: Existing Land Reservation Acquisition at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue



Figure 87: Proposed Land Reservation Acquisition at 480 & 510 Fifteenth Avenue, 404 Fourth Avenue and 246 Fourteenth Avenue

## 18-30 Kelly Street Zoning Maps



## 18-30 Kelly Street Maximum Height of Buildings Maps

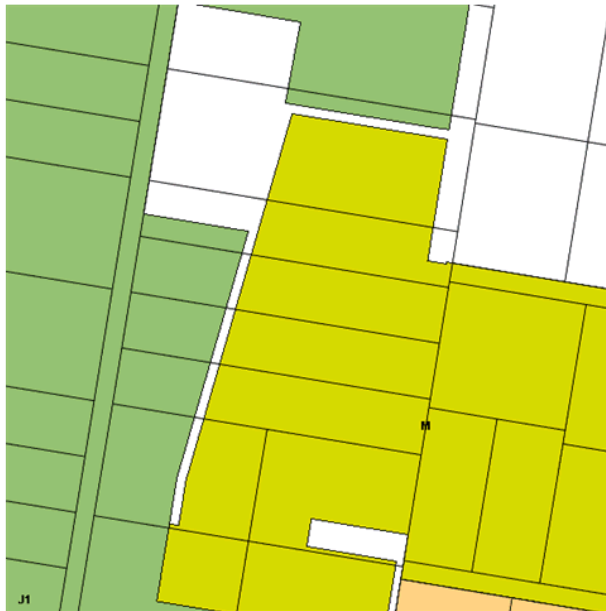


Figure 90: Existing Maximum Building Height at 18-30 Kelly Street

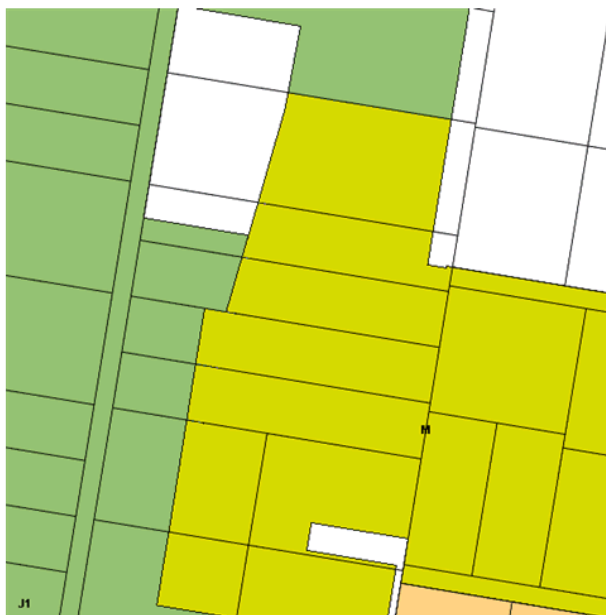


Figure 91: Proposed Maximum Building Height at 18-30 Kelly Street

## Legend

- J1 9m
- M 12m
- N 13m
- O 15m
- P1 17m



## 18-30 Kelly Street Minimum Dwelling Density Maps

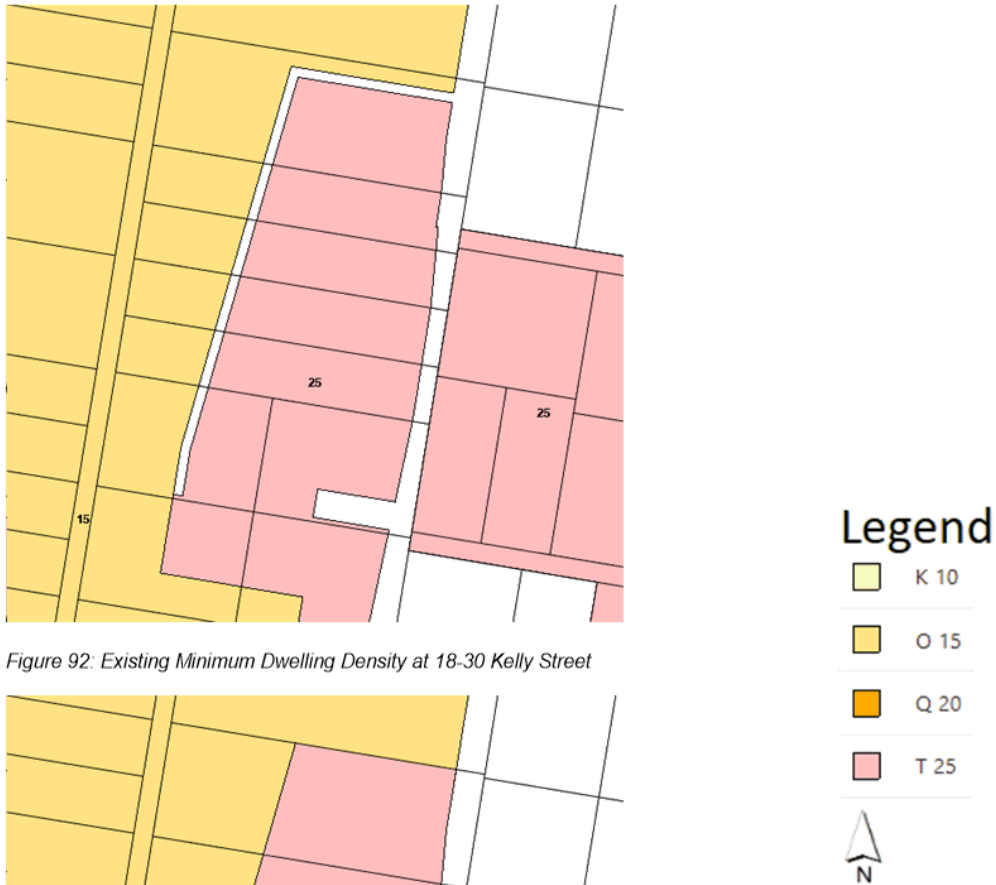


Figure 92: Existing Minimum Dwelling Density at 18-30 Kelly Street

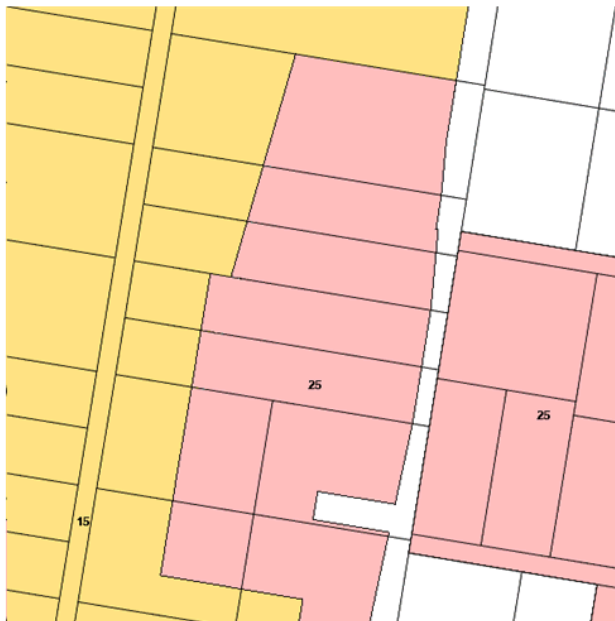


Figure 93: Proposed Minimum Dwelling Density at 18-30 Kelly Street



## 18-30 Kelly Street Land Acquisition Maps



Figure 94: Existing Land Reservation Acquisition at 18-30 Kelly Street



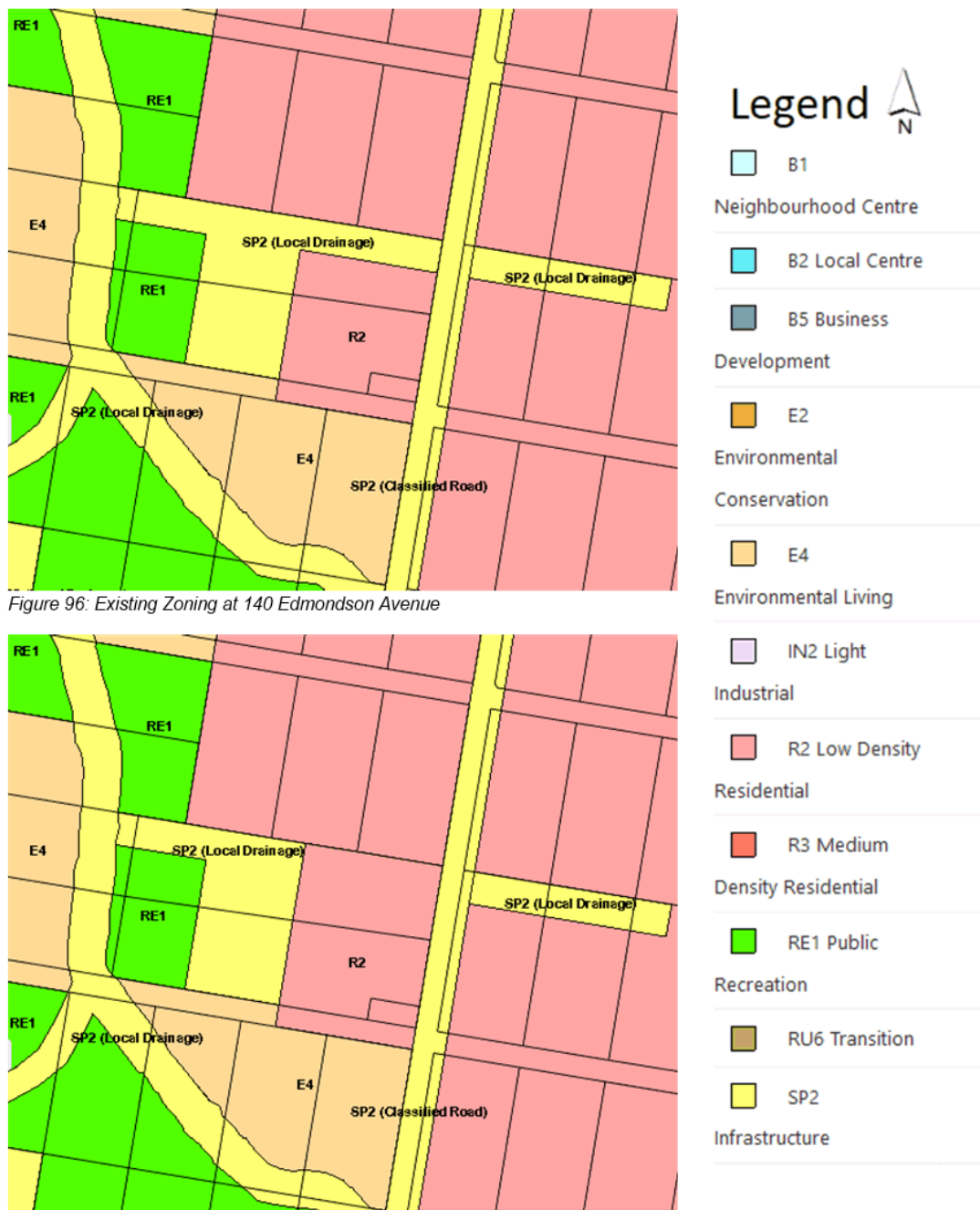
Figure 95: Proposed Land Reservation Acquisition at 18-30 Kelly Street

## Legend

 LAND  
RESERVATION  
ACQUISITION



## 140 Edmondson Avenue Zoning Maps



## 135-175 Gurners Avenue Maximum Height of Buildings Maps



Figure 98: Existing Maximum Building Height at 140 Edmondson Avenue



Figure 99: Proposed Maximum Building Height at 140 Edmondson Avenue

## Legend

- J1 9m
- M 12m
- N 13m
- O 15m
- P1 17m



## 140 Edmondson Avenue Minimum Dwelling Density Maps

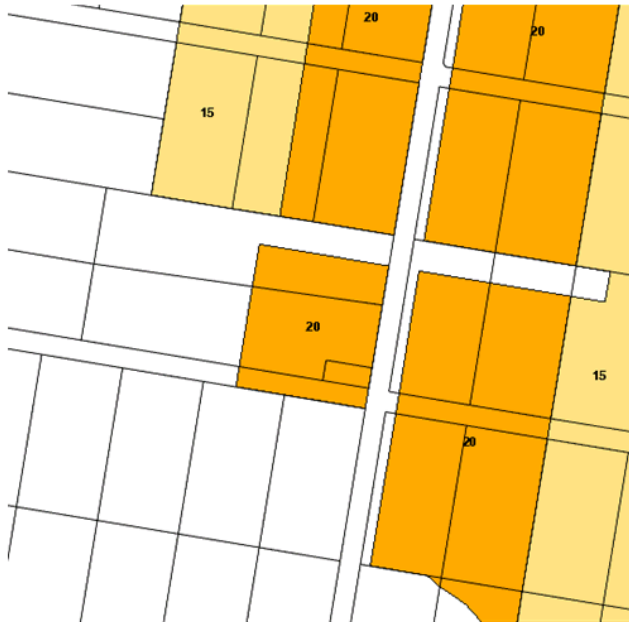


Figure 100: Existing Minimum Dwelling Density at 140 Edmondson Avenue

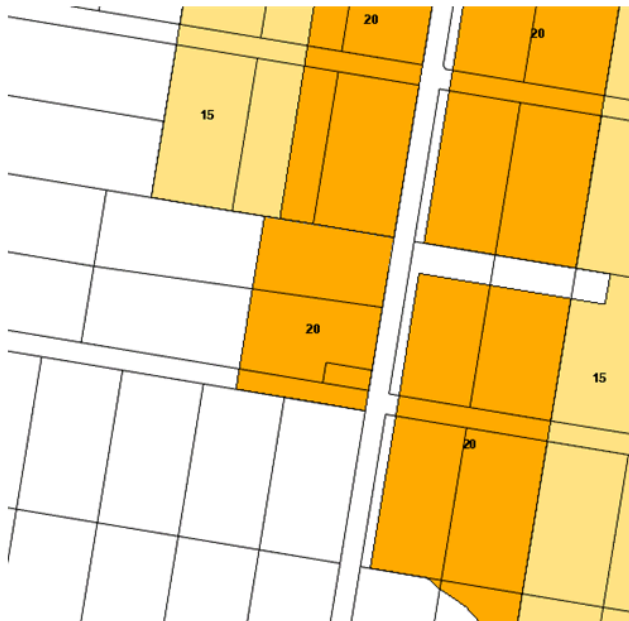


Figure 101: Proposed Minimum Dwelling Density at 140 Edmondson Avenue

## Legend

K 10

O 15

Q 20

T 25



## 140 Edmondson Avenue Land Acquisition Maps



Figure 102: Existing Land Reservation Acquisition at 140 Edmondson Avenue



Figure 103: Proposed Land Reservation Acquisition at 140 Edmondson Avenue

## Legend

■ LAND  
RESERVATION  
ACQUISITION





62 Kelly Street and 542 Bringelly Road Zoning Maps

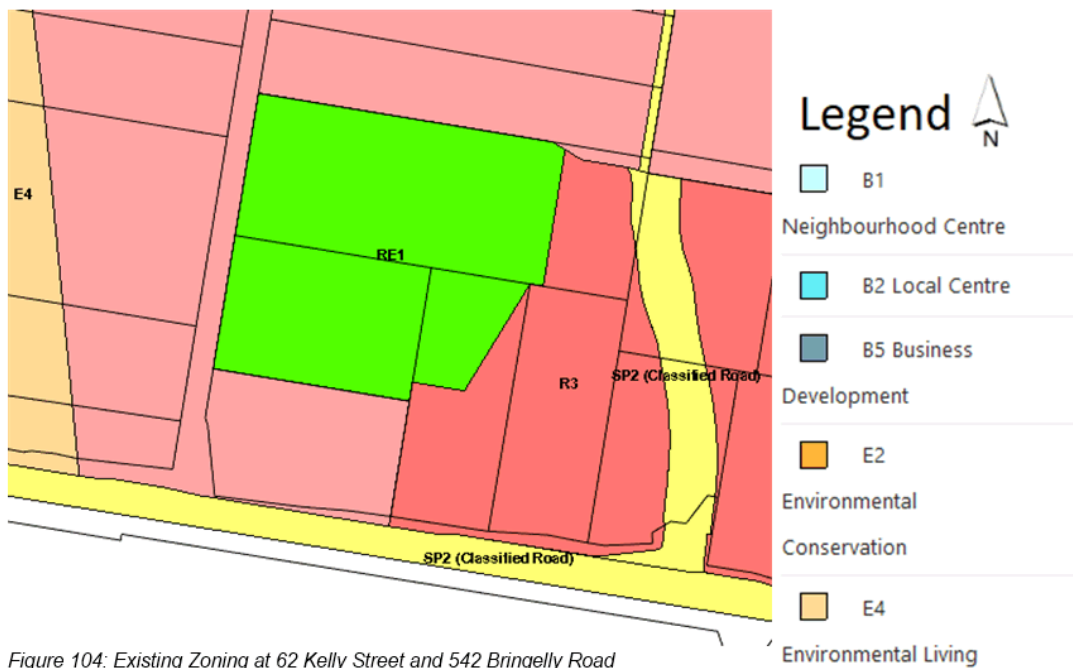


Figure 104: Existing Zoning at 62 Kelly Street and 542 Bringelly Road



Figure 105: Proposed zoning at 62 Kelly Street and 542 Bringelly Road

## 62 Kelly Street and 542 Bringelly Road Maximum Height of Buildings Maps



## 62 Kelly Street and 542 Bringelly Road Minimum Dwelling Density Maps

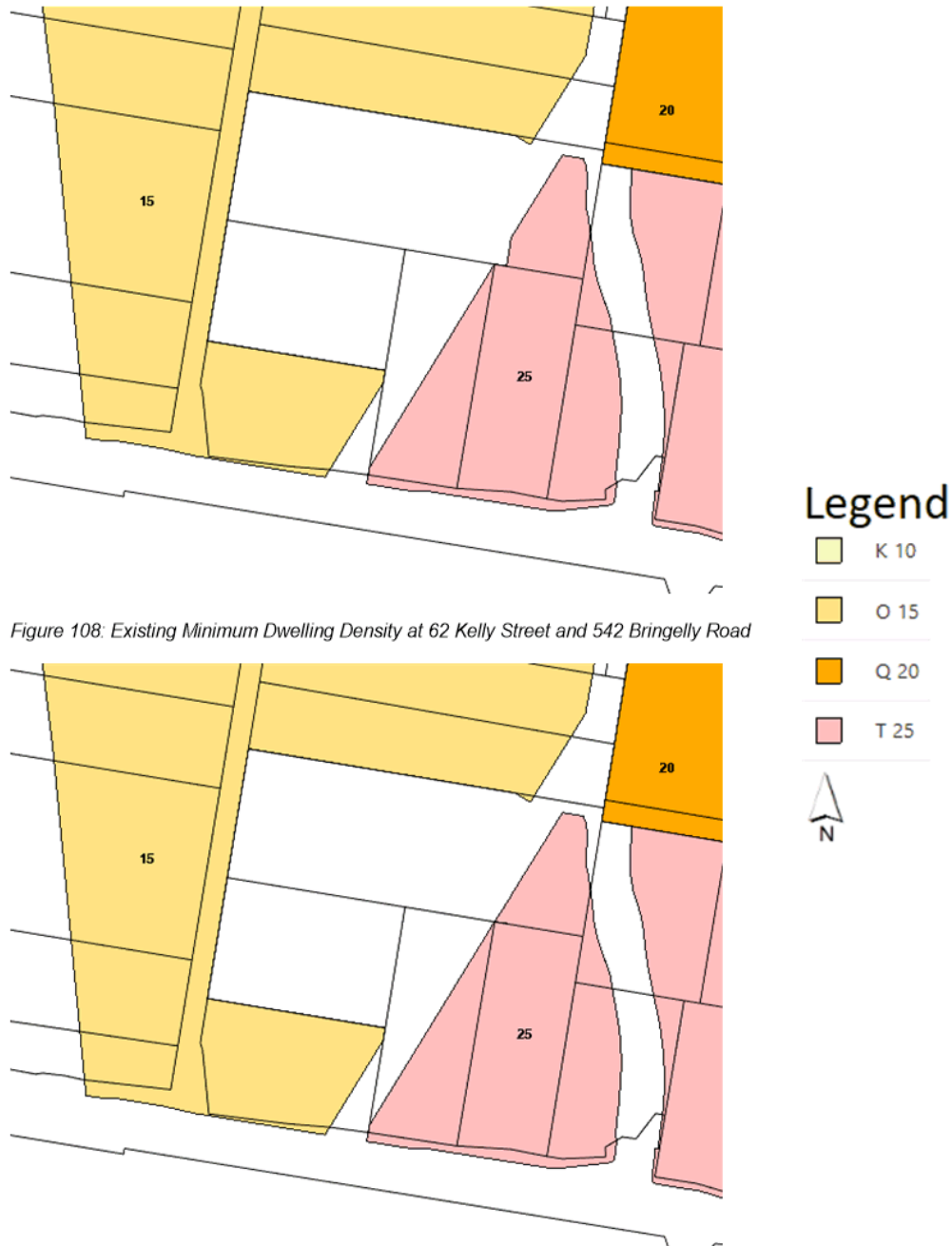


Figure 108: Existing Minimum Dwelling Density at 62 Kelly Street and 542 Bringelly Road

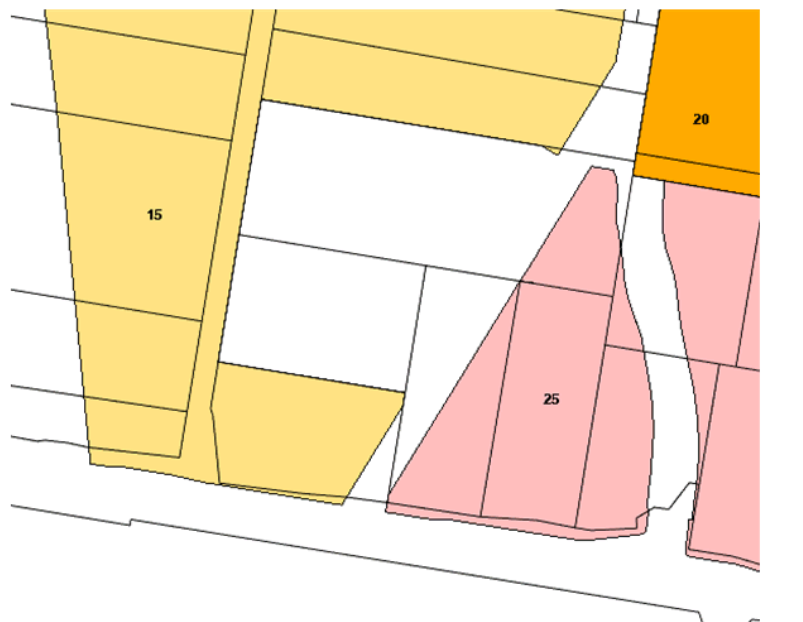
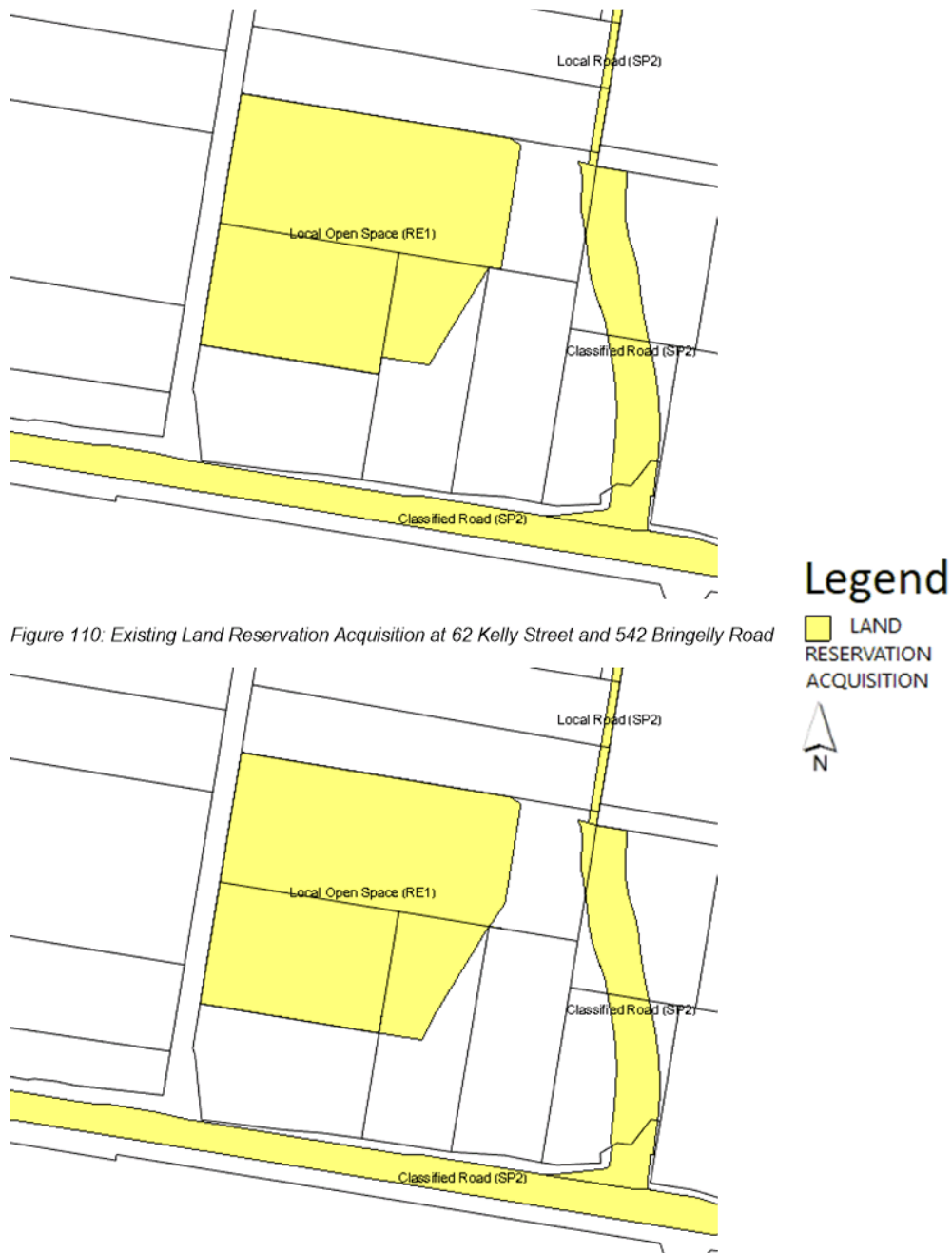


Figure 109: Proposed Minimum Dwelling Density at 62 Kelly Street and 542 Bringelly Road

## 62 Kelly Street and 542 Bringelly Road Land Acquisition Maps



## Part 5 – Community Consultation

Community consultation will be undertaken in accordance with the Gateway Determination and Clause 18 of the *Environmental Planning and Assessment Regulation 2000*. It is anticipated that the proposal will be exhibited a period of at least 28 days through:

- Newspaper advertisements in the Liverpool Leader;
- Notification on Liverpool City Council's public exhibition website; and
- Letters to the affected landowners.

## Part 6 – Project Timeline

An anticipated project timeline is shown in Table 4.

Table 4: Anticipated project timeline

Timeframe	Action
<b>March 2019</b>	Submission of Planning Proposal to DP&E
<b>April 2019</b>	Gateway Determination issued
<b>June 2019</b>	Completion of required technical information
<b>July 2019</b>	State agency consultation
<b>August 2019</b>	Community consultation
<b>September 2019</b>	Public hearing if required
<b>October 2019</b>	Consideration of submissions and proposal post-exhibition
<b>November 2019</b>	Post-exhibition report to Council
<b>December 2019</b>	Drafting and making of the plan



# ***Liverpool Growth Centre Precincts***

## ***Amending Development Control Plan (Austral ILP Amendment)***

***March 2019***



Note this draft DCP omits text which are not intended to be amended. Several sections objectives and controls have not been reproduced in this document, only sections of relevance have been displayed. Text which is to be inserted is shown in green and underlined, text which is to be deleted is shown in ~~red with strikethrough~~, explanatory notes are shown in *blue italics*.

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# 2.0

## **Precinct Planning Outcomes**

## 2.3 Site analysis

The following clauses contain matters to be addressed in relation to existing site characteristics, when planning new developments.

### 2.3.2 Water cycle management

#### Objectives

- a. – d. No change.
- e. To provide an integrated streetscape approach in which landscape elements can improve stormwater quality run-off from urban areas to near pollutant free levels. This objective is to ensure that water quality measures within the streetscape can be implemented, and that other alternative approaches can be assessed.

#### Controls

1. – 7. No Change.
8. Trunk drainage channels are to be designed and constructed as naturalised channels where possible.
9. -12. No Change.
12. Subdivision, and subdivision supportive development including the construction of new roads, in some precincts requires the construction of water quality treatment infrastructure. The infrastructure is to be constructed in accordance with the guidelines below and Council's Engineering Specifications. If an alternative solution is proposed, the applicant must demonstrate that the proposed infrastructure will achieve the water quality targets in **Error! Reference source not found.** As detailed in the Council report dated 27 March 2019 and the 'Austral and Leppington North Design of Water Management Infrastructure Draft Detailed Concept Design Report', a new set of controls is needed to specify the on-street water quality controls in place of, or in addition to, stand-alone bio-retention basins
- Catchment scale controls are to be provided within stormwater detention basins in accordance with the detailed design for the proposed development in areas classified as 'Co-located biofilters only' and 'Co-located biofilters and streetscape control', as shown in the **Proposed Water Quality Control Strategy** figure, in the relevant Precinct Schedule.
  - In addition to the catchment-scale controls specified above, streetscape bioretention facilities (raingardens and tree pits) equivalent to 1% of the development area are to be provided in areas classified as 'Co-located biofilters and streetscape controls' in the **Proposed Water Quality Control Strategy** figure, in the relevant Precinct Schedule. Council's preference is for raingardens to be integrated into intersections as shown in Figure 3-2 of section 3.3.1.
  - In areas classified as 'Streetscape controls only' within a **Proposed Water Quality Control Strategy** figure, in the relevant Precinct Schedule, streetscape controls (raingardens and tree pits) are to be provided as detailed in Table 2-2. Council's preference is for raingardens to be integrated into intersections as shown in Figure 3-2 of section 3.3.1

**Table 2-1:** Minimum Raingarden Footprint per Hectare by Land Use in 'Streetscape only' Areas

Land Use	Overall Imperviousness	Minimum Raingarden Footprint
Residential	85%	120 m <sup>2</sup> /ha
Commercial	100%	150 m <sup>2</sup> /ha
Industrial	90%	155 m <sup>2</sup> /ha



13. Where this DCP provides for Bioretention systems or raingardens to be constructed as part of the streetscape or intersections, the systems will be designed generally in accordance with Figure 2-1 and the following minimum specifications:
- Minimum extended detention depth of 100 mm
  - Maximum extended detention depth of 300 mm
  - Minimum filter media depth of 0.6 metre
  - Vegetation shall be selected from the VMP (see section 8.2) and shall be of a height suitable for sight lines and traffic calming, fully integrated into the streetscape
  - Filter composition and saturated hydraulic conductivity in accordance with the current Biofilter Adoption Guidelines (Payne, et al., 2015)
  - Saturated hydraulic conductivity shall be 50 to 200 mm/hr
  - To be fully lined
  - Overflows shall be directed to the local drainage system
  - All pipes to be sewer grade to withstand high-pressure cleaning
  - A geo-textile layer should be utilised between fine grain aggregates and coarse sand and not wrapped around pipes (to avoid blockages)
14. To ensure plant survival and prevent damage from silt and construction activities, streetscape biofiltration systems are not be implemented as operational until more than 85% of the contributing catchment is fully developed and soils are stabilised. Council encourages this land area to be utilised as silt traps as an interim use.
15. In instances where on-street Bioretention systems are necessary and where insufficient treatment is provided using intersection bioretention systems, tree pits will be required to ensure the water quality objectives in **Error! Reference source not found.** are met. The tree pits shall comply with the following:
- Maximum extended detention depth of 100 mm
  - Minimum filter depth of 0.8 metre
  - A tree shall be selected with moderate to high water needs to be planted within the pit in accordance with Councils tree planting policy
  - Filter composition in accordance with the current Biofilter Adoption Guidelines (Payne, et al., 2015)
  - Saturated hydraulic conductivity shall be 50 to 200 mm/hr
  - To be fully lined
  - Subsoil drainage shall be provided with a cleanout inspection opening
  - Overflows shall be directed to the local drainage system
  - To be constructed upstream of the local drainage inlet pits
  - All pipes to be sewer grade to withstand high-pressure cleaning
16. To ensure plant survival and prevent damage from silt and construction activities, tree pits are not be implemented as operational until more than 85% of the contributing catchment is fully developed and soils are stabilised. Council encourages this land area to be utilised as silt traps as an interim use.
17. Vegetation species for planting within any raingardens should be selected in accordance with section 8.2.1 Co-located Biofilters and streetscape raingardens (excluding Wetland Distribution Channel, of the 'Austral and Leppington North Design of Water Management Infrastructure - Detailed Concept Design Report' prepared by SMEC Pty Ltd, for Liverpool City Council.

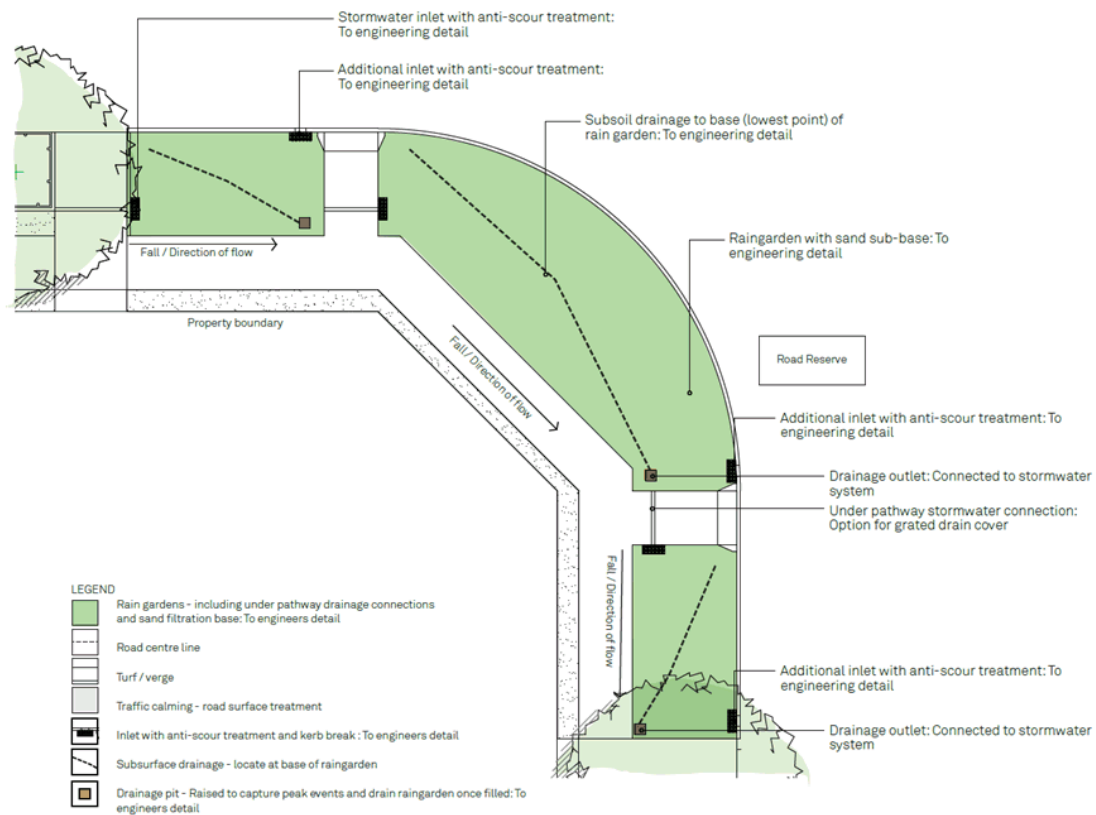


Figure 2-1: Typical raingarden details.

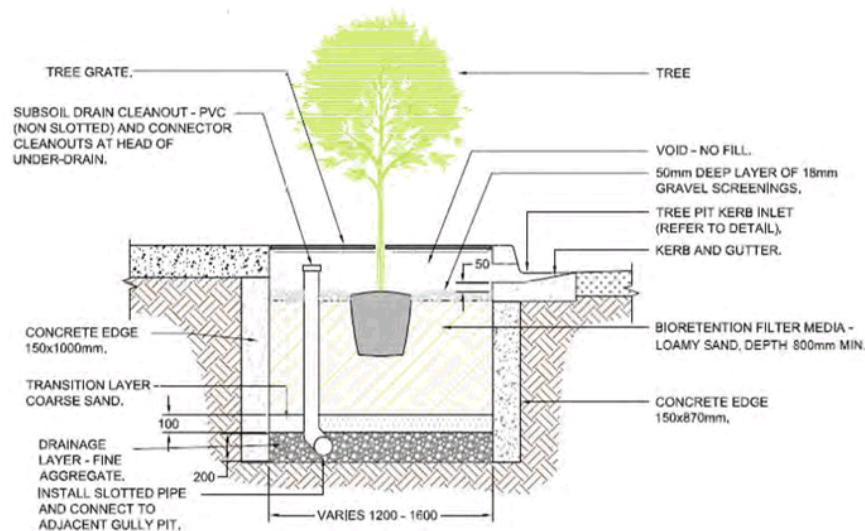


Figure 2-2: Typical Tree pit Bioretention Details (Moreton Bay Regional Council, 2013)

# 3.0

## Neighbourhood and subdivision design

### 3.1 Residential Density and Subdivision

No change to introductory statement.

#### 3.1.2 Block and Lot Layout

##### Objectives

a. – g. No Change.

##### Controls

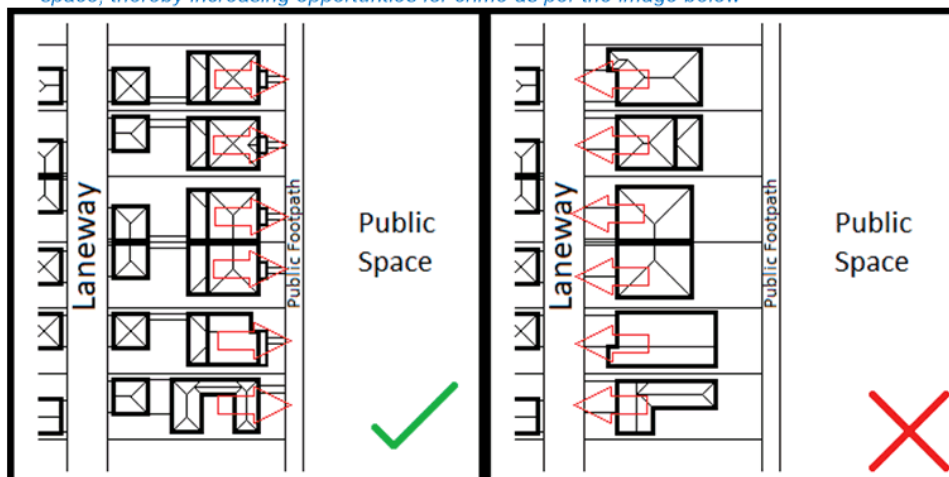
##### Blocks

1. – 4. No change.

##### Lots

5 - 10. No Change.

11. Where residential development adjoins land zoned RE1 Public Recreation or SP2 Drainage, subdivision is to create lots for the dwelling and main residential entry to front the ~~open space or drainage land~~ **public space**. *As per below there are other circumstances where dwellings should overlook public spaces to provide a sense of passive surveillance, reducing opportunities for crime.*
12. In instances where an ILP identifies a public footpath adjacent to one lot boundary and a public laneway as adjacent to an opposite boundary, the dwelling and lot configuration is to orient dwellings to face the public path, with vehicular access being provided via the laneway. A s.88b instrument shall reinforce dwellings to be oriented to the public path/easement. As per the proposed ILP, there are a few instances where there is a desire for dwellings to face areas of open space, such as parks, drainage lands or easements, providing passive surveillance. In these instances the road frontage, being a laneway, are desired to be the back of the lot. A s.88b instrument is a legal document attached to land parcels, which specifies matters such as easements and special conditions. Given that these lots will have an unusual back-to-front arrangement, and given that dwellings can be constructed as complying development, not assessed by Council, it is important that a lot restriction be placed on these lots to ensure that dwellings will face the public space, providing for surveillance. Without the S.88b control dwellings may face the laneway (undesirable) and a back fence could screen the frontage to the public space, thereby increasing opportunities for crime as per the image below



13. – 24. Controls 12-23 renumbered to 13-24 due to insertion of new control 12. No changes to these controls.

### 3.3 Movement network

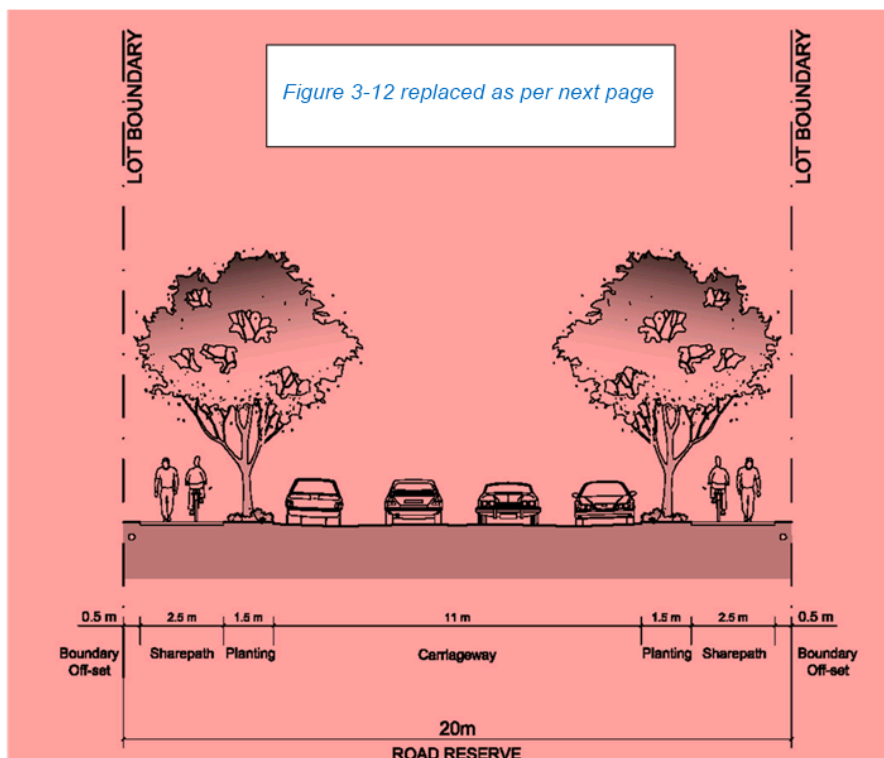
#### 3.3.1 Street network layout and design

##### Objectives

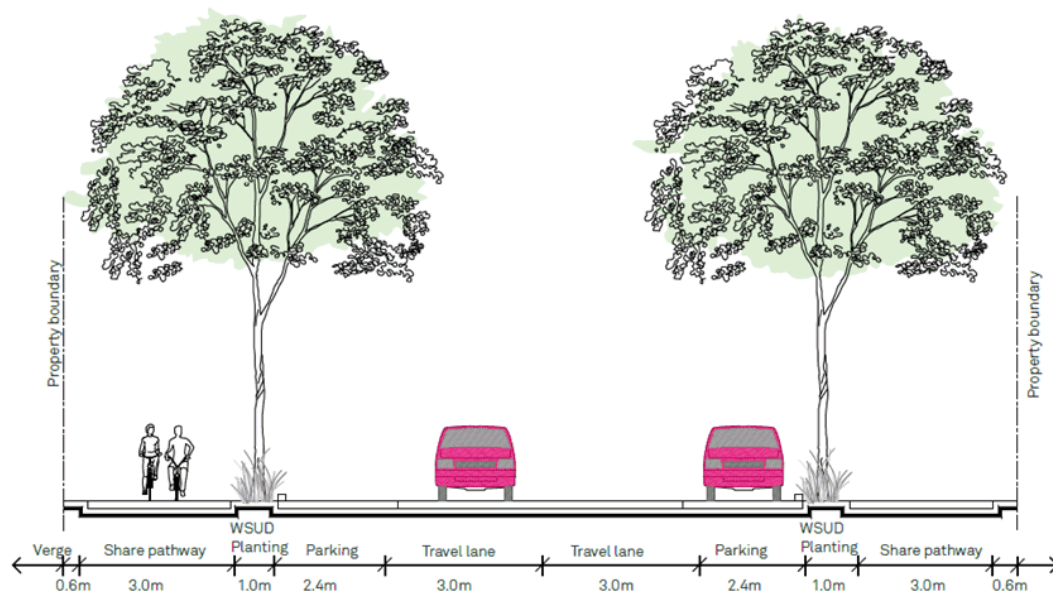
- a. – e. No change.

##### Controls

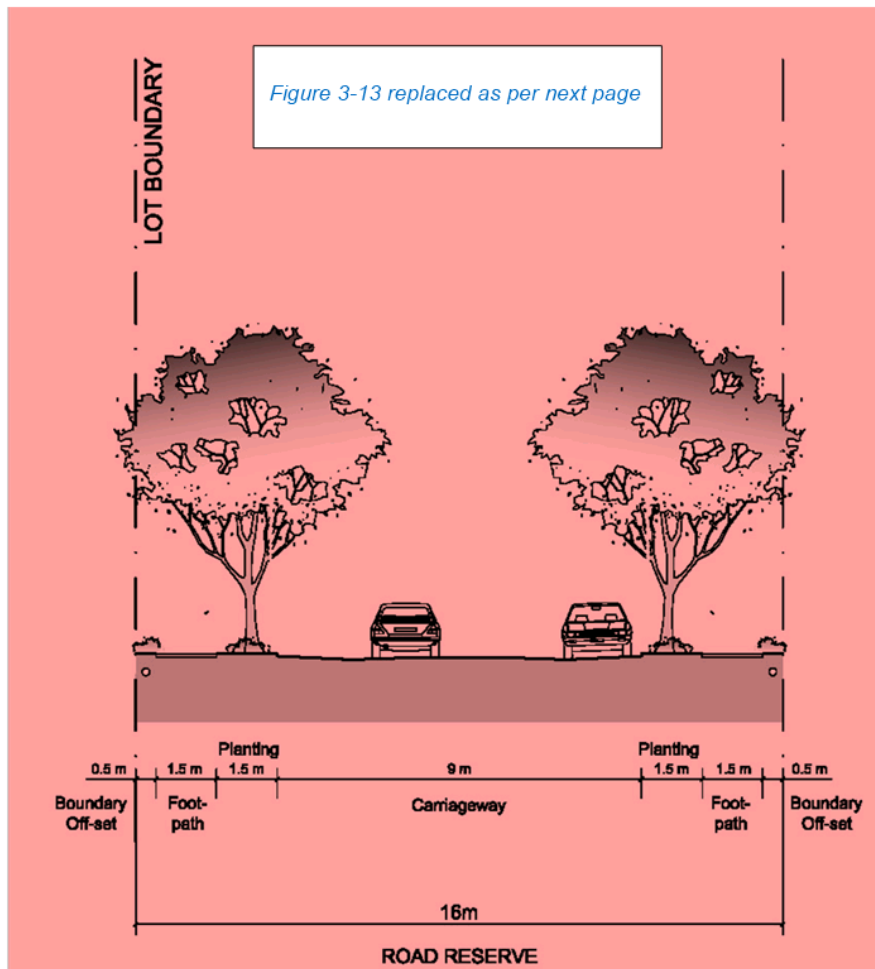
1. The design and construction of streets is to be consistent with the relevant typical designs in **Figure 3-10** to **Figure 3-14** **Figure 3.16**, Council's Engineering Specifications and Austroads. *New cross-sections have been included as per below for guidance.*
2. The typical designs in **Figure 3-10** **Figure 3-14** **Figure 3.16** are based on minimum dimensions and the design of streets may need to be modified to incorporate water sensitive urban design measures and to ensure appropriate site drainage.
3. All Collector Roads, Sub-arterial Roads, Arterial Roads and Transit Boulevards, and local streets which form part of a bus route identified by the Transport for NSW, are to have at least one travel lane in each direction with a minimum width of 3.5 metres, suitable for buses. Lanes which are not adjacent to a kerb may be 3.2m wide. Intersections on bus routes are to be designed to accommodate bus manoeuvrability. *Guidelines published by Transport for NSW allow narrower lanes away from the kerb.*
4. – 7. No Change.







**Figure 3-12:** Typical collector road *New section incorporates Council's standard width shared path (3.0m) and clearer distinction between travel lanes and parking bays. In instances where the route is a bus route the travel lanes are 3.2m with 2.2m parking bays.*



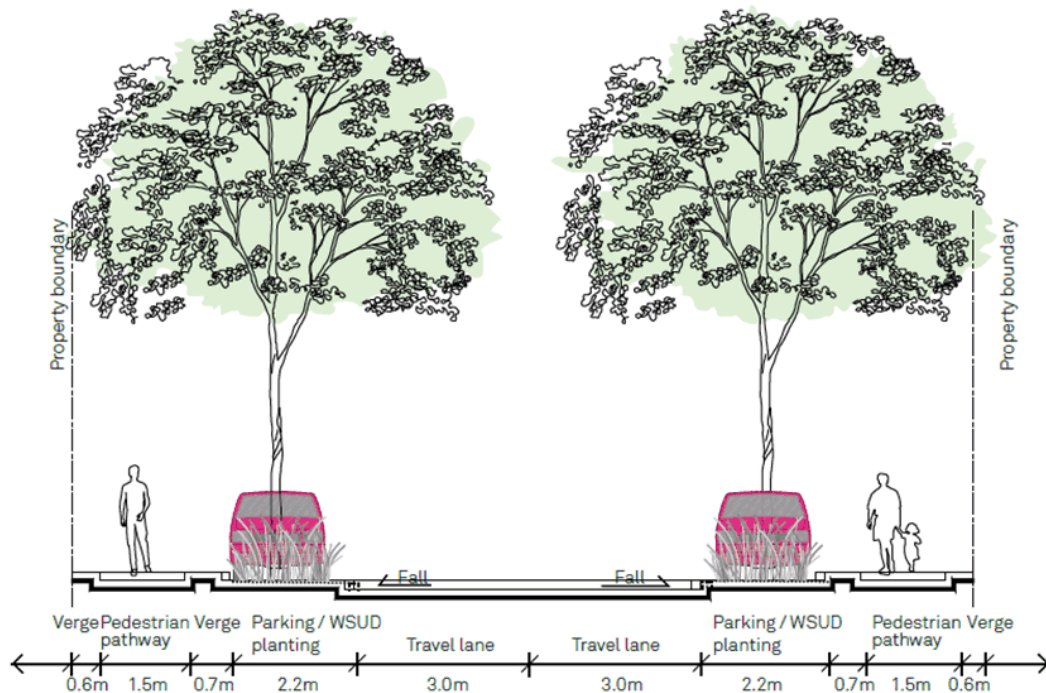


Figure 3-13: Typical local street *New Section is as per description in Council Report dated 27 March 2019*

8. – 11. No Change

12. Where local roads are located as per control 11 above or are within or on the boundary of land zoned Environmental Living, the ~~carriageway width may be reduced to 6.5 metres~~ parking bays, or parking lanes may be provided on one side only, providing the applicant can demonstrate to Council's satisfaction that the road will operate safely and effectively. Street trees are still to be provided. *The current control does not align with the new cross sections provided.*
13. No change.
14. Except where otherwise provided for in this DCP, all streets and roundabouts are to be designed and constructed in accordance with the minimum requirements set out in Council's Engineering Specifications, and where possible, will include bioretention systems where required. 4-way intersections will include a minimum of 250 m2 of bioretention systems to meet the water quality objectives for the catchment. The bioretention systems shall be designed in accordance with the specifications provided in section 2.3.1. The new stormwater strategy requires raingardens to filter stormwater pollutants, these are best located at intersections in the ALN precincts.
15. Local streets which are located within an existing road reserve are to be designed and constructed in accordance with Figure 2-1. *There was no cross section as to how local roads (16m) were to be re-constructed in several of the existing road reserves (20m). This new figure will clarify Council's position*

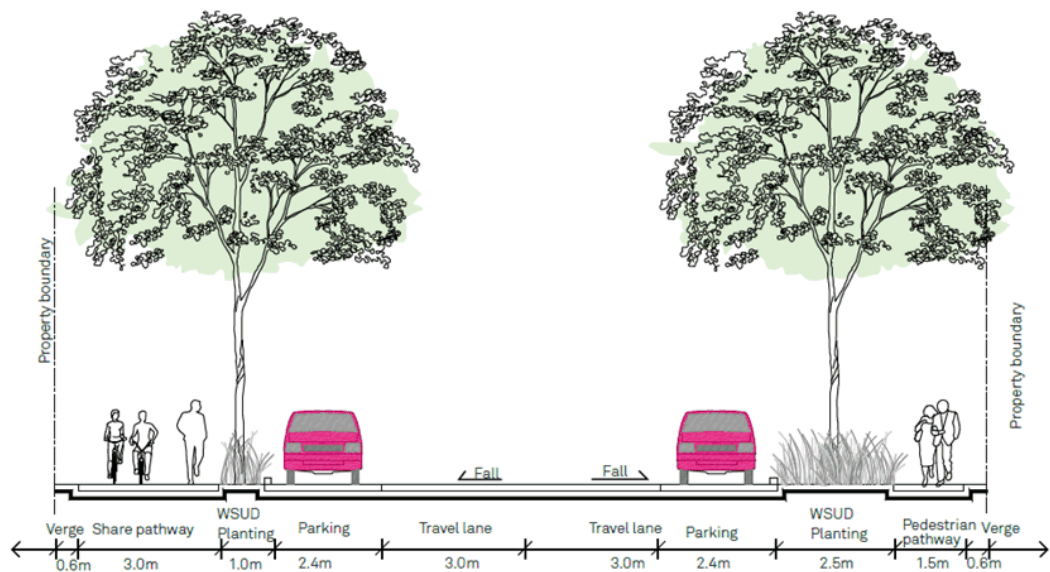


Figure 2-1: Typical Local street (existing 20m reserve)

14. ~~Council may require traffic calming measures to be incorporated into four-way intersections where traffic volumes necessitate controls other than signage, in addition to the intersection treatments specified in the **Precinct road hierarchy** figure in the relevant Precinct Schedule. Measures may include roundabouts, carriageway narrowing or re-alignment, pedestrian islands or raised platforms, banned turns or differently textured materials. A new section has been proposed which deals with traffic calming measures. This control becomes redundant.~~
16. Control 15 renumbered to 16. No change to control:
16. ~~Residential roads, i.e. collector roads, local streets, access road/paths, and shareways shall be designed for and sign posted at a maximum of 50kph (i.e. traffic management must be considered at the subdivision application, with either road layout or speed reducing devices used to produce a traffic environment which reduces traffic speed). As per above, a new section will deal with traffic calming.~~
17. ~~Where four way intersections are proposed, traffic is to be controlled, where appropriate and as specified by Council, by traffic lights, roundabouts, median strips or signage, or differently textured materials. As per above, a new section will deal with traffic calming~~
17. – 18. Controls 18 to 19 renumbered to 17 to 18. No change to controls..
19. The spacing of street trees will relate to the subdivision lot widths, and road type.
- On 16m local streets where front-loaded lots are ≤9m wide the location of driveway crossings are to align with any zero-lot lines, are to be shown on the subdivision plan. The plan must demonstrate that one street tree is planted per lot with the spacing of street trees generally every 4-18m; space between tree bays and driveways are to facilitate on-street parking. A preferred arrangement is shown in Figure 3-
  - On 16m local streets, where lots are >9-13m wide, street trees are to be planted next to the edge of the driveway crossing, to ensure that a single street tree and single on-street car space can be provided at the front of each lot. The street trees should be planted on the mid-lot side of the driveway, rather than the lot boundary side, to avoid conflict with utilities.
  - On 16m local streets where lots are not front loaded, the street tree and parking arrangement should typically include double parking bay with a street tree at both ends.

Single parking bays are preferred to resolve residual space to increase tree canopy spread rather than triple bays.

- On 16m local streets where lots are >13m wide, or on any other road typology, street trees are to be provided with a minimum spacing of one tree for each residential-Torrens title lot, or one tree per 10-15 metres of road, whichever spacing is the greater lesser.

*Due to some roads having street trees planted in the verge and some having them planted in the carriageway, there was a need to amend this control to provide guidance for each situation. The approach for street trees planted in the road reserve has to be thought out very carefully at the subdivision stage to make sure there is adequate space for parking as well as avoiding the need to remove/relocate trees to avoid interfering with driveways or underground utilities. The width of lots will also impact on the location of tree planting/ parking bays as very narrow (<9m wide) lots can only accommodate a parking spot or street trees (not both), whereas wider blocks (>13m wide) the street may be able to incorporate a mix of single and double parking bays including street trees. The text has also been updated to refer to Torrens title lot, rather than dwelling, due to potential issues with strata developments and uncertainty on the number of trees required.*



Figure 3-15: Preferred street tree and parking arrangement for subdivisions with narrow front-loaded lots

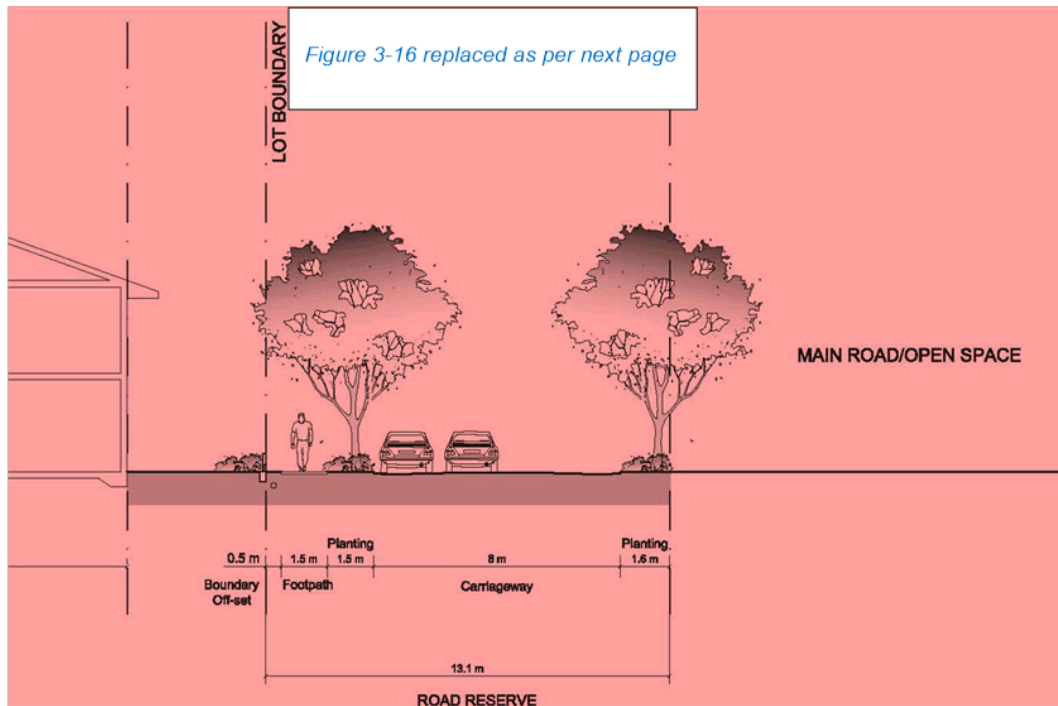
20. ~~Street trees may be permitted within the road carriageway subject to the findings of a Road Safety Audit.~~ To minimise the loss of street trees and prevent the reconstruction of road related infrastructure, any lots facing a local road, designed in accordance with **Figure 3-13**, shall have a s.88b restriction which specifies the location of the driveway crossing as "in accordance with the approved subdivision plan". This restriction is only to be released by authority of Council. ~~The old control is no longer applicable given that the DCP will require trees in the carriageway. The new control will fix the location of garages to be constructed in the same location as the driveway cross-over as provided in the subdivision. This will avoid cost and streetscape amenity impacts resulting from street trees being removed or relocated as a dwelling could be designed with the garage on the wrong side of the lot. Council will have the authority to release this restriction if needed, such as if the lot were to be re-subdivided for a dual-occupancy for example.~~
21. No change.

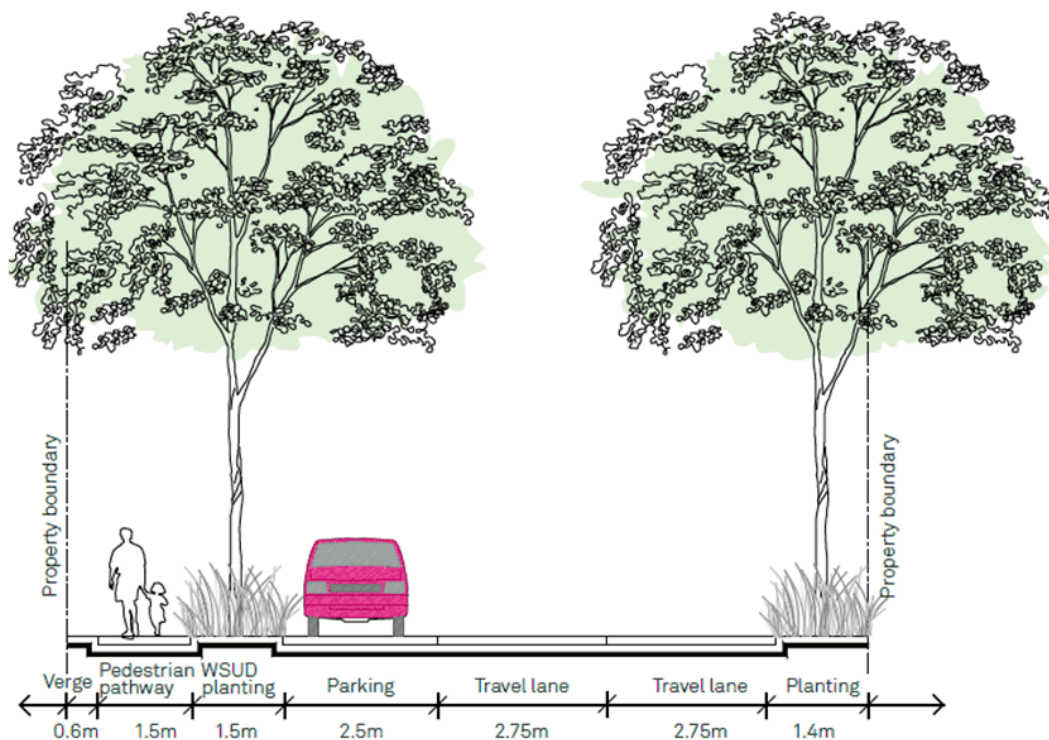


~~22. For medians less than 4m width (e.g. at intersections), no planting is permitted and hard surfaces are to be provided. This control is inconsistent with the passive irrigation and raingarden strategy.~~

22. – 28. Controls 23-29 renumbered to 22-28.

~~30. The carriageway width of an access street may be reduced to a minimum of 6.5 metres subject to consideration of traffic volumes and road safety issues. This is inconsistent with the new cross sections. Parking bays will be required on one side to ensure vehicles can pass one another when passing a parked vehicle.~~





**Figure 3-14 3-16:** Typical access street *The new section is consistent with other, in that the parking bay will be visually distinct from the travel lanes, providing greater clarity and avoiding driver confusion.*

**Note:** *As specified in Control 30, the carriageway width specified above may be reduced to 6.5m in some circumstances.*

### 3.3.2 Local Area Traffic Management

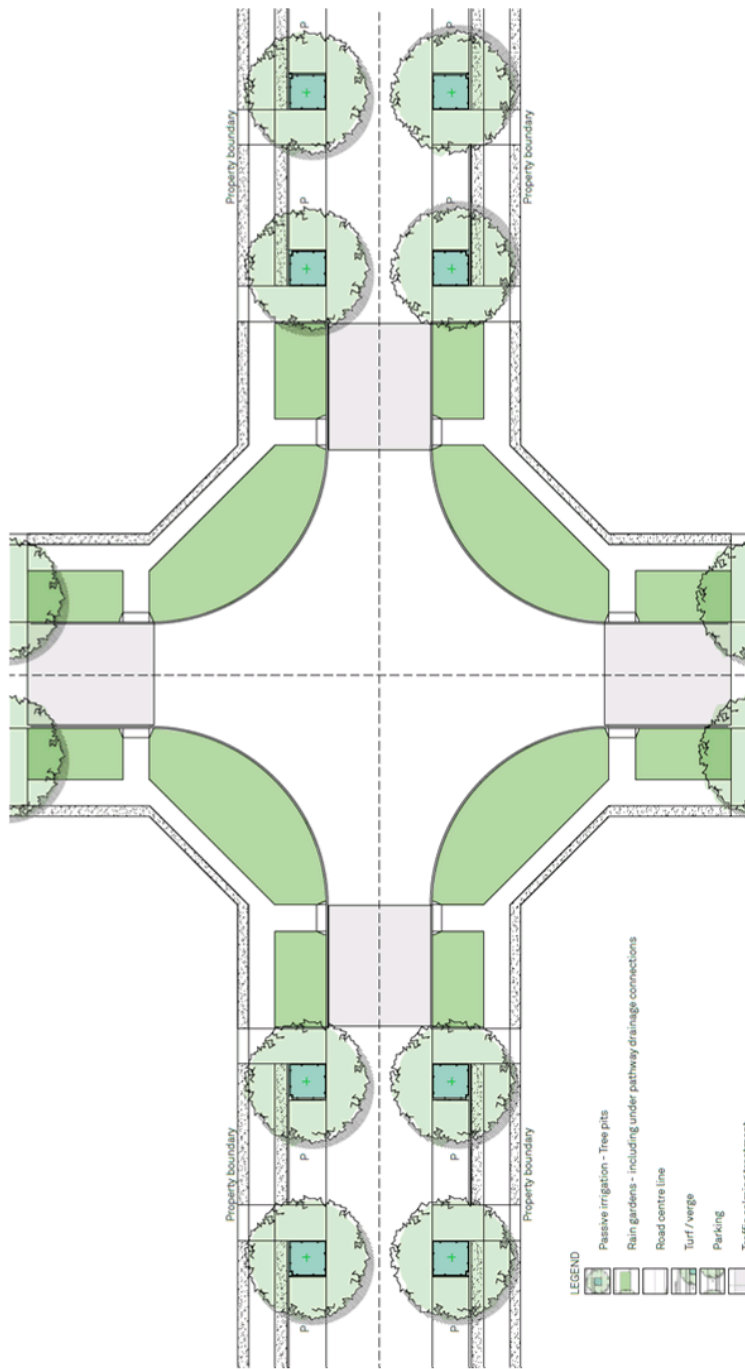
*This is a new section and provides better guidance than those controls in section 3.3.1 which are proposed to be removed.*

#### Objectives

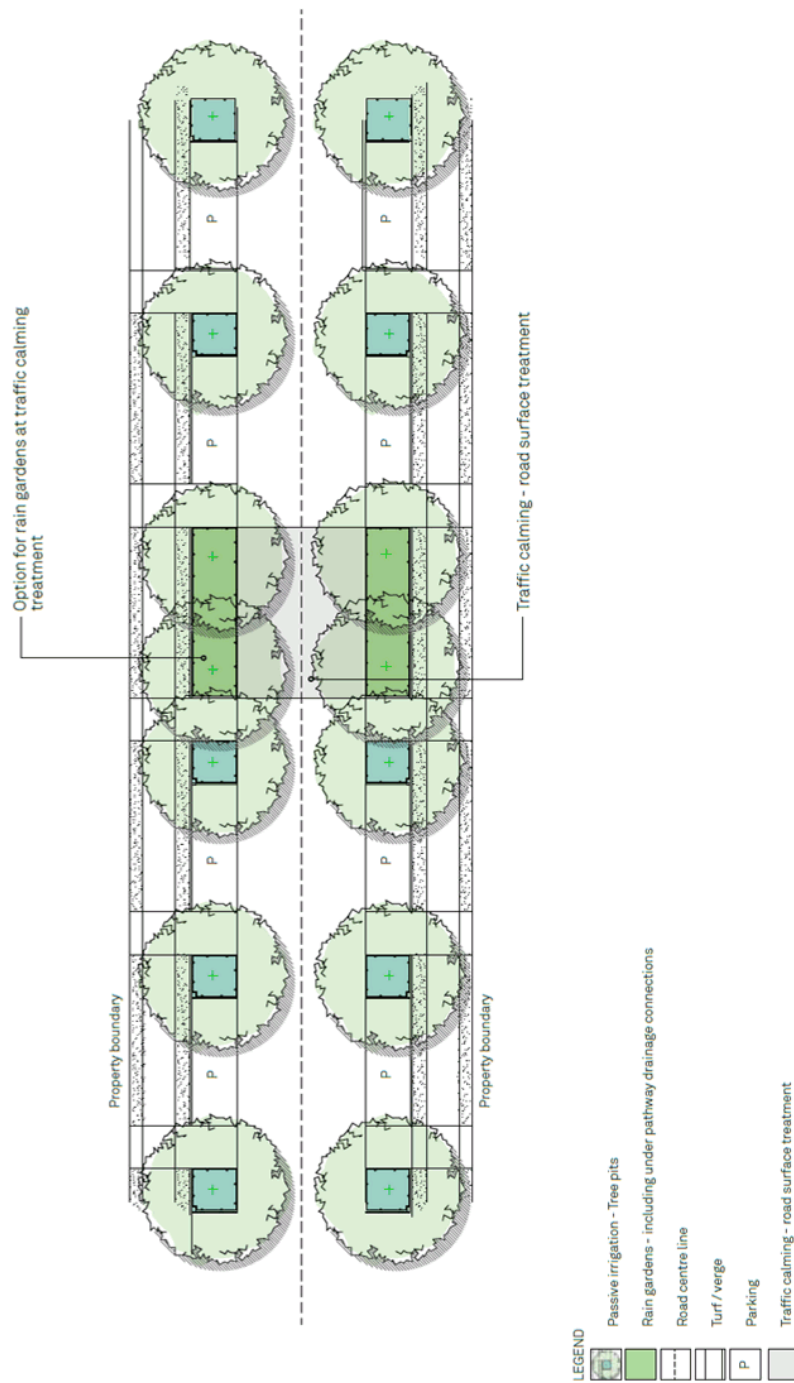
- Provide a safe and legible network of local roads across the precincts which prioritise pedestrians and cyclists, encouraging street activity, whilst maintaining vehicular access to properties.
- Increase road safety by maintaining a low-speed traffic environment (40-50km/h) on local streets and collector roads by influencing driver behaviour, through both visual and physical cues.
- Improve public amenity and the local streetscapes by encouraging the use of LATM facilities which soften the streetscape and do not add visual clutter.
- Provide traffic calming devices which minimise costs of construction and maintenance.
- Discourage traffic calming devices which induce noise, cause damage to vehicles, discomfort for public transport users, and decrease pedestrian and cyclist prioritisation and safety.
- Reinforce the road hierarchy by discouraging through traffic and high vehicle speeds on lower order roads.

### Controls

1. A Local Area Traffic Management (LATM) plan shall be submitted with any development which involves the opening of a new road(s), or modifications to existing roads. Design solutions shall conform to Austroads *Guide to Traffic Management Part 8 (Local Area Traffic Management)*.
2. New local streets and collector roads should be designed to encourage a low speed (40-50km/h) environment. Traffic calming facilities will generally need to be located every 80-120m. The choice of treatment should consider the operation of the street as a whole, including the interface with surrounding development (lot boundaries, existing vegetation, driveways and demand for on-street parking), and factors such as sight-lines and road geometry.  
  
*Note: The design exercise should not concentrate on providing a series of stop points and isolated devices, rather it should maintain an appropriate vehicle speed through passage of the street(s). This is to avoid a situation where a series of stop-signs or speed bumps would result in lots of vehicle braking and acceleration, which results in vehicle wear and additional noise.*
3. Council's preferred traffic calming devices are landscaped kerb extensions with a visually distinctive road surface. Kerb extensions incorporating landscaping, raingardens and/or street trees should be located frequently on local streets so as to provide a sense of enclosure. An example is provided in Figure 2-3.
4. Intersections between busier local streets and collector roads, collector roads with other higher order roads, or intersection legs with a stop sign shall generally be fitted with pedestrian refuges, to facilitate non-vehicular crossing and to provide a visual reinforcement of the intersection.
5. All other intersections between intersecting local streets, and local streets with collector roads, shall have a textured threshold treatment. An example is provided in Figure 2-3.
6. To reinforce the road hierarchy and to reduce the ability for vehicles to attain high speeds, local streets should not be given priority for a distance of greater than 400m. Visual cues should be provided to guide vehicles towards higher order roads. This is to discourage rat-running and to encourage vehicles to use collector/arterial roads rather than local streets to travel longer distances.
7. Laneways, where there are straight segments exceeding 80m in length, shall be fitted with landscaping blisters or tree pits and textured material bands at intervals of no more than 40m, to ensure that a very low speed environment can be maintained.  
*Note: The location of blisters must permit garbage truck and firetruck manoeuvrability, particularly at corners.*
8. Devices which considerably reduce vehicle speeds (e.g. humps or one-way passing points on busy roads) are to be avoided, unless such a reduction in speed is required for safe passage. The road design is to avoid vehicle noise generated from repeated acceleration and deceleration.
9. Despite control 8 above, wombat crossings are generally appropriate when combined with a pedestrian crossing close to an intersection, in a commercial area, medium density residential areas, or near a school, where there is a need to alert road users to higher pedestrian activity.
10. Due to the priority given to vehicular traffic over other modes, roundabouts are to be avoided on intersecting local streets, unless otherwise specified.
11. Areas for parking on local streets and collector streets (which includes parking lanes) are to be visually distinguished from travel lanes, by utilising elements such as tree bays, footpath extensions, v-gutters, and/or a pavement which is visually different to the road pavement and has a tactile surface. This may include pavers, cobbles, or other suitable low maintenance surfaces. Painted surfaces, such as stencilled concrete or stamped asphalt are to be avoided. Stamped/painted surfaces typically wear out or degrade in appearance quickly and would be expensive to maintain, or detract from the streetscape.



**Figure 3-2:** Typical local street intersection profile including Rain Garden and textured thresholds



**Figure 2-3. Typical Local Area Traffic Management Facility on a local street**



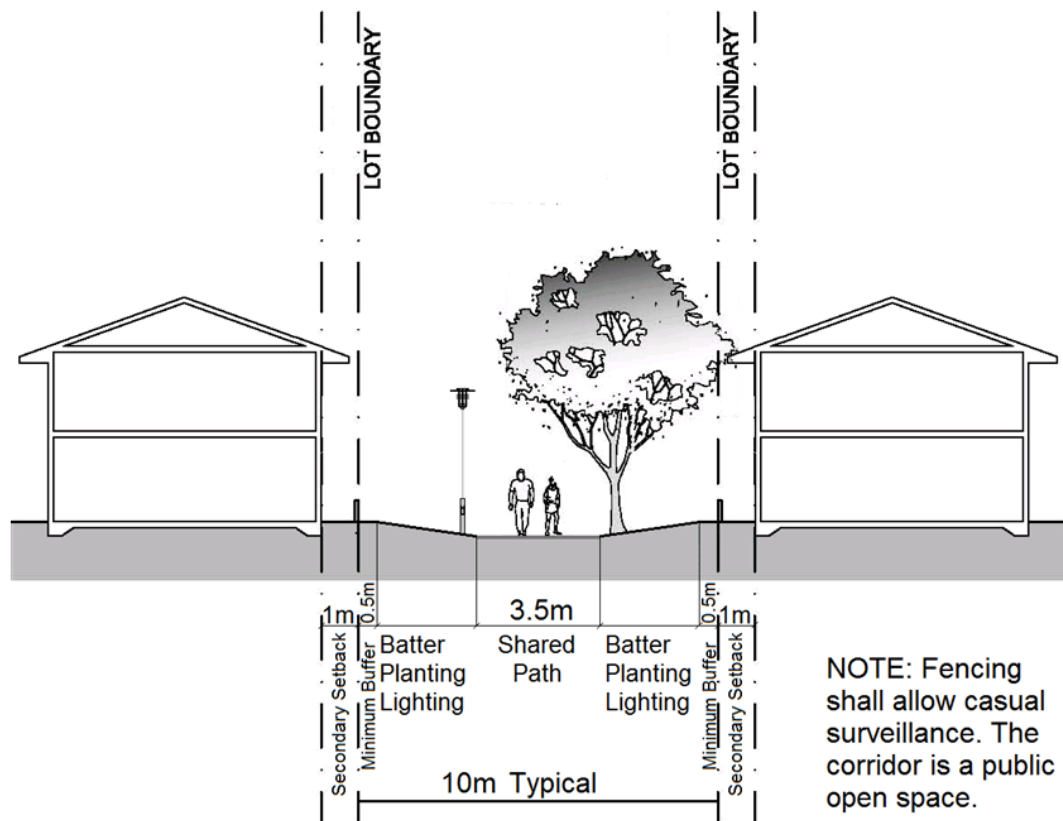
### 3.3.5 Pedestrian and Cycle Network

#### Objectives

- a. – c. No changes.

#### Controls

1. No change.
2. The design of footpaths and cycleways located within the road reserve is to be in accordance with **Figure 3-10** to **Figure 3-14** **Figure 3-16**.
3. – 9. No change..
10. Any through site links that continue the desire line of a road corridor should be the same width of that corridor. All other through site links, pedestrian access paths, or overland flow paths which include a pedestrian connection should be designed in accordance with **Figure 3-23**. There is a desire to have pedestrian connections at the same width as the adjacent street to maximise surveillance, and decrease opportunities of entrapment.



**Figure 2-4: 10.0m Typical Pedestrian Access Path** The amended ILP introduces a limited number of pedestrian only paths. Assessment of stormwater drainage for each DA also necessitates overland flow paths in some instances to resolve localised flooding issues. This standard cross section should allow for overland flow, and is sufficiently wide so as to prevent opportunities for concealment and other crime related activities.

### 3.3.6 Temporary vehicular access

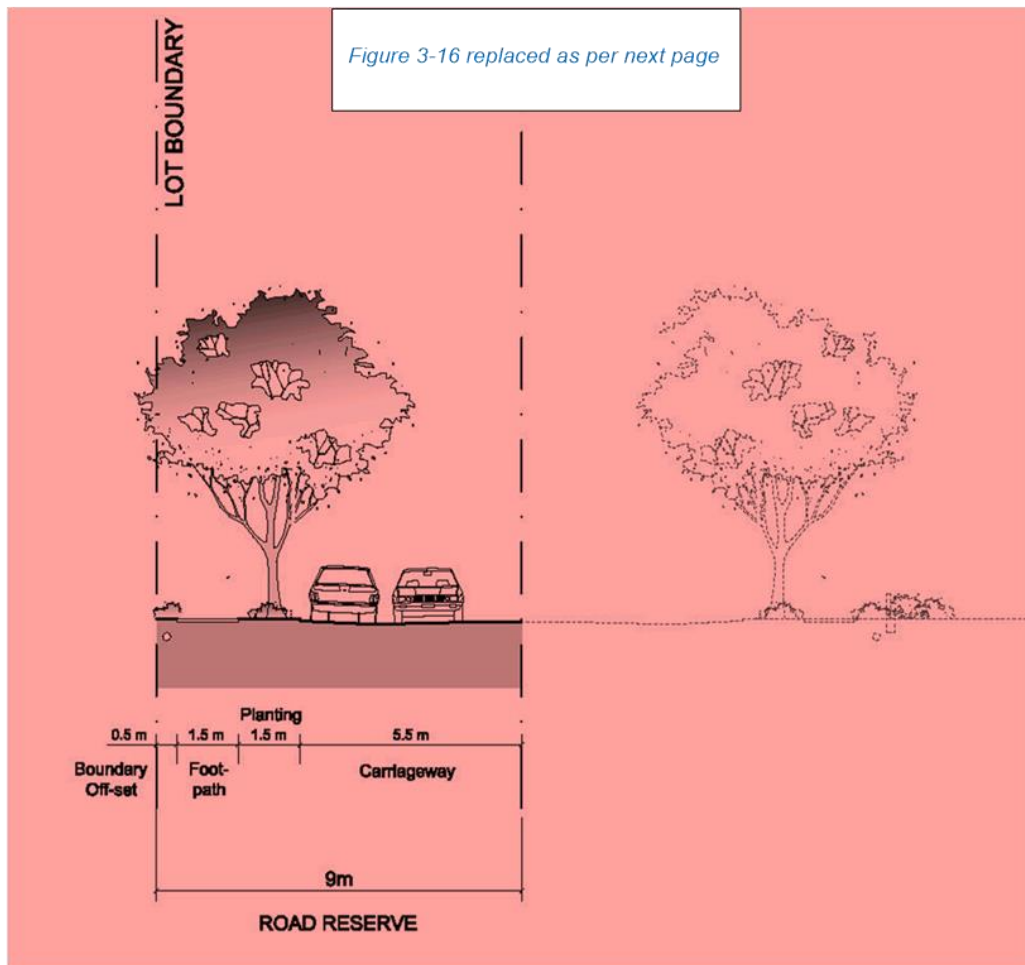
#### Objectives

- a. – c. No change.

#### Controls

1. No change.
2. Temporary access arrangements must comply with Council's Engineering Specifications and specified provisions of this DCP. Any provisions of this DCP prevail to the extent of any inconsistency. Council's current engineering standards for road widths are outdated and do not reflect the typical cross-section in this DCP.
3. – 5. No change.
6. A half road is required where a street, as indicated by the precinct Indicative Layout Plan or as otherwise required, is located on the boundary of the property being developed, and where the adjacent lot is not being developed. The type of half road construction will depend upon the road hierarchy and anticipated traffic volume on the street. The applicant will cover all costs associated with the design of the full road width and construction of half the full width pavement, including temporary and permanent drainage infrastructure, and adequate transitions to full width cross sections. Half road construction is regularly required in the ALN precincts, and the current controls do not relate to the new cross-sections, nor do they apply to any road other than local streets.
7. Half width Industrial Streets are to be provided as half of the typical section of Figure 6-2. A half industrial road contains 5.5m of carriageway, which is sufficient for two-way movement, but will likely require localised widening or complex manoeuvres for large vehicles entering/exiting sites.
8. Half width collector roads must be constructed in a manner which provides a carriageway of 5.5m. This can be achieved by providing 0.1m of widening on the adjacent property (with owners consent) or by reducing the landscaped verge on the developed side by 0.1m. The opposite side shall be designed with a wider planting verge. Half of a standard collector road has a carriageway of only 5.4m wide which is 0.1m too narrow for efficient two-way traffic.
9. A local road may be constructed as one side of Figure 3-13 in instances where the half road will operate in a single direction of travel. Another carriageway must accommodate the opposing direction of travel to ensure each dwelling is provided access to and from the broader road network. This can be satisfied with another opposing half road, a two way road, or a temporary access road. Intersection(s) may require localised widening on adjacent properties (with consent) to ensure garbage and firetrucks can safely manoeuvre. Providing half of a local street, where the other direction of travel can be catered for elsewhere on site, presents the most efficient outcome, as the other half of the road can be constructed at a later date with minimal disruption. Whilst some residents may find one-way circulation confusing, this method permits raingardens, street trees and on-street parking without the need for widening on adjoining undeveloped properties. Widening on adjoining properties can cause significant delays to development and in some instances no development potential where an adjoining owner does not consent to widening. This solution is not possible in instances where a large development only provides for a single half road in and out of the development as vehicles can only either enter or exit.
10. In circumstances where local streets will directly serve less than 10 lots, with traffic volumes of less than 300vpd, lengths of no more than 80m, and subject to the findings of a traffic safety audit, Council may consider a half road to be delivered as one half of Figure 3.13. The areas designated for parking bays are to be signposted as no stopping zones, and will function as passing points until full width is constructed. Street trees are still to be planted. Upon construction of the full width, parking bays will be re-instated by removing the no stopping signs. This is similar to the above, yet both directions of travel share the traffic lane. 3.0m is insufficient for two vehicles to pass one another, so one vehicle will have to wait in the area designated for parking bays (signposted as no stopping to prevent parking) whilst the other vehicle passes. This solution is only suitable in areas with very little traffic and where there are no blind spots, as two-way traffic will be sharing the same traffic lane.

- 6- 11. ~~In all other circumstances a H~~half-width ~~local~~ roads ~~must~~ay be constructed to provide temporary access to residential development, in accordance with ~~Figure 3-19~~ **Figure 3.24**.~~Due to the need for significant adjacent property widening, this is now the last-resort solution, in which roads must be constructed in this manner if not utilising any of the methods above~~ ~~The applicant will cover all costs associated with the design of the full road width and construction of half the full width pavement, including temporary and permanent drainage infrastructure, adequate transitions to full width cross sections, plus a two way traffic configuration ensuring operational effectiveness and safety to relevant standards.~~ ~~This text has been moved to control 6.~~ The 2.5m of additional widening on the adjacent property(ies) will require adjoining owner(s) consent. Council will generally not consider moving the road centreline. Consent is required for any land in which development is being carried out, including land which only includes the construction of roads. Moving the centreline will have knock on effects on other properties and could lead to a more disconnected road network.
12. - 13. No change. Controls 8-9 renumbered to 12-13.
- ~~10-~~ 14. The half-width road design is to ensure that runoff from the road pavement is directed ~~to the kerb away from the adjoining undeveloped property.~~ Some of the new road cross-sections do not have a standard kerb. The aim of this control is to ensure stormwater does not run-off onto adjoining lots.
15. . No change. Renumbered from 11 to 15.
- ~~13. — A minimum carriageway width of 5.5 metres is required for all half-width roads. This contradicts control 10.~~



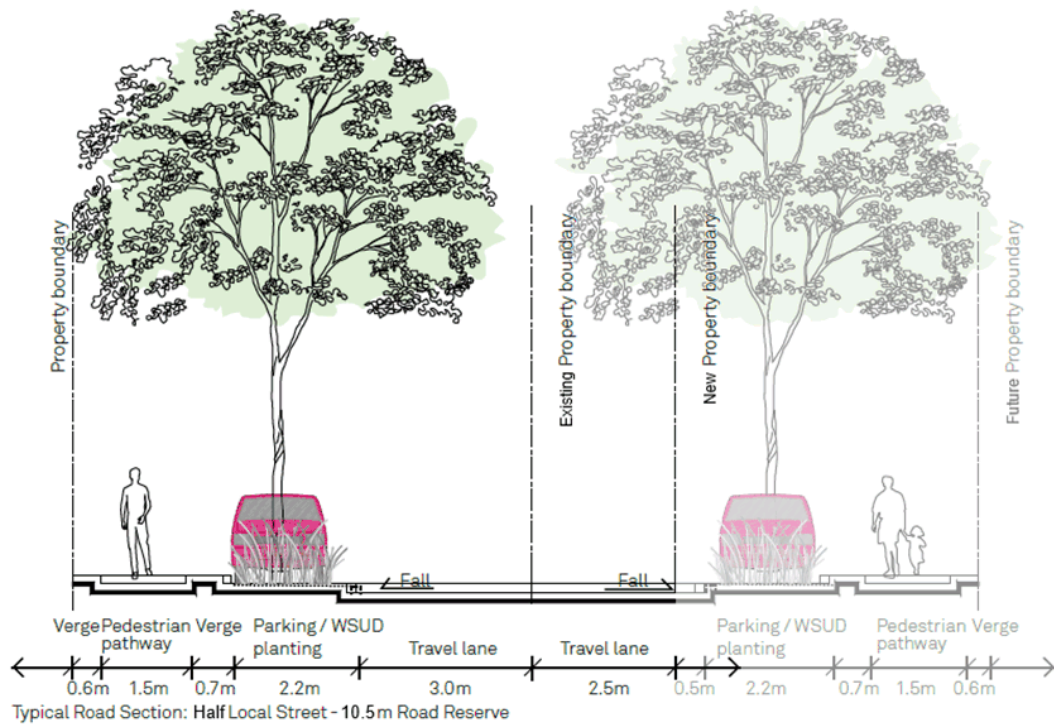


Figure 3-19 3-24: Temporary half road width construction



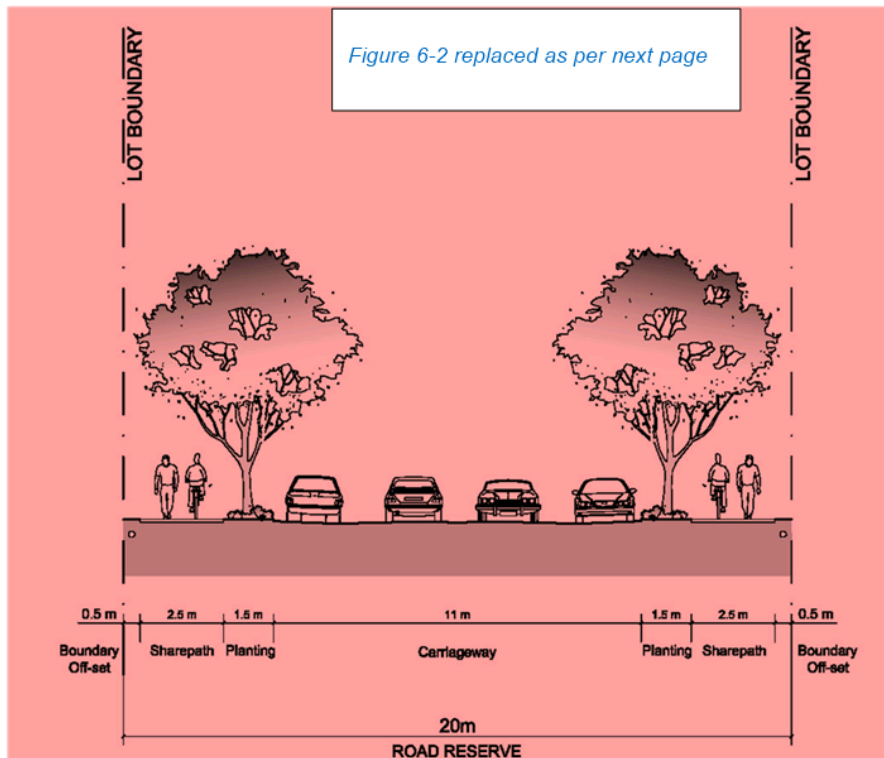
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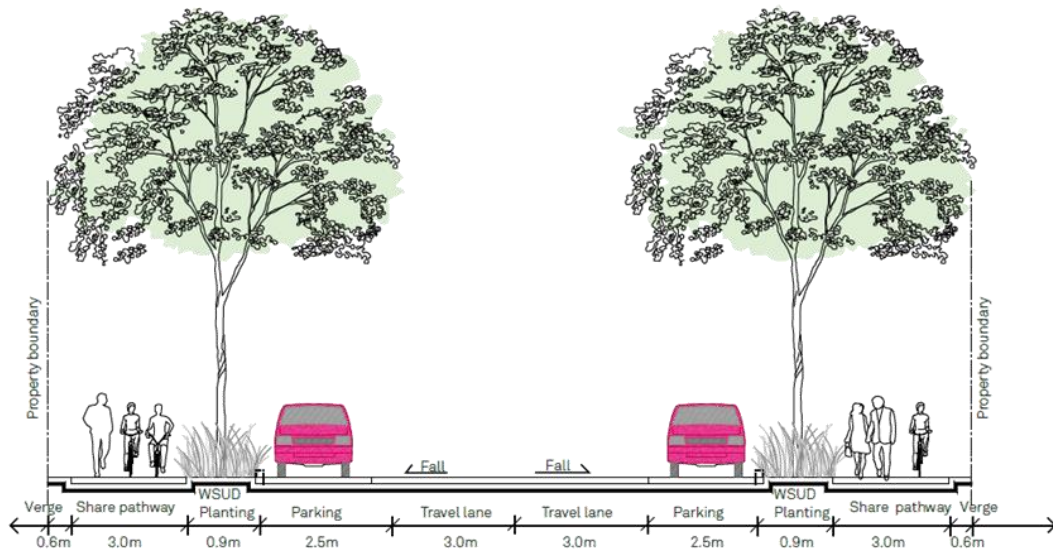
## **Employment Lands Subdivision and Development Controls**

## 6 Employment Lands Subdivision and Development Controls

### 6.3.1 Streetscape and Allotment Frontages

1. Streets in industrial zones are to be designed and constructed in accordance with the typical cross section at **Figure 6-1**.
2. – 5. No change.





**Figure 6-1:** Typical industrial street

# **Amending Development Control Plan (Austral ILP Amendment)**

**March 2019**

## **Schedule 1**

**Austral & Leppington North  
Precincts**

EGROW 06      Proposed Amendment to State Environmental Planning Policy (Sydney Region Growth Centres)  
2006 - Austral / Leppington North Precinct and Liverpool Growth Centre Precinct DCP  
*Attachment 4*      Attachment 4 - Schedule 1 Liverpool Growth Centre Precinct Amending Development Control Plan  
(Austral ILP Amendment)

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Note this draft DCP omits text and figures which are not intended to be amended. Several sections objectives and controls have not been reproduced in this document, only sections of relevance have been displayed. Text which is to be inserted is shown in green and underlined, text which is to be deleted is shown in ~~red-with~~ ~~strikethrough~~, explanatory notes are shown in *blue italics*.

## Contents

<b>2</b>	<b>Development planning and design</b>	<b>2</b>
2.2	Referenced Figures	2

EGROW 06      Proposed Amendment to State Environmental Planning Policy (Sydney Region Growth Centres)  
2006 - Austral / Leppington North Precinct and Liverpool Growth Centre Precinct DCP  
*Attachment 4*      Attachment 4 - Schedule 1 Liverpool Growth Centre Precinct Amending Development Control Plan  
(Austral ILP Amendment)

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## 2 Development planning and design

### 2.2 Referenced Figures

The figures included in this section are those referenced in **Part 2 Precinct Planning Outcomes**, and **Part 3 Neighbourhood and Subdivision Design**, of the main body of the DCP. For some figures, more detailed information relating to the Leppington Major Centre is contained in **Schedule 2**, and should also be referenced for developments in the Major Centre.





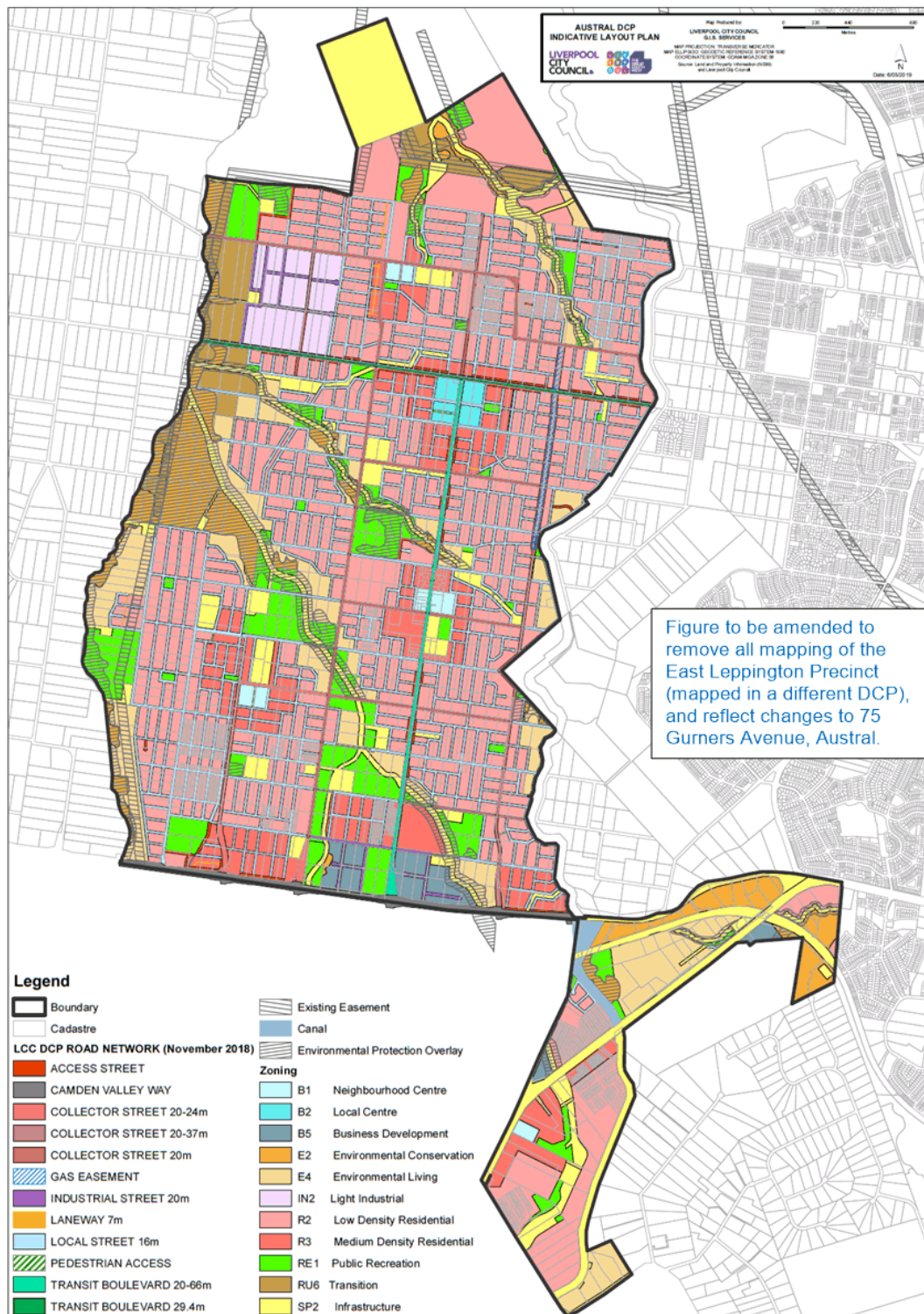
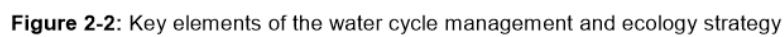
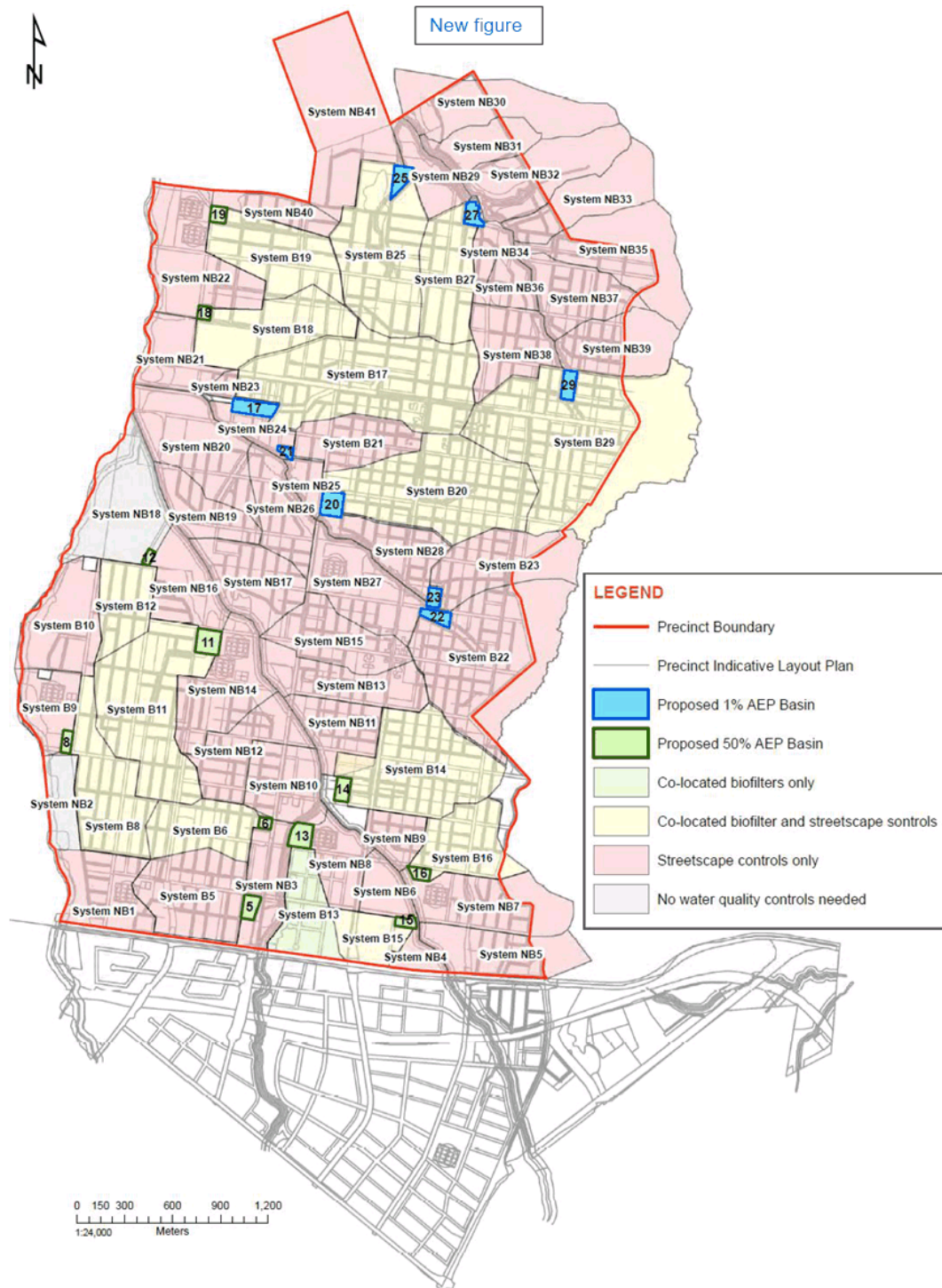


Figure 2-1: Indicative Layout Plan



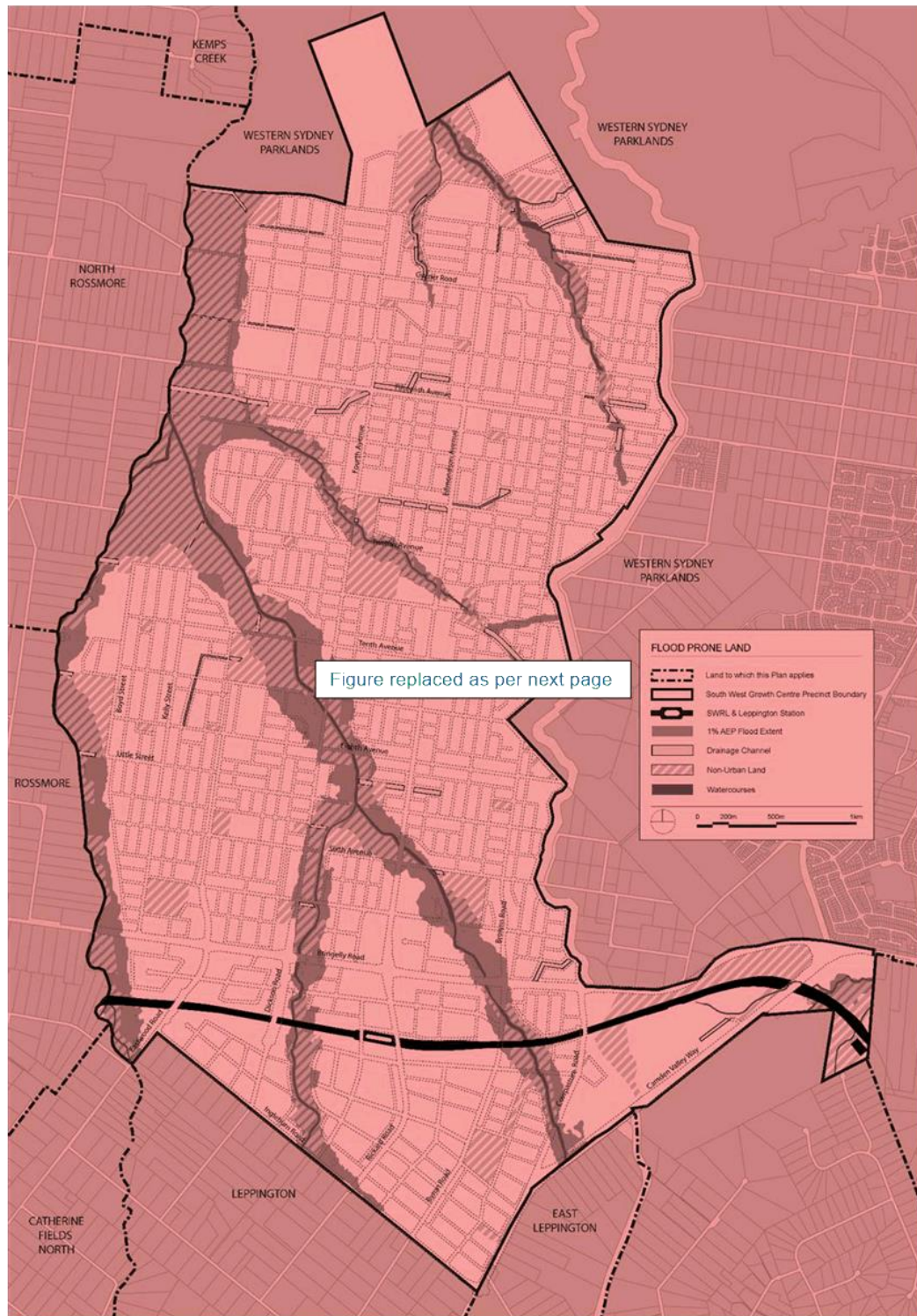




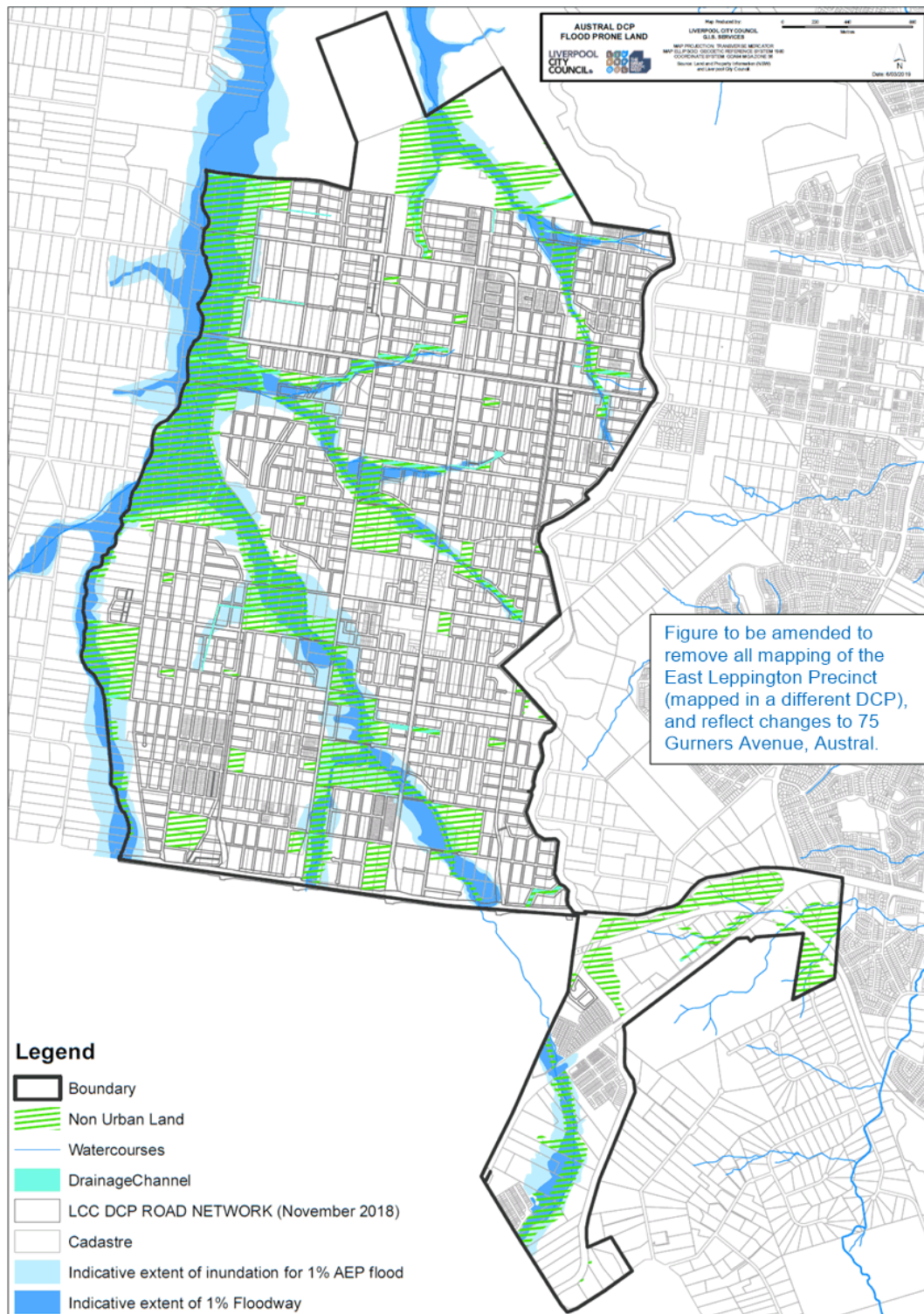


**Figure 2-1: Proposed Water Quality Control Strategy**



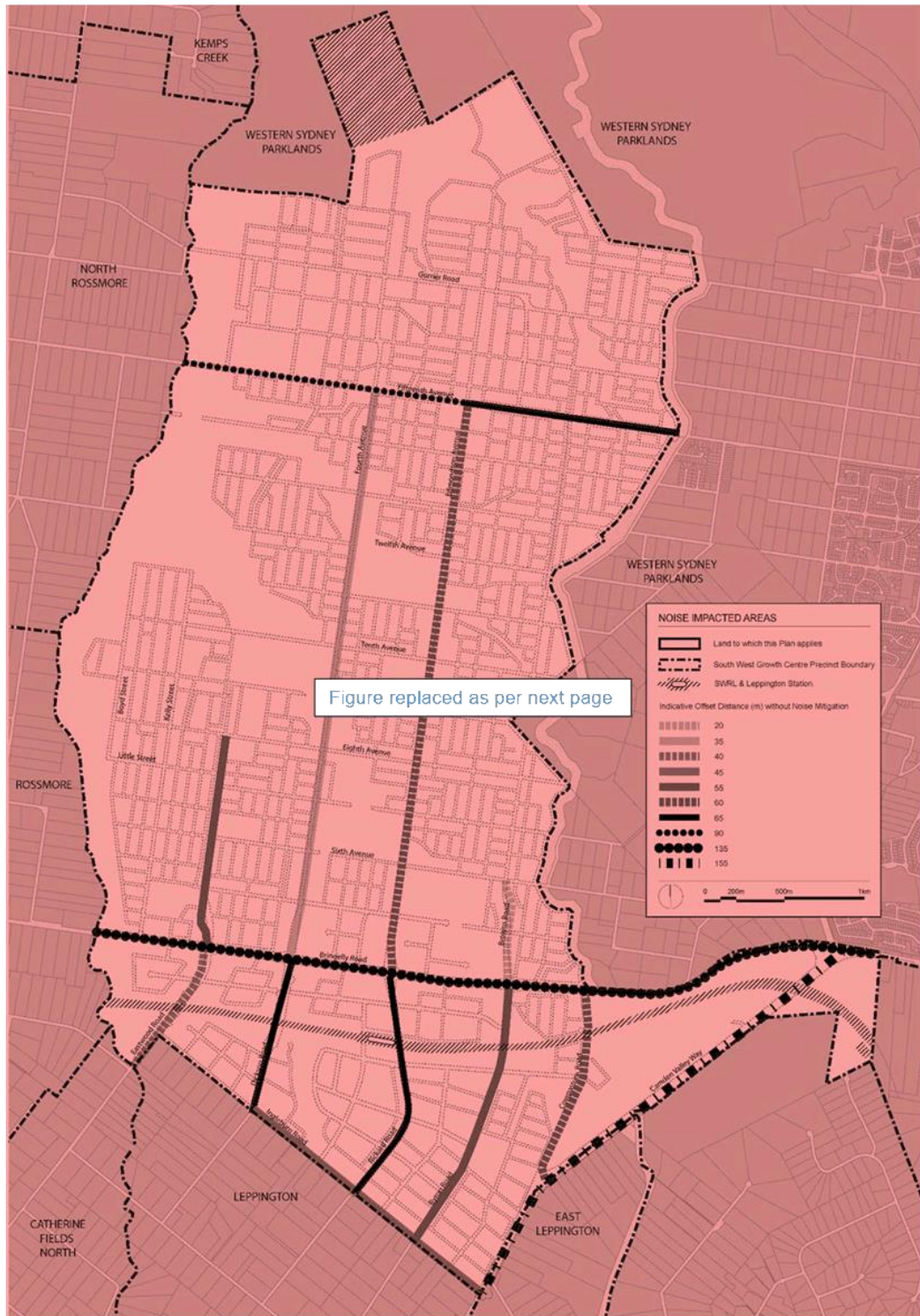




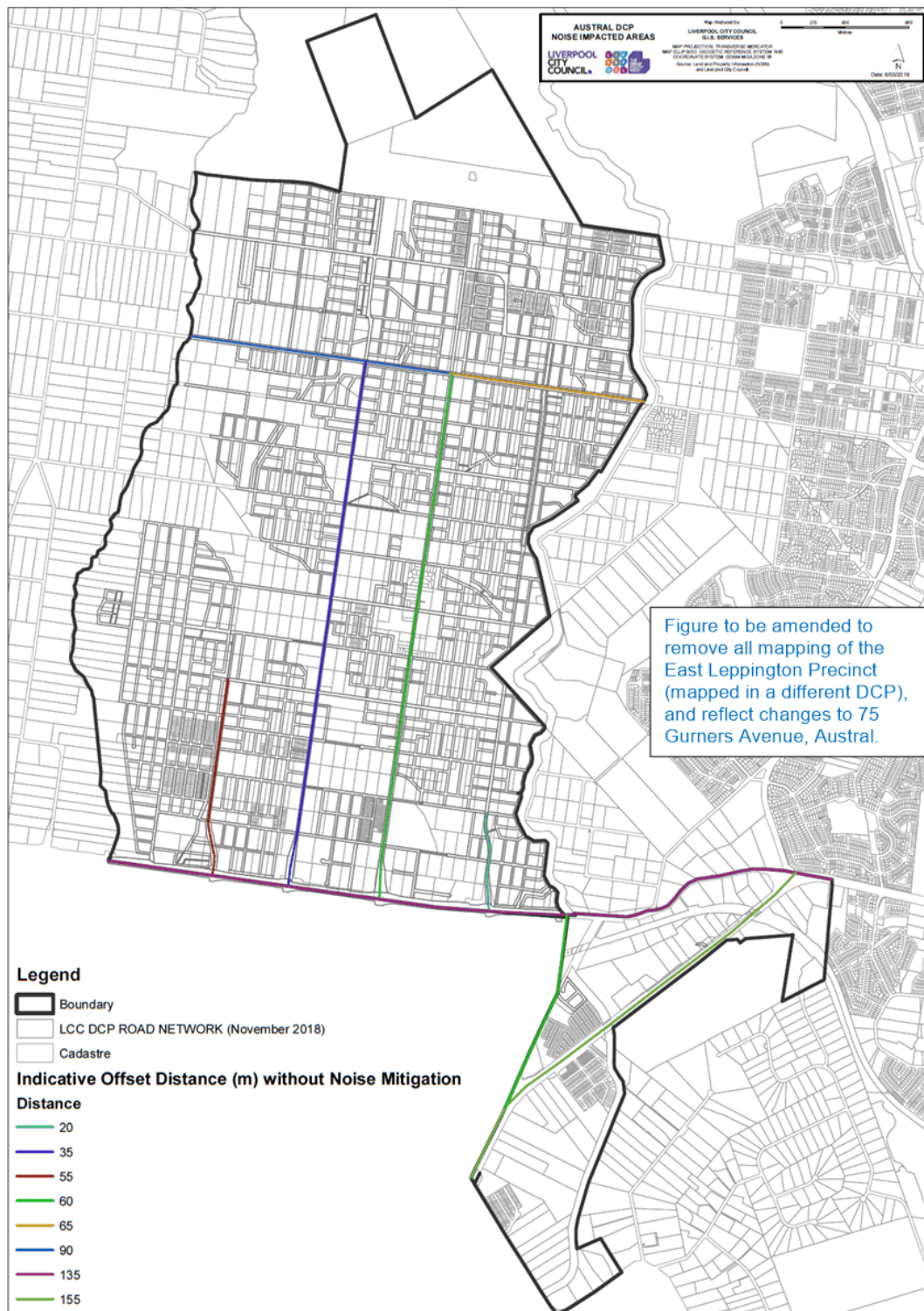


**Figure 2-3 2-4:** Flood prone land

*Figures 2-4 to 2-8 renumbered to 2-5 to 2-9. No changes to salinity map, Aboriginal cultural heritage site map, European cultural heritage map, bushfire risk and asset protection zone requirements map, and potential contamination risk ranking map.*



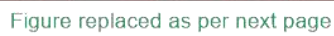


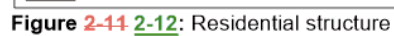


**Figure 2-9 2-10:** Potential noise attenuation measures

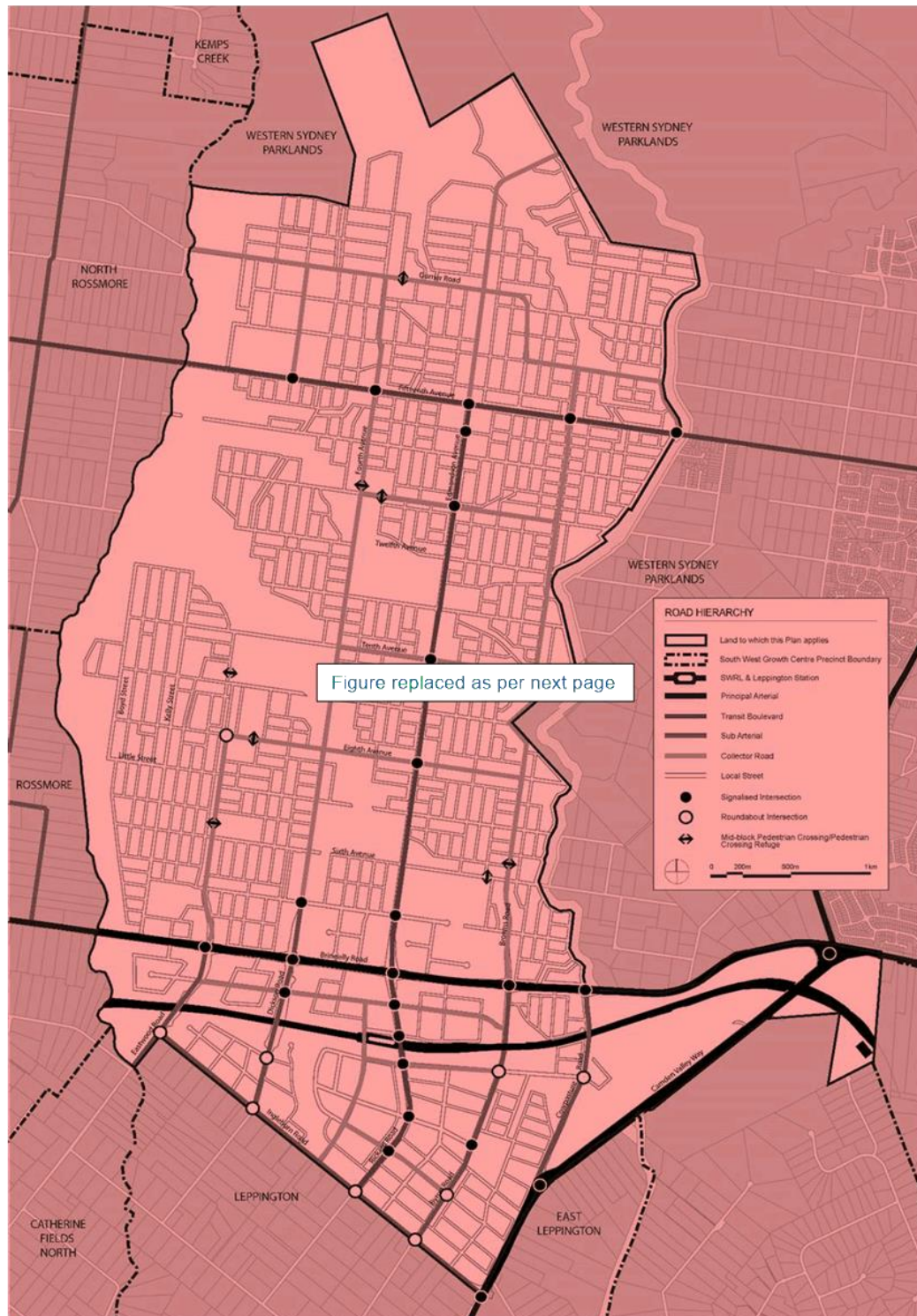
*Figure 2-10 renumbered to 2-11 (Location of easements)*











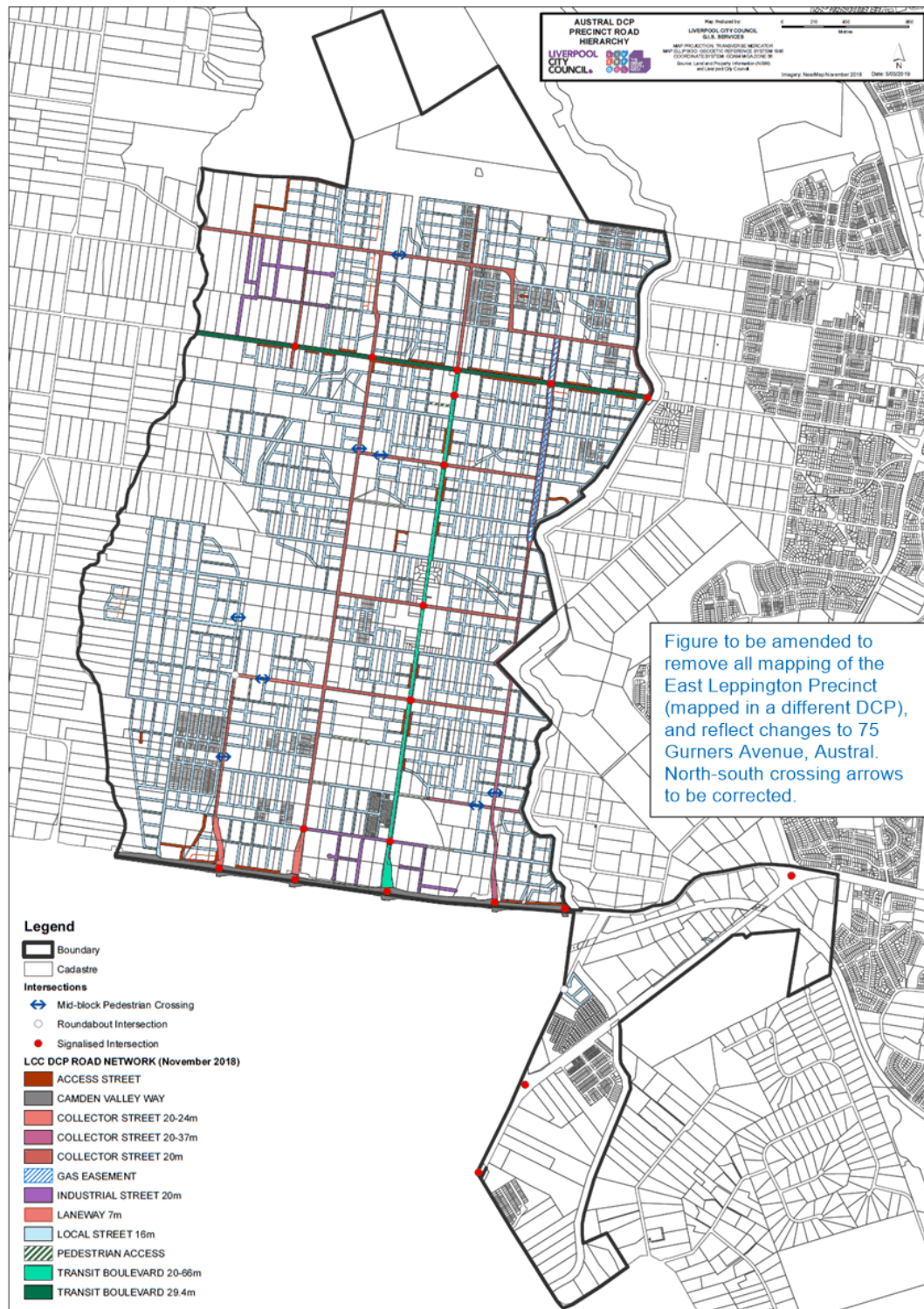
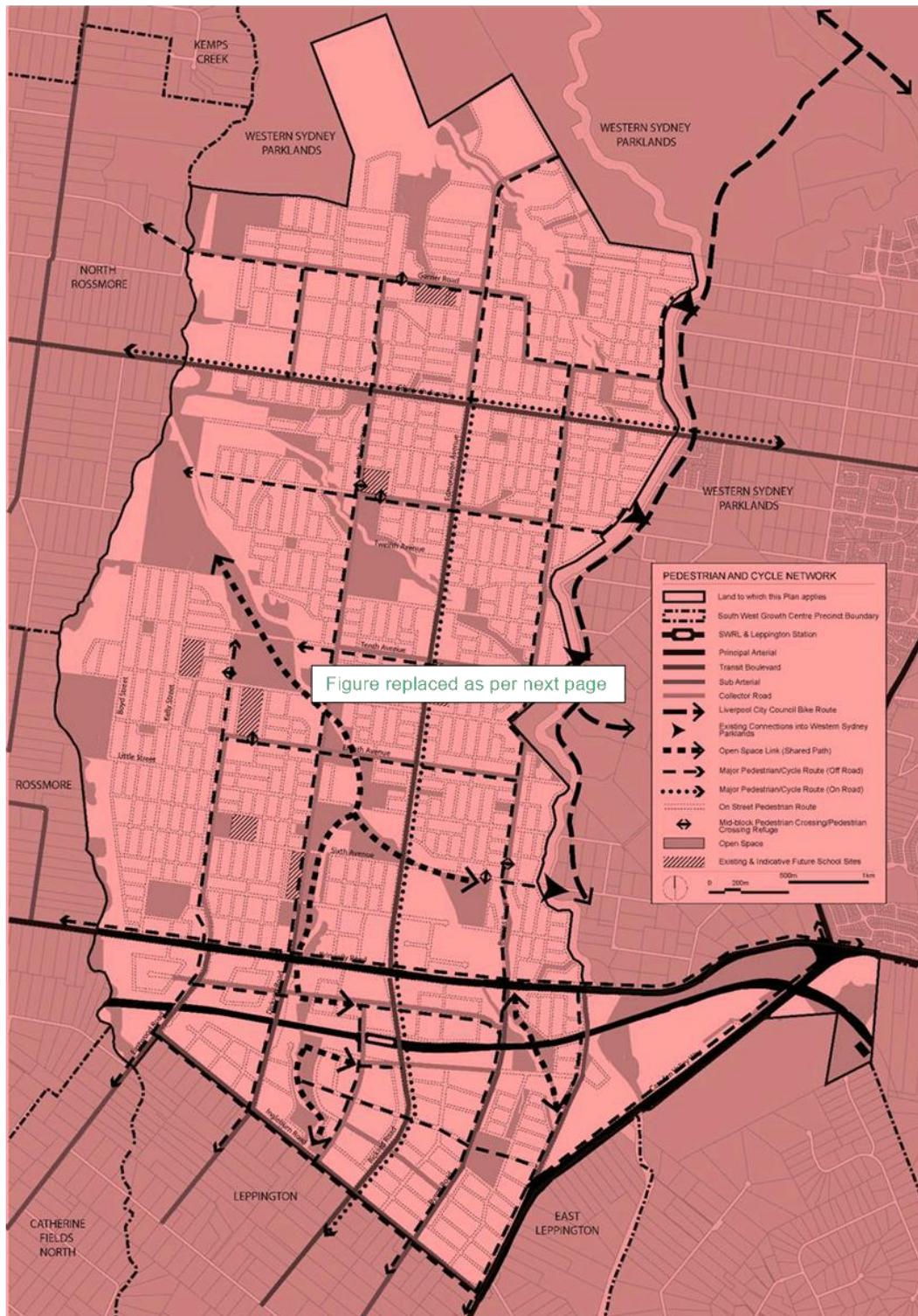


Figure 2-12 2-13: Precinct road hierarchy







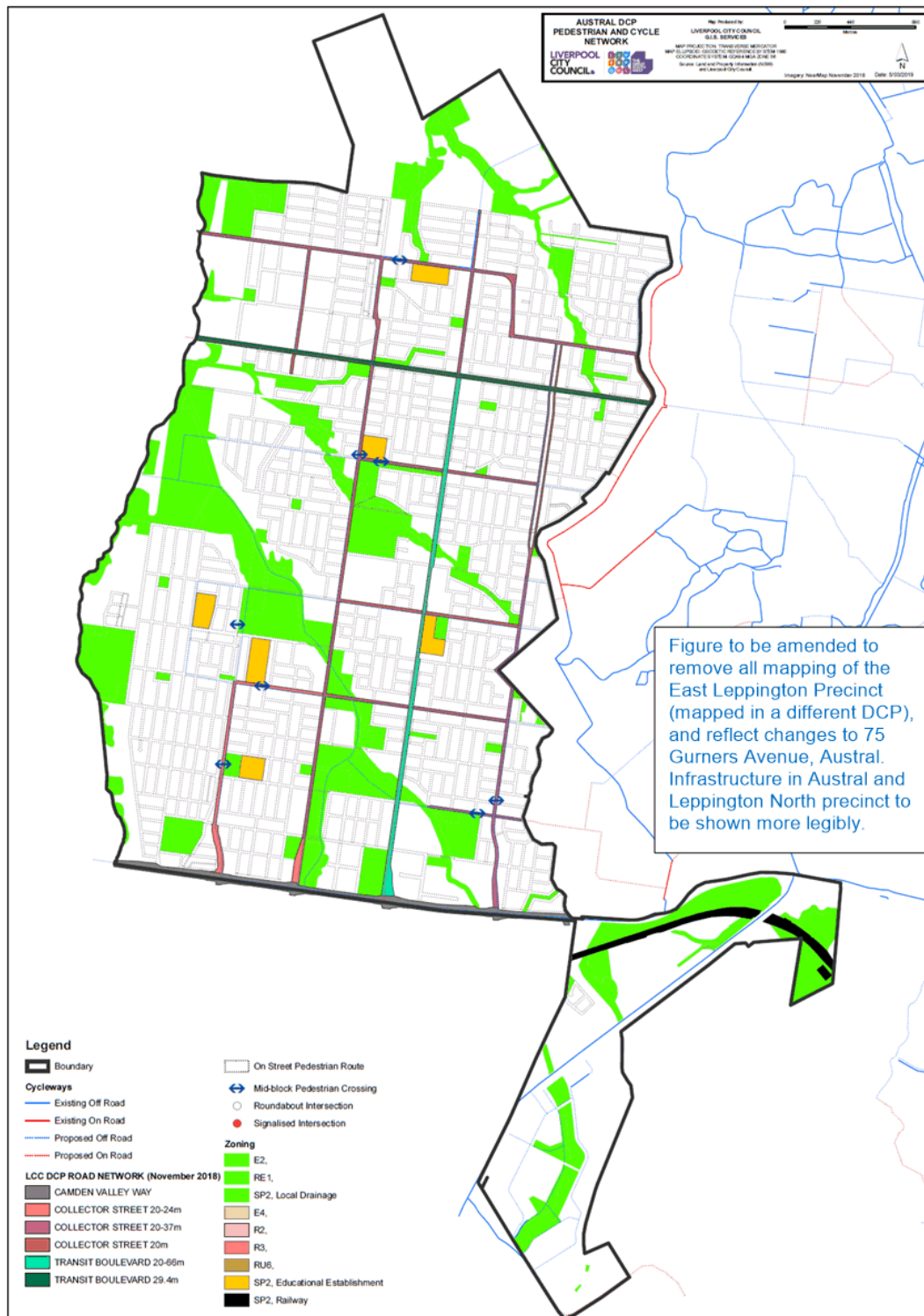


Figure 2-13-2-14: Pedestrian and cycle network

**LIVERPOOL CITY COUNCIL****LIVERPOOL LOCAL PLANNING PANEL MINUTES AND DETERMINATION****25<sup>th</sup> February 2019**

<b>ITEM No:</b>	<b>1</b>
<b>APPLICATION NUMBER:</b>	<b>RZ-8/2018</b>
<b>SUBJECT:</b>	<b>Rezone and amend development standards for several land parcels within the Austral and Leppington North Precincts.</b>
<b>LOCATION:</b>	<b>Austral and Leppington North Precincts</b>
<b>APPLICANT:</b>	<b>Liverpool City Council</b>
<b>AUTHOR:</b>	<b>Ian Stendara – Executive Planner</b>

**ISSUES RELATED TO THE APPLICATION**

The Panel has read the Council officer's report. The Panel received one (1) objection to the proposal.

The Panel notes that the objection relates to a property at 105-110 Gurner Avenue Austral. The owner of that property is concerned about potential changes to the indicative layout plan (ILP) forming part of the development control plan for this precinct.

The Panel is satisfied that the planning proposal, which deals with changes to the zoning map under the Growth Centres SEPP, does not directly impact on the owner's land. There is no proposed change to the current zoning of the owner's land.

The Panel is aware that Council is considering an amendment to the ILP which may impact on the owner's land. The Panel does not have any statutory role in the ILP amendment process. Council has not requested advice from the Panel on the potential ILP amendment. The Panel is satisfied that the planning proposal will not prejudice the ILP as it applies to the owner's land.

However, the Panel recommends Council's strategic planner invites the owner of 105-110 Gurner Avenue to provide comment on the potential ILP amendment as it affects their land prior to the formal public notification of the ILP amendment.

The Panel agrees with the reasons for proceeding with the planning proposal as outlined in the Council officer's report.

**VOTING NUMBERS:**

4-Nil

**ADVICE OF PANEL:**

The Panel supports the planning proposal as outlined in the Council officer's report proceeding to gateway determination.

Office of  
Local Government

## Circular to Councils

<b>Circular Details</b>	Circular No 18-45 / 18 December 2018 / A621294
<b>Previous Circular</b>	18-35 <i>The new Model Code of Meeting Practice for Local Councils</i>
<b>Who should read this</b>	Mayors / Councillors / General Managers / Joint Organisation Executive Officers / Council governance staff
<b>Contact</b>	Council Governance Team – (02) 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Council to Implement

## Commencement of the new Model Code of Meeting Practice for Local Councils in NSW

### What's new or changing

- Amendments made to the *Local Government Act 1993* (LGA) in August 2016 by the *Local Government Amendment (Governance and Planning) Act 2016* (the Phase 1 amendments) provide for a model code of meeting practice (Model Meeting Code) to be prescribed by the Regulation.
- Following an extensive consultation process, a Model Meeting Code has been prescribed under the *Local Government (General) Regulation 2005* (the Regulation) and the existing meetings provisions of the Regulation have been repealed. The new Model Meeting Code is available on OLG's website.
- The Model Meeting Code has two elements:
  - It contains mandatory provisions (**indicated in black font**) that reflect the existing meetings provisions of the Act and update and enhance the meetings provisions previously prescribed under the Regulation to reflect contemporary meetings practice by councils.
  - It contains non-mandatory provisions (**indicated in red font**) that cover areas of meetings practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what OLG sees as being best practice for the relevant area of practice.
- The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are **indicated in blue font**. References to councils below also include references to joint organisations and county council unless otherwise specified.

### What this will mean for your council

- Councils are required to adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code prescribed by the Regulation. A council's adopted meeting code must not contain provisions that are inconsistent with the mandatory provisions.
- A council's adopted meeting code may also incorporate the non-mandatory provisions of the Model Meeting Code and any other supplementary provisions adopted by the council.
- Councils and committees of councils of which all the members are councillors must conduct their meetings in accordance with the code of meeting practice adopted by the council.

### Key points

- Under the transitional provisions of the LGA, councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code no later than 12 months after the next ordinary elections.
- Until a council adopts a new code of meeting practice, its existing code of meeting practice will remain in force up until six months from the date on which the new Model Meeting Code was prescribed, (**14 December 2018 – 14 June 2019**). If a council fails to adopt a new code of meeting practice within this period, under transitional provisions contained in the Regulation and the LGA, any provision of the council's adopted meeting code that is inconsistent with a mandatory provision of the Model Meeting Code prescribed under the Regulation will automatically cease to have any effect to the extent that it is inconsistent with the mandatory provision of the Model Meeting Code.
- Irrespective of whether councils have adopted a code of meeting practice based on the Model Meeting Code, all councils (but not joint organisations) will be required to webcast meetings of the council and committees of which all members are councillors from **14 December 2019**. The webcasting requirement may be met simply by posting an audio or video recording of the meeting on the council's website.
- Before adopting a new code of meeting practice, under section 361 of the LGA, councils are still required to exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code. This requirement does not apply to joint organisations.
- In adopting the Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".
- In adopting the Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

### Where to go for further information

- Further information is provided in the FAQ attached to this circular.
- The new Model Meeting Code is available on OLG's website at [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au).
- OLG will be providing further guidance and assistance to councils to support implementation of the new Model Meeting Code during the six month transitional timeframe.
- For more information, contact the Council Governance Team by telephone on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).

**Tim Hurst**  
**Chief Executive**

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## DRAFT CODE OF MEETING PRACTICE

| 2019<sup>8</sup>

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## 1 INTRODUCTION

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is made under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2005* (the Regulation).

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

The provisions of the Model Meeting Code that are not mandatory are indicated in red font.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font. As such all blue text will be removed from the document prior to adopting the Code for Liverpool City Council.

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In adopting the Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

In adopting the Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

## 2 MEETING PRINCIPLES

### 2.1 Council and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of the local community.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Councillors, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

*Orderly:* Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

### 3 BEFORE THE MEETING

#### Timing of ordinary council meetings

3.1 ~~Ordinary meetings of the council will be held on the following occasions:~~  
**[council to specify the frequency, time, date and place of its ordinary meetings]**

3.2 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

**Note: Councils must use either clause 3.1 or 3.2**

**Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.**

**Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.**

**Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each in a different quarter of the year.**

#### Extraordinary meetings

3.3 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

**Note: Clause 3.3 reflects section 366 of the Act.**

#### Notice to the public of council meetings

3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

**Note: Clause 3.4 reflects section 9(1) of the Act.**

- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

- 3.7 The ~~CEO general manager~~ must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

**Note: Clause 3.7 reflects section 367(1) of the Act.**

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

**Note: Clause 3.8 reflects section 367(3) of the Act.**

Notice to councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

**Note: Clause 3.9 reflects section 367(2) of the Act.**

Giving notice of business to be considered at council meetings

- 3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted ~~[council to specify notice period required]~~ seven (7) business days before the meeting is to be held.

- 3.11 A councillor may, in writing to the ~~CEO general manager~~, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

- ~~3.12 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.~~

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3.13 ~~A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:~~

- ~~(a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or~~
- ~~(b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.~~

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#### Questions with notice

- 3.14 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the ~~general manager~~ CEO about the performance or operations of the council.
- 3.15 A councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the CEO ~~general manager~~ or a member of staff of the council, or a question that implies wrongdoing by the CEO ~~general manager~~ or a member of staff of the council.
- 3.16 The ~~general manager~~ CEO or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

#### Agenda and business papers for ordinary meetings

- 3.17 The ~~general manager~~ CEO must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.18 The ~~general manager~~ CEO must ensure that the agenda for an ordinary meeting of the council states:
  - (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
  - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.20 The CEO ~~general manager~~ must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the CEO ~~general manager~~, the business is, or the implementation of the

business would be, unlawful. The ~~CEO general manager~~ must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the ~~CEO general manager~~, is likely to take place when the meeting is closed to the public, the ~~CEO general manager~~ must ensure that the agenda of the meeting:

- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
- (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

**Note: Clause 3.21 reflects section 9(2A)(a) of the Act.**

- 3.22 The ~~CEO general manager~~ must ensure that the details of any item of business which, in the opinion of the ~~CEO general manager~~, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

#### Availability of the agenda and business papers to the public

- 3.23 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

**Note: Clause 3.23 reflects section 9(2) and (4) of the Act.**

- 3.24 Clause 3.23 does not apply to the business papers for items of business that the ~~CEO general manager~~ has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.

**Note: Clause 3.24 reflects section 9(2A)(b) of the Act.**

- 3.25 For the purposes of clause 3.23, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

**Note: Clause 3.25 reflects section 9(3) of the Act.**

- 3.26 A copy of an agenda, or of an associated business paper made available under clause 3.23, may in addition be given or made available in electronic form.

**Note: Clause 3.26 reflects section 9(5) of the Act.**

Agenda and business papers for extraordinary meetings

- 3.27 The ~~general manager~~ CEO must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.28 Despite clause 3.27, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 3.29 A motion moved under clause 3.28(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.30 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.28(a) can speak to the motion before it is put.
- 3.31 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.28(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

- ~~3.32 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.~~
- ~~3.33 Pre-meeting briefing sessions are to be held in the absence of the public.~~
- ~~3.34 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.~~
- ~~3.36 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.~~
- ~~3.37 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.~~

**4 PUBLIC FORUMS****Presentations: Items not on agenda**

4.1 Any resident or ratepayer of Liverpool Local Government Area or any authorised representative may request to make a presentation to Council.

4.2 Prior notice in writing (by letter, email or hand delivered) of the representation on matters not included on the agenda, using the required Request To Address Council form, needs to be provided to Council, no later than 5 pm one ordinary day prior to the Council meeting, unless the Chairperson determines that circumstances justify otherwise.

4.3 Presentations must be limited to matters which in the opinion of the Chairperson are under the jurisdiction or influence of Council.

**Representations: Items on agenda**

4.4 Prior notice (by letter, email or hand delivered) of the representation on matters included on the agenda, using the required Request to Address Council form, must be provided to Council, no later than 5 pm one ordinary day prior to the Council meeting, unless the Chairperson determines that circumstances justify otherwise.

**Presentations and representations**

4.5 A presentation or representation shall not exceed three minutes in duration. At the expiration of two minutes, the speaker will be given a warning that one minute of time remains to conclude his or her presentation or representation. Council may resolve to allow one three minute extension to the speaker.

4.6 Representations shall be limited to three representations for and three representations against any one item listed on the agenda.

4.7 So as to improve transparency and accountability to the public, each speaker must provide the following details:

- i. His or her name;
- ii. The organisation or group that he or she is representing (if applicable);
- iii. Details of the issue addressed and the item number of the report in the Business Paper;
- iv. Whether he or she is opposing or supporting the issue or matter (if applicable); and

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- v. The interest of the speaker (for example, affected person, neighbour, applicant, applicant's spokesperson, interested citizen etc.).

4.8 Speakers shall observe proper meeting procedure and be subject to the same rules of decorum and order as the Councillors. In this regard personal allegations against Councillors, the Mayor, Council staff or any other persons shall not be made. It should be noted that speakers at Council meetings do not enjoy absolute legal protection (parliamentary-style privilege) and that any offensive or defamatory remarks about any other person may render him or her liable to legal action.

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4.9 The Chairperson may, at any time in the Chairperson's absolute discretion, withdraw the permission to speak of any member of the public if the Chairperson considers that the conduct of that member of the public disrupts the meeting or is inconsistent with the good order of the meeting or is in breach of Council's Code of Meeting Practice.

4.10 Upon withdrawal by the Chairperson of the permission to speak of a member of the public the Chairperson may direct the member of the public to cease speaking and resume his or her position in the public gallery.

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4.11 The failure of a member of the public to comply with the Chairperson's direction shall constitute disorderly conduct.

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4.12 The notification to Council, using the required Request to Address Council form, must be delivered either by:

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i. Hand to the Liverpool Council Customer Service Centre, Ground Floor, 33 Moore Street Liverpool.

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ii. Post to Locked Bag 7064, Liverpool BC NSW 1871; or

4 Email to [speakerrequests@liverpool.nsw.gov.au](mailto:speakerrequests@liverpool.nsw.gov.au)

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4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.

4.2 Public forums are to be chaired by the mayor or their nominee.

4.3 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by [date and time to be specified by the council] before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.



- 4.4 — A person may apply to speak on no more than **[number to be specified by the council]** items of business on the agenda of the council meeting.
- 4.5 — Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.6 — The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.7 — No more than **[number to be specified by the council]** speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.8 — If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.9 — If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.
- 4.10 — Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than **[number to be specified by the council]** days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11 — The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.12 — Each speaker will be allowed **[number to be specified by the council]** minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.13 — Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.14 — A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.

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- 4.15 — Speakers are under no obligation to answer a question put under clause 4.14. Answers by the speaker, to each question are to be limited to **[number to be specified by the council]** minutes.
- 4.16 — Speakers at public forums cannot ask questions of the council, councillors or council staff.
- 4.17 — The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to **[number to be specified by the council]** minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.18 — Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.19 — When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.20 — If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.21 — Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.22 — Where a speaker engages in conduct of the type referred to in clause 4.19, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.23 — Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

**Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.**

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## 5 COMING TOGETHER

### Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

**Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**

- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting.

- 5.3 The board of the joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any representative who speaks on a matter before the meeting can be heard by the other representatives. For the purposes of a meeting held in accordance with this clause, the chairperson and each other voting representative on the board have the same voting rights as they have at an ordinary meeting of the board.

**Note: Clause 5.3 reflects clause 397G of the Regulation. Joint organisations may adopt clause 5.3 and omit clause 5.2. Councils must not adopt clause 5.3.**

- 5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.

- 5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.

- 5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.

- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.7 reflects section 234(1)(d) of the Act.**

- 5.8 A councillor who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the ~~CEO general manager~~ at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

**Note: Clause 5.9 reflects section 368(1) of the Act.**

- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

**Note: Clause 5.10 reflects section 368(2) of the Act.**

- 5.11 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.

- 5.12 In either case, the meeting must be adjourned to a time, date and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the councillors present, or
  - (c) failing that, by the ~~CEO general manager~~.

- 5.13 The ~~CEO general manager~~ must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.

- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the safety and welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster (such as, but not limited to flood or bushfire), the mayor may, in consultation with the ~~CEO general manager~~ and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.

- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3.

Entitlement of the public to attend council meetings

- 5.16 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

**Note: Clause 5.16 reflects section 10(1) of the Act.**

- 5.17 Clause 5.16 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

- 5.18 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.18 reflects section 10(2) of the Act.**

**Note: If adopted, clauses 15.14 and 15.15 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.14 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.15 authorises chairpersons to expel persons other than councillors from a council or committee meeting.**

Webcasting of meetings

- 5.19 All meetings of the council and committees of the council are to be webcast on the council's website.

**Note: Councils will be required to webcast meetings from 14 December 2019. Councils that do not currently webcast meetings should take steps to ensure that meetings are webcast by 14 December 2019.**

**Note: Councils must include supplementary provisions in their adopted codes of meeting practice that specify whether meetings are to be livestreamed or recordings of meetings uploaded on the council's website at a later time. The supplementary provisions must also specify whether the webcast is to comprise of an audio-visual recording of the meeting or an audio recording of the meeting.**

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The webcast of the meeting will be livestreamed by way of audio visual recording.

**Note: Joint organisations are not required to webcast meetings but may choose to do so by adopting clauses 5.19–5.22. Joint organisations that choose not to webcast meetings may omit clauses 5.19–5.22.**



- 5.20 Clause 5.19 does not apply to parts of a meeting that have been closed to the public under section 10A of the Act.
- 5.21 At the start of each meeting the chairperson is to make a statement informing those in attendance that the meeting is being webcast and that those in attendance should refrain from making any defamatory statements.
- 5.22 A recording of each meeting of the council and committee of the council is to be retained on the council's website for the duration of the meeting. Council meetings will be livestreamed and then removed from the website at the conclusion of the meeting. **[council to specify the period of time the recording is to be retained on the website]**. Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

#### Attendance of the general manager and other staff at meetings

- 5.23 The ~~general manager~~ CEO is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

**Note: Clause 5.23 reflects section 376(1) of the Act.**

- 5.24 The ~~general manager~~ CEO is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote. The CEO (and any staff member) is not a voting member of any Committee of Council, in accordance with the resolution of Council from 30 August 2017.

**Note: Clause 5.24 reflects section 376(2) of the Act.**

- 5.25 The ~~general manager~~ CEO may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the ~~CEO general manager~~ or the terms of employment of the ~~CEO~~ general manager.

**Note: Clause 5.25 reflects section 376(3) of the Act.**

- 5.26 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the ~~CEO~~ general manager.

## **6 THE CHAIRPERSON**

### The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of a chairperson must be conducted:
- (a) by the ~~CEO general manager~~ or, in their absence, an employee of the council designated by the ~~CEO general manager~~ to conduct the election, or
  - (b) by the person who called the meeting or a person acting on their behalf if neither the ~~CEO general manager~~ nor a designated employee is present at the meeting, or if there is no ~~CEO general manager~~ or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
  - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

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Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:
- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
  - (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

**7—MODES OF ADDRESS**

- ~~7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.~~
- ~~7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.~~
- ~~7.3 A councillor is to be addressed as 'Councillor [surname]'.~~

~~7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].~~

## **8.7 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS**

~~8.1 At a meeting of the council, the general order of business is as fixed by resolution of the council.~~

8.2 The general order of business for an ordinary meeting of the council shall be:  
**[councils may adapt the following order of business to meet their needs]**

- 01 Opening of meeting
- 02 Acknowledgement of country, Prayer of Council and Affirmation
- 03 National Anthem
- 04 Apologies and applications for a leave of absence by councillors
- 05 4 Condolences Confirmation of minutes
- 06 Confirmation of Minutes of previous meeting
- 07 5 Disclosures of interests Declarations of Interests
- 08 Public Forum
- 09 6 Mayoral minute(s)
- 10 Notices of Motion of Rescission
- 11 Office of CEO Reports
- 12 Reports to Council from Directorates 07 Reports of committees
- 13 Committee Reports
- 08 Reports to council
- 14 09 Questions with notice Notices of motions/Questions with notice
- 15 Presentations by Councillors
- 16 Notices of motion
- 17 10 Confidential matters
- 11 Conclusion of the meeting

**Note: Councils must use either clause 8.1 or 8.2.**

8.3 The order of business as fixed under clause ~~[8.1/8.2]~~ **[delete whichever is not applicable]** may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows council to deal with items of business by exception.**

8.4 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

## **9.8 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS**

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

- (a) unless a councillor has given notice of the business, as required by clause 3.10, and

- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
  - (a) is already before, or directly relates to, a matter that is already before the council, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
  - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:
  - (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

#### Mayoral minutes

- 9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.
- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.

- 9.10 ~~Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.~~

#### Staff reports

- 9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

#### Reports of committees of council

- 9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

#### Questions

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the ~~CEO~~general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the ~~CEO~~ general manager at the direction of the ~~CEO~~general manager.
- 9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a ~~councillor or~~ council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and ~~report the response to the next meeting of the council. the response to questions taken on notice at a Council meeting will be provided to Councillors via the CEO update before the next Council meeting.~~
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.



**10.9 RULES OF DEBATE**Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
  - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

- 10.9 ~~A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.~~

Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
  - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

Participation by non-voting representatives in joint organisation board meetings

- 10.31 Non-voting representatives of joint organisation boards may speak on but must not move, second or vote on any motion or an amendment to a motion.

**Note:** Under section 400T(1)(c) of the Act, non-voting representatives of joint organisation boards may attend but are not entitled to vote at a meeting of the board.

**Note:** Joint organisations must adopt clause 10.31. Councils must not adopt clause 10.31.

**11.10 VOTING**Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.

**Note:** Clause 11.1 reflects section 370(1) of the Act.

**Note:** Under section 400T(1) of the Act, voting representatives of joint organisation boards are entitled to one (1) vote each at meetings of the board.

- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

**Note:** Clause 11.2 reflects section 370(2) of the Act.

- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

- 11.4 A motion at a meeting of the board of a joint organisation is taken to be lost in the event of an equality of votes.

**Note:** Clause 11.4 reflects clause 397E of the Regulation. Joint organisations must adopt clause 11.4 and omit clauses 11.2 and 11.3. Councils must not adopt clause 11.4.

**Note:** Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 11.4 must be adapted to reflect those requirements.

Voting at council meetings

- 11.5 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

~~11.6 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.~~

~~11.7 The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.~~

~~11.8 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.~~

~~11.9 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.5 of this code.~~

11.10 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for ~~mayor or~~ deputy mayor is to be by secret ballot.

~~11.11 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.~~

**Note: If clause 11.11 is adopted, clauses 11.6 – 11.9 and clause 11.13 may be omitted.**

#### Voting on planning decisions

11.12 The ~~general manager~~ CEO must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

~~11.13 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.~~

11.14 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.

11.15 Clauses 11.12–11.14 apply also to meetings that are closed to the public.

**Note: Clauses 11.12–11.15 reflect section 375A of the Act.**

**Note: The requirements of clause 11.12 may be satisfied by maintaining a register of the minutes of each planning decision.**



**12.11 COMMITTEE OF THE WHOLE**

- 12.1 The council may resolve itself into a committee to consider any matter before the council.

**Note: Clause 12.1 reflects section 373 of the Act.**

- 12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

**Note: Clauses 10.20–10.30 limit the number and duration of speeches.**

- 12.3 The ~~CEO general manager~~ or, in the absence of the ~~CEO general manager~~, an employee of the council designated by the ~~CEO general manager~~, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

**13 DEALING WITH ITEMS BY EXCEPTION**

- ~~13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.~~
- ~~13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.~~
- ~~13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.~~
- ~~13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.~~
- ~~13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.~~
- ~~13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.~~

~~13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.~~

#### **14.12 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC**

##### Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than councillors),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the council, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the council, councillors, council staff or council property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the council's code of conduct.

**Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.**

- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 14.2 reflects section 10A(3) of the Act.**

##### Matters to be considered when closing meetings to the public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 14.3 reflects section 10B(1) of the Act.**

- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the council or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.

**Note: Clause 14.4 reflects section 10B(2) of the Act.**

- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

**Note: Clause 14.5 reflects section 10B(3) of the Act.**

- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
- (a) a person may misinterpret or misunderstand the discussion, or
  - (b) the discussion of the matter may:
    - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
    - (ii) cause a loss of confidence in the council or committee.

**Note: Clause 14.6 reflects section 10B(4) of the Act.**

- 14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

**Note: Clause 14.7 reflects section 10B(5) of the Act.**

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
  - (b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
    - (i) should not be deferred (because of the urgency of the matter), and
    - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 14.8 reflects section 10C of the Act.**

Representations by members of the public

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 14.9 reflects section 10A(4) of the Act.**

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by 5.00pm the day preceding [date and time to be specified by the council] before the meeting at which the matter is to be considered.
- 14.12 The ~~general manager~~ CEO (or their delegate) may refuse an application made under clause 14.11. The ~~general manager~~ CEO or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than two (2) [number to be specified by the council] speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the ~~CEO general manager~~ CEO or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the ~~CEO general manager~~ CEO or their delegate is to determine who will make representations to the council.
- 14.15 The ~~CEO general manager~~ CEO (or their delegate) is to determine the order of speakers.
- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than two (one for and one against) [number to be specified by the council] speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed three (3) [number to be specified by the council] minutes to make representations, and this time limit is to be strictly enforced by the chairperson. An extension of time will be provided if resolved

to do so by Council at the meeting. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### Expulsion of non-councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

#### Information to be disclosed in resolutions closing meetings to the public

- 14.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 14.20 reflects section 10D of the Act.**

#### Resolutions passed at closed meetings to be made public

- 14.21 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.21 during a part of the meeting that is webcast.



**1513 KEEPING ORDER AT MEETINGS**Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

- (a) contravenes the Act or any regulation in force under the Act or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
- (d) insults or makes personal reflections on or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

15.12 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for an act of disorder referred to in clauses 15.11(d) and (e).

How disorder at a meeting may be dealt with

15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

15.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.

15.15 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

**Note: Councils may use either clause 15.14 or clause 15.15.**

15.16 Clause [15.14/15.15] ~~[delete whichever is not applicable]~~, does not limit the ability of the council or a committee of the council to resolve to expel a person,

including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

- 15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.
- 15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.19 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.20 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

#### Use of mobile phones and the unauthorised recording of meetings

- 15.21 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.22 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.23 Any person who contravenes or attempts to contravene clause 15.22, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.24 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

#### **16.14 CONFLICTS OF INTEREST**

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must

be recorded in the minutes of the meeting at which the declaration was made.

## **17.15 DECISIONS OF THE COUNCIL**

### Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

**Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.**

**Note: Under section 400U(4) of the Act, joint organisations may specify more stringent voting requirements for decisions by the board such as a 75% majority or consensus decision making. Where a joint organisation's charter specifies more stringent voting requirements, clause 17.1 must be adapted to reflect those requirements.**

- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

### Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

**Note: Clause 17.3 reflects section 372(1) of the Act.**

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 17.4 reflects section 372(2) of the Act.**

Where a rescission motion is not handed in at a Council meeting, the written notice, signed by three Councillors, must be received by the CEO no later than 9.30am eight business days prior to the next Council meeting and must be dealt with at the next Council meeting after it is lodged.

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

**Note: Clause 17.5 reflects section 372(3) of the Act.**

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 17.6 reflects section 372(4) of the Act.**

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which

has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 17.7 reflects section 372(5) of the Act.**

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 17.8 reflects section 372(7) of the Act.**

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

~~17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than [council to specify the period of time] after the meeting at which the resolution was adopted.~~

- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

**Note: Clause 17.11 reflects section 372(6) of the Act.**

17.12 A rescission motion may be given during the meeting at which the resolution to which it relates is made. Where the notice is given (30 minutes) and duly signed by three Councillors, the motion to rescind the resolution may be put to that meeting in order to expedite the business of Council.

The following also applies:

- ~~17.12~~ Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three councillors is submitted to the chairperson, and
- (b) a motion to have the motion considered at the meeting is passed, and
- (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.

- 17.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).



Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
  - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.
- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

**18.16 TIME LIMITS ON COUNCIL MEETINGS**

- 18.1 Ordinary meetings of Council shall be held according to a schedule approved by the Council each year. Meetings will commence at 6.00pm and conclude by 11.00pm without an extension. ~~Meetings of the council and committees of the council are to conclude no later than [council to specify the time].~~

*Note: Staff required to attend Council meetings will be instructed by their immediate supervisor to commence work on the day of the scheduled Council meeting at a time that will ensure that their ordinary hours of work shall not exceed 12 hours in any one day exclusive of unpaid meal breaks. The affected staff should not resume duty without receiving 10 consecutive hours off duty.*

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- ~~18.2 If the business of the meeting is unfinished at [council to specify the time], the council or the committee may, by resolution, extend the time of the meeting.~~

- 18.3 If the business of the meeting is unfinished at 11.00pm [council to specify the time], and the council does not resolve to extend the meeting, the chairperson must either:

- (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or
- (b) adjourn the meeting to a time, date and place fixed by the chairperson.

18.4 Clause 18.3 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.5 Where a meeting is adjourned under clause 18.3 or 18.4, the CEO general manager must:

- (a) individually notify each councillor of the time, date and place at which the meeting will reconvene, and
- (b) publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the CEO general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

## 19 17 AFTER THE MEETING

### Minutes of meetings

19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

**Note: Clause 19.1 reflects section 375(1) of the Act.**

19.2 At a minimum, the CEO general manager must ensure that the following matters are recorded in the council's minutes:

- (a) details of each motion moved at a council meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

**Note: Clause 19.3 reflects section 375(2) of the Act.**

19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 19.5 reflects section 375(2) of the Act.**

19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing

unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 19.8 reflects section 11(1) of the Act.**

- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

**Note: Clause 19.9 reflects section 11(2) of the Act.**

- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 19.10 reflects section 11(3) of the Act.**

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

- 19.12 The ~~CEO general manager~~ is to implement, without undue delay, lawful decisions of the council.

**Note: Clause 19.12 reflects section 335(b) of the Act.**

**2018 COUNCIL COMMITTEES**

Application of this Part

- 20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

- 20.2 The council may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4 The quorum for a meeting of a committee of the council is to be:

- (a) such number of members as the council decides, or

- (b) if the council has not decided a number – a majority of the members of the committee.

#### Functions of committees

- 20.5 The council must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

#### Notice of committee meetings

- 20.6 The ~~CEO general manager~~ must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

#### Attendance at committee meetings

- 20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

#### Non-members entitled to attend committee meetings

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

#### Chairperson and deputy chairperson of council committees

- 20.11 The chairperson of each committee of the council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
- (c) if the council does not elect such a member, a member of the committee

elected by the committee.

- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

#### Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.
- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 A motion at a committee of a joint organisation is taken to be lost in the event of an equality of votes.

**Note:** Clause 20.17 reflects clause 397E of the Regulation. Joint organisations must adopt clause 20.17 and omit clause 20.16. Councils must not adopt clause 20.17.

- 20.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

#### Closure of committee meetings to the public

- 20.19 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.



- 20.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.20 during a part of the meeting that is webcast.

Disorder in committee meetings

- 20.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

Minutes of council committee meetings

- 20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
- (a) details of each motion moved at a meeting and of any amendments moved to it,
  - (b) the names of the mover and seconder of the motion or amendment,
  - (c) whether the motion or amendment was passed or lost, and
  - (d) such other matters specifically required under this code.
- 20.24 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.
- 20.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

**21.19 IRREGULARITIES**

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member, or
- (c) any defect in the election or appointment of a councillor or committee member, or
- (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
- (e) a failure to comply with this code.

**Note: Clause 21.1 reflects section 374 of the Act.**

**2220 DEFINITIONS**

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act

quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2005</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June



## REQUEST TO ADDRESS A COUNCIL MEETING FORM

TRIM 016107.2014

Meeting Date: \_\_\_\_\_

*Complete the fields below if you wish to address Council on an item listed on the Council Agenda:*

Agenda Item Number: \_\_\_\_\_

Item Name/ Subject: \_\_\_\_\_

*Or, complete the field below if you wish to address Council on a matter **not** listed as an item in the Council Agenda:*

Subject matter of address to Council: \_\_\_\_\_

If you are seeking permission to Address Council on an Agenda Item, please indicate whether you support or oppose the recommendation: \_\_\_\_\_

Speaker's Name *(please print)*: \_\_\_\_\_

Address (Please provide the details of your residential address, including street number, street name, suburb and postcode):

\_\_\_\_\_

Telephone (home/work): \_\_\_\_\_

Mobile: \_\_\_\_\_

Email: \_\_\_\_\_

If I am permitted to speak at a Council meeting, I acknowledge that my name will be recorded in the minutes of that meeting. I have read the attached Procedure. I agree to abide by Council's Code of Meeting Practice and to comply with the directions of the Mayor/Chairperson about addressing Council at the meeting at which I have asked to speak.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date of this Request)

### FOR COUNCIL USE ONLY:

Date and Time of Receipt of Request:

Model Code of Meeting Practice for Local Councils in NSW

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By (print name) \_\_\_\_\_ Signature \_\_\_\_\_

Please forward this form immediately to the Manager Council and Executive  
**REQUEST TO ADDRESS A COUNCIL MEETING PROCEDURE**  
**Information for Speakers at Council Meetings**

#### HOW TO SUBMIT YOUR FORM

Please post your completed Request to Address a Council Meeting Form to Liverpool City Council, PO 7064 Liverpool BC NSW 1871 or hand it in at Council's Customer Service Centre located at the Ground Floor 33 Moore Street Liverpool. Completed forms can also be submitted by fax to 02 9821 9333 or by email to [speakerrequests@liverpool.nsw.gov.au](mailto:speakerrequests@liverpool.nsw.gov.au).

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Your form must be received at Council by 5.00 pm on the day prior to the Council meeting. Upon receipt of your Request to Address a Council Meeting Form by Council, a member of Council staff will contact you regarding your Request.

#### HOW SHOULD A SPEAKER ADDRESS A COUNCIL MEETING?

The way in which speakers should address Liverpool City Council meetings is found in the Liverpool City Council Code of Meeting Practice. A full copy of the Code of Meeting Practice is available for viewing or downloading on the Council website [www.liverpool.nsw.gov.au](http://www.liverpool.nsw.gov.au) and also is available to view at Council's Customer Service Centre. The Code of Meeting Practice is made under *Local Government Act 1993* and in accordance with the *Local Government (General) Regulation 2005*.

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Please note that each member of the public who addresses a Council meeting is entitled to speak for three minutes.

Each speaker is reminded that he or she must avoid any defamatory or derogatory remarks during any address to Council and that he or she must respect the intervention of, and abide by, any ruling of the Mayor or Chairperson at any time during his or her address to Council. All proceedings and resolutions at Council meetings are recorded in the minutes of the meeting. It is prohibited to privately record, by visual and audio recording devices, Council or Committee meetings without permission of the Council.

#### WHO CAN SPEAK AT A COUNCIL MEETING?

Members of the public are invited to attend Council meetings and may seek permission to speak on matters that are included in the agenda of the meeting or on matters not on the agenda (provided that presentations on items not on the agenda must be limited to matters which in the opinion of the Chairperson are under the jurisdiction or influence of Council).

Requests to address a Council meeting are made by submitting the completed Request to Address a Council Meeting Form to Council by 5.00 pm the day prior to the Council meeting.

Speakers must arrive for the Council meeting which is held at the Francis Greenway Centre 170 George Street Liverpool prior to 6.00 pm (the starting time of Council meetings). It may be helpful to confirm your request to address the Council with a senior member of Council staff who is present and who is seated behind the Councillors.

Each speaker must provide their name and must acknowledge that their name will be recorded in the minutes of the Council meeting. Speakers are not permitted to ask questions of the Councillors or members of the Council staff.

#### **ARE THERE RESTRICTIONS ON WHAT A SPEAKER CAN SAY AT A COUNCIL MEETING?**

In accordance with Council's Code of Meeting Practice, the following restrictions apply:

- The subject matter only is to be discussed.
- Debate will not be permitted.
- A speaker cannot speak more than once on the subject, without the consent of Council.
- Each speaker must respect the maximum time limit of three minutes per speaker.

#### **CONDUCT OF MEETINGS**

Each Council meeting is conducted in accordance with Council's Code of Meeting Practice. All participants at Council meetings including Councillors, Council staff and members of the public are expected not to make personal comments concerning Councillors, staff or other members of the public or engage in disorderly conduct at a meeting. Acts of disorder are outlined in Part 4 of the Code. Penalties for disorder may include rescinding speaking rights or expulsion from the meeting.

#### **PRIVACY**

The purpose of the collection of information is for public access to Council's documents under the *Government Information (Public Access) Act 2009*. The attached Request to Address a Council Meeting Form will be placed in a relevant file and the details on the form may be accessed through a request for information under the *Government Information (Public Access) Act 2009*.

The personal information contained on your Request to Address a Council Meeting Form is being collected by the Council for the purposes of enabling you to speak at a Council meeting. The personal information will be used by Council for this purpose or directly related purposes. Each applicant understands that the personal information provided in the Request to Address a Council Meeting Form is for these purposes and

that the applicant may apply to the Council for access and/or amendment of the information.

Should a member of the public address a Council meeting, it is acknowledged that his or her name will be recorded in the minutes of the meeting.

#### **FURTHER INFORMATION**

For further information please phone Council's Customer Contact Centre on 1300 36 2170.





## ENTERPRISE RISK MANAGEMENT POLICY

Adopted: XX February 2019

TRIM: 351446.2018



ENTERPRISE RISK MANAGEMENT POLICY

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## ENTERPRISE RISK MANAGEMENT POLICY

### PURPOSE

The purpose of this Policy is to communicate Liverpool City Council's commitment to maintaining a robust and effective risk management framework to help promote a positive risk culture and proactively manage enterprise wide risks to support the achievement of Council's strategic and operational objectives. This Policy highlights the core components of the enterprise risk management framework in place and the responsibilities of Council officials.

By properly understanding and managing risk within the boundaries of our risk appetite, we can provide greater certainty and security to our community and other stakeholders. Effective enterprise-wide risk management will enable us to deliver on our commitments and ensure we make confident decisions on how we can develop, implement and manage our services and assets and facilitate continuous improvement.

### OBJECTIVES

Council is committed to the formal, systematic and proactive management of risks. This strengthens capacity and capability to effectively deliver services to the community by minimising the impact of adversity and loss whilst supporting the pursuit of opportunity

This policy is applicable to Council and all of its services, operations, systems and people. Council is committed to;

- Developing, implementing and maintaining a comprehensive and mature ERM Framework;
- Establishing Council's appetite for risk with respect to strategic objectives and day to day decisions;
- Ensuring the process of identification and managing risk is in accordance with ISO 31000:2018 Risk Management;
- Establishing and implementing an ERM strategy to facilitate and support Council's vision for ERM;
- Ensuring the Executive Management Team (EMT) and Audit, Risk and Improvement Committee (ARIC) have ongoing risk oversight;
- Providing ongoing communication and training to staff on their accountabilities and responsibilities with respect to risk management; and
- Ensuring managers and staff are committed to managing risks and conducting risk assessments across all levels of risk (strategic, operational and compliance) in accordance with the ERM Framework.

### LEGISLATIVE REQUIREMENTS AND APPLICABLE STANDARDS

Australian Standard: AS/NZS ISO 31000:2018  
*Local Government Act 1993*

## ENTERPRISE RISK MANAGEMENT POLICY

### DEFINITIONS

Term	Meaning
<i>Risk</i>	Effect of uncertainty on objectives. Effect is a deviation from the expected and may be positive and/or negative
<i>Risk Management</i>	The coordinated activities to direct and control an organization with regard to risk.
<i>Risk Management Framework</i>	The set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
<i>Risk Management Process</i>	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
<i>Control</i>	An existing Council process, policy, procedure or activity that minimises negative risk impacts and enhances positive risk opportunities.
<i>Risk Treatment</i>	A proposed action that will further modify negative risk impacts or enhance positive risk opportunities.

### POLICY STATEMENT

Liverpool City Council will adopt a structured enterprise risk management framework which will ensure a flexible approach to the identification and management of all types of risk across Council.

It is expected that risks will be identified and managed prior to the risk impacting Council's objectives by completing risk registers and other forms of risk assessments.

Council's aim is to ensure risk management is embedded in our culture and day-to-day operations by incorporating controls into policies and procedures. Our approach to risk management will include regular review, measurement, reporting and open communication.

## ENTERPRISE RISK MANAGEMENT POLICY

### ERM FRAMEWORK

Liverpool Council's enterprise risk management framework aims to support the achievement of organisational objectives and considers all types of strategic, financial, regulatory, reputation, compliance and other operational risks.

The framework (Appendix A) provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. It consists of:

- Enterprise Risk Management Policy to clearly communicates Council's intent and commitment and its broad risk framework;
- Risk Appetite Statement to help guide management and risk owners in respect to the parameters of acceptable risk taking and tolerances;
- Enterprise Risk Management Strategy to provide a roadmap of the approach to foster a positive risk-aware culture and outline the mechanisms for implementing, resourcing, communicating and improving risk management as well as measuring and reporting risk management performance;
- Annual Risk Plan which aligns to the ERM strategy and provides a detail activity of works to achieve the broader improvements identified in the strategy;
- Risk Assessments and Reporting including risk registers which are applicable to all functions across Council.

### ACCOUNTABILITIES AND RESPONSIBILITIES FOR MANAGING RISK

Position	Responsibility
<i>Councillors</i>	Provide oversight of Council's enterprise risk management framework including the identification and monitoring of emerging risks including the consideration of risks in all decision making to ensure alignment with Council's risk appetite statement.

**ENTERPRISE RISK MANAGEMENT POLICY**

<i>Chief Executive Officer</i>	Provides risk management leadership and is ultimately responsible and accountable for risk management. Supports and drives the implementation of risk management throughout Council.
<i>Executive</i>	As a team, manage strategic risks facing Council and embed this policy and related risk framework processes into their areas of responsibility. Oversee and sign off on the implementation and/or existence of controls to mitigate Council's key risks
<i>Audit, Risk and Improvement Committee (ARIC)</i>	Consider the risk profile and insurance arrangements, review and assess the enterprise risk management framework and monitor the level of compliance. In doing this the ARIC will monitor Council's risk exposure by determining if Council has appropriately designed and developed appropriate controls to mitigate risks.
<i>Head Audit, Risk and Improvement</i>	Responsible for maintaining risk management capabilities appropriate to the needs of Council including designing, operating, embedding, maintaining and continually improving the risk management framework. Provide internal leadership, documentation, systems, tools, training, support and expert advice on risk management matters.
<i>Managers</i>	Along with the Directors are the 'risk owners' and accountable for implementing and maintaining sound risk management practices in their day-to-day activities within their sphere of accountability and authority. Managers help identify, evaluate and manage risks, escalate incidents/issues to Executive and ensure staff are aware of and adhere to the policy and enterprise risk management framework.
<i>Staff/ Council Officials</i>	Are required to follow Council's policies and procedures and always act in a manner which does not place at risk the safety of themselves or any other person in the workplace. Responsible and accountable for taking practical steps to minimise exposure to risks in so far as is reasonably practicable within their area of activity and responsibility. Staff should report all incidents, risks and issues to their Manager in a timely manner

## ENTERPRISE RISK MANAGEMENT POLICY

### AUTHORISED BY

Council Resolution

### EFFECTIVE FROM

XX XXX 2019

### DIRECTORATE/ UNIT RESPONSIBLE

Office of the Chief Executive Officer (Internal Audit)

### REVIEW DATE

XX XXXX 2024

### VERSIONS

Version	Amended by	Date	Changes made	TRIM Number
1	Adopted by Council	16 December 2014	Not applicable	117975.2014
2	Adopted by Council	28 June 2017	Merging of ERM Strategy and ERM Policy	103446.2017
3	Adopted by Council	XX XXX 2019	Streaming policy to focus on framework, objectives and roles/responsibilities	351446.2018

### THIS POLICY HAS DEVELOPED AFTER CONSULTATION WITH

Audit Risk and Improvement Committee

Corporate Services (Governance, Legal Services and Procurement)

### REFERENCES

Australian Standard AS/NZS ISO 31000:2018 Risk Management

Liverpool City Council: Audit, Risk and Improvement Committee Charter

Liverpool City Council: Fraud and Corruption Prevention Policy

Liverpool City Council: Internal Audit Charter

Liverpool City Council: Work Health and Safety Policy

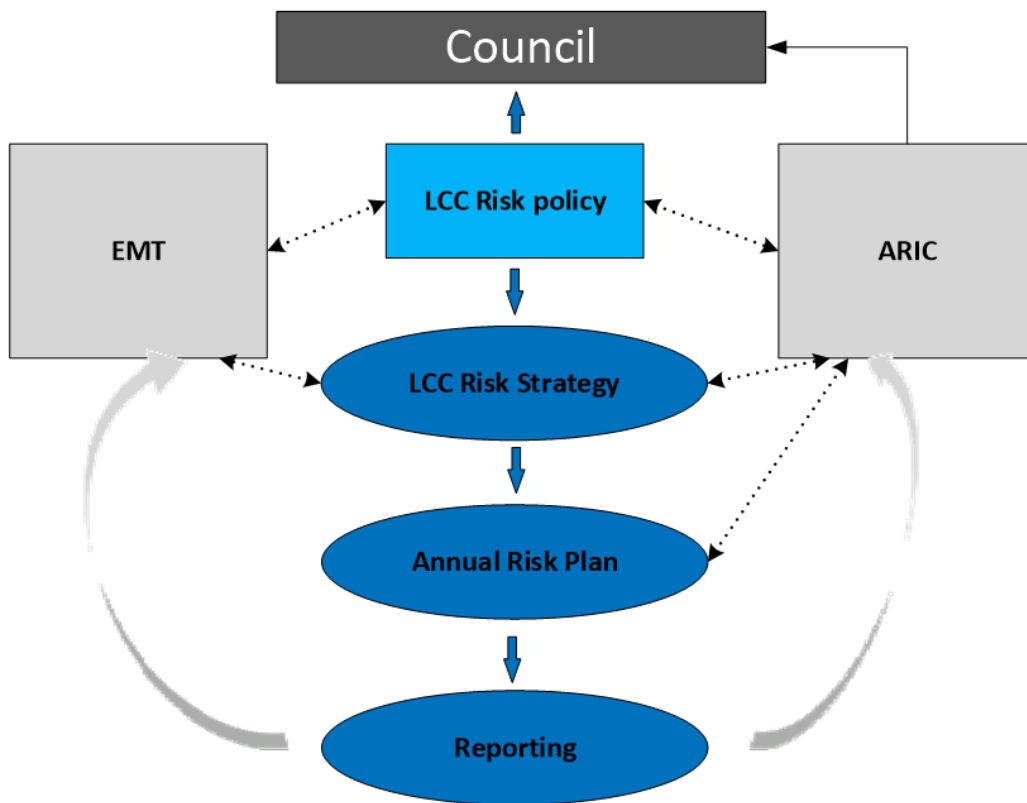
Liverpool City Council: Business Continuity Plan



ENTERPRISE RISK MANAGEMENT POLICY

Appendix A

LIVERPOOL CITY COUNCIL ENTERPRISE RISK MANAGEMENT FRAMEWORK



# ENTERPRISE RISK MANAGEMENT STRATEGY

February 2019



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## **1. Executive Summary**

### **1.1 Introduction**

Liverpool Council acknowledges that risks are inherent in every business decision. The identification and management of opportunities is equally critical to ensure the business is continuously robust and sustainable across all key outcome areas. Council is committed to the systematic and proactive management of risks and opportunities as an integrated approach to the way we operate at all levels.

All Council employees and elected members have a responsibility to be actively involved in managing risk. To meet these responsibilities, Liverpool Council is committed to providing an appropriate framework, resources and support that will be regularly reviewed and enhanced in line with continuous improvement and sustainability principles. Under local government legislation, the Chief Executive Officer is responsible for the delegation of accountabilities to provide that support. Risk management accountabilities are set out in this document.

Risk is defined as the effect of uncertainty on objectives which arises due to the unpredictability of the future. Effective Enterprise Risk Management (ERM) ensures that an organisation can undertake activities in the knowledge that appropriate and adequate measures are in place to minimise the negative or unanticipated effects of risks as well as maximise the opportunities.

ERM is built upon systematic processes that involve identifying, analysing, communicating and treating risks as well as monitoring and reviewing risk management actions. Council is committed to the formal, systematic and proactive management of risks.

Council understands that large, unmitigated risks can adversely impact upon its stakeholders and its ability to achieve strategic and operational objectives. Accordingly, Council is committed to a systematic, proactive and enterprise wide approach to managing risk.

The ERM Strategy is a key component of the successful delivery of priorities identified through the Integrated Planning and Reporting Framework (IP&R). The ERM Strategy supports Plans pertaining to IP&R by providing a methodology that tests assumptions and ensures that Council is better able to manage risks, sustain business continuity and obtain better value for money in the delivery of services to the community.

### **1.2 Purpose**

This Enterprise Risk Management (ERM) Strategy has been developed to assist with developing Council's risk maturity, providing a constructive and accessible reference for managing risks and detailing LCC risk tables and statements. The Strategy is a living document and will be updated from time to time as risk profile and strategic priorities evolved. Audit, Risk and Improvement Unit will monitor the success of risk initiatives and risk culture and make recommendations pertaining to re-alignment of Council's approach and risk tables as required.



### 1.3 Objectives

This document outlines Council's risk management past history and journey into the future by identifying objectives and actions aimed towards achieving Council's vision of being an organisation where Enterprise Risk Management (ERM) is mature and embedded into the organisational culture.

The application of ERM thinking, principles and practices aims to help Council deliver quality services, improve decision-making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of objectives.

Council has been committed to managing its risks at the strategic, operational and project levels for a number of years. This strategy assists Council to consolidate its approach, raise awareness and improve its risk maturity and practices.

### 1.4 Scope and application

This Strategy details the requirements and responsibilities (which has been identified as a core Policy objective) in order to systematically manage risk consistently. The application of risk is fundamental but not limited to;

- Strategic planning
- Business planning
- Project management
- Policy development
- Strategic decision making
- Operational decision making

This strategy is for the application of all Councillors, all members of Council staff and Council contractors, consultants and volunteers across all Council activities and processes.

## 2. Understanding risk

### 2.1 Risk and risk management

Like all local government bodies, Liverpool City Council is facing increasing demands to manage its governance, environmental, economic and social responsibilities.

The effective and innovative management of risks and opportunities at all levels of the enterprise positively impacts these responsibilities. Risk management processes are developed in order to have appropriate governance and decision making over risks which hinder objectives and provide a platform and justification to implement the right controls to manage these risks within acceptable levels. Risk management is a fundamental component pertaining to sustainable growth and the successful delivery of infrastructure and services.

## 2.2 Benefits of Enterprise Risk Management

The benefits of a risk aware culture, regular risk management thinking and managing Council-wide risks include:

- increased likelihood of achieving objectives;
- better decision-making and planning;
- better identification of opportunities and threats;
- pro-active rather than re-active management;
- more effective allocation and use of Council resources (human, financial, intellectual);
- improved stakeholder confidence and trust;
- improved internal control environment;
- better corporate governance
- Improved Council's reputation with the provision of a competitive edge
- commitment to and practical risk management across the organisation
- enhanced compliance and sustainability in the complex LG legislative environment

## 2.3 Risk culture

Managing risk is fundamental to meeting strategic, business & service objectives. It is intended that Liverpool Council develops a risk conscious culture where every decision takes account of risk and opportunity so that the decision solution addresses those risks.

It is incumbent on executive and managers to continually improve their understanding of risk management so that it becomes embedded in all decision making. This Strategy provides a broad vision on what is required to improve Council's risk culture and certain actions outlined in Council Annual Risk Plan are designed to improve it. Councils risk culture as assessed in 2018 can be seen in **Appendix B**. This assessment will be conducted periodically to ensure that risk activities devised attribute to the improved risk maturity of Council.

## 3. Liverpool City Council's risk context

### 3.1 Core ERM components

Council is committed to managing its risks at the strategic, operational and compliance level. The following elements, structure and/or documents are part of Council's approach to management risk and are all elements which contribute to a robust ERM approach.

Core Structure or document	Particulars
<b>Elected Representatives</b>	<ul style="list-style-type: none"> <li>• Contributes to the setting of Council's risk appetite</li> <li>• Adopt Council's risk management policy including council's risk framework</li> <li>• Review and endorse the recommendations made by the Audit, Risk and Improvement Committee</li> </ul>

	<ul style="list-style-type: none"> <li>• Make decisions on how to deal with key risks faced by Council as communicated to them via Council reports</li> </ul>
<b>Executive Management Team</b>	<ul style="list-style-type: none"> <li>• Contributes to the setting of Council's risk appetite</li> <li>• Monitors Council's strategic risks and designs appropriate remedial measures to best manage these</li> <li>• Approves the overall Risk Management Approach proposed by the Audit, Risk and Improvement Unit</li> <li>• Ensures Policies and procedures are designed to mitigate risks and are in line with Council's risk appetite prior to endorsement for approval</li> </ul>
<b>Audit, Risk and Improvement Committee (ARIC)</b>	<ul style="list-style-type: none"> <li>• Council originally established an Ethics and Audit Committee by resolution of Council on 9 October 2000</li> <li>• In 2014, this Committee was replaced with the Audit and Risk Committee. The Committee was restructured due to the growing need to provide oversight over Council's Enterprise Risk Management activities</li> <li>• The ARIC of Liverpool Council commenced with its current independent committee membership in October 2017. The ARIC play a fundamental role in monitoring the implementation and compliance pertaining to Council's Risk Management activities, ERM framework, Compliance and overall management of Council's key risks.</li> </ul>
<b>CivicRisk Mutual</b>	<ul style="list-style-type: none"> <li>• Westpool was formed in 1988 to enable Councils to pool their insurance requirements for Public Liability and Professional Indemnity insurance resulting in significant cost savings for member Councils.</li> <li>• Westpool also provides a forum for (insurance) Risk Managers to network and share risk management information.</li> <li>• In 2005, UIP was established to provide insurance cover for Property, Motor, Crime, Directors and Officers' Liability.</li> <li>• In 2018 the group came under CivicRisk mutual and with the exception of professional liability covered by CivicRisk mutual west.</li> <li>• Council representatives regularly attend insurance pool meetings and risk management training sessions coordinated by CivicRisk mutual. This is represented by Council's Mayor, Council's Risk Coordinator and the Director City Corporate.</li> </ul>
<b>ERM Framework</b>	<ul style="list-style-type: none"> <li>• The ERM Framework (see <b>Figure A</b>) provides the foundations for implementing, monitoring, reviewing, reporting and continually improving risk management at Council.</li> <li>• The ERM Framework drives the design and structure of Council's Risk Documents and their alignment to strategic priorities.</li> </ul>

<b>ERM Policy</b>	<ul style="list-style-type: none"> <li>• Council's ERM Policy was established in 2014, setting out Council's vision for ERM.</li> <li>• In 2014, the ERM Policy was reviewed to include the establishment of the ERM Framework.</li> <li>• This Policy has been reviewed in 2017 whereby the Risk Strategy and Policy was consolidated. This consolidation didn't allow the flexibility for frequent and timely changes (immaterial or material) as Council's risk profile evolves. As such the Policy has been redesigned in 2018 to early 2019 in order to set the framework and provide a brief summary of the key objectives pertaining to risk. The updated Policy highlights the alignment between ERM and Council's strategic and operational planning and reporting priorities. The details pertaining to the Policies objectives are communicated via this strategy (Council's ERM strategy)</li> </ul>
<b>Risk Strategy</b>	<p>This strategy outlines Council's risk management past history and journey into the future by identifying objectives and actions aimed towards achieving Council's vision of being an organisation where Enterprise Risk Management (ERM) is mature and embedded into the organisational culture. The Strategy is a core component of Council's ERM framework and provides details in relation to the core objectives outlined in Council's ERM Policy.</p>
<b>Annual Risk Plan</b>	<p>The Annual ERM plan translates Council's medium to long term vision in relation to the consolidation of risk management activities, improved governance and enhanced risk culture into itemised activities so they are better tracked and reported on. Council's annual risk plan also provides time and internal resources available to complete risk activities identified in the plan.</p>
<b>Continuous Risk Improvement Program</b>	<p>As part of the ongoing focus on continuous improvement in risk management practises, UIP (now known as CivicRisk Mutual) commissioned the development of the Continuous Risk Improvement Program (CRIP), an independent review designed to provide a mechanism for assessing and benchmarking the progress towards risk maturity for the then 19 member councils of UIP.</p> <ul style="list-style-type: none"> <li>• CRIP is measured on a scale of 0 to 4 as follows: <ol style="list-style-type: none"> <li>0. Nothing in place</li> <li>1. Partial Establishment</li> <li>2. Establishment</li> <li>3. Implementation</li> <li>4. Continuous Improvement</li> </ol> </li> <li>• In 2015 the first CRIP review was conducted for Council. CRIP covers 18 Elements spread across 3 Categories with Council scoring. A 2<sup>nd</sup> CRIP review was conducted in 2017.</li> </ul>

	<ul style="list-style-type: none"> <li>• With each CRIP review conducted, Council provides a formal response and a committed action to address the recommendation pertaining in the report. The agreed actions are included in Council's Annual Risk report (and in Promapp) and are tracked quarterly through to Completion.</li> </ul>
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### 3.2 The current situation

- ARIC receives quarterly risk reports which amongst other things details the key risks and risk activities conducted over the reporting quarter at question.
- ARIC receives regular ERM reports on the implementation of CRIP recommendations, ERM Framework and other progress relevant to the ARIC Charter to ensure that the ARIC is fulfilling its functions.
- The ERM policy has been updated to reflect this ERM Strategy.
- Corporate ERM Training has been conducted in April 2018 targeting Council leaders. The expectation is that the training and awareness would be filtered down by the leaders to staff. The cultural aspects of incorporating ERM into the annual performance review process are still to be negotiated with HR.
- Through workshops and consultation Council have defined their risk appetite. This will be communicated to all staff via the CEO including the circulation of the final Liverpool Council Risk appetite statement.
- Risk registers have undertaken a full re-review in 2018 including Strategic, Operational and Compliance risks.

### 3.3 Related Council Programs and Activities

Outside of the formal ERM Framework, there are a number of programs and activities which are conducted throughout Council to assist in supporting a robust risk management approach and a positive risk culture. Details of the key activities conducted as at Feb 2019 can be found in Appendix I.

### 3.4 Where Council will be

In order to ensure that Council is an organisation where ERM is mature and embedded into the organisational culture it needs to meet the following Objectives:

- Council's ERM Framework is relevant to Council's size, operations and environment. With a redesigned framework Council will monitor the success and response from the organisation and based on feedback amend the framework accordingly.
- Council's Risk Appetite is understood to guide decision-making about the amount of risk that Council is willing to take and accept in pursuit of its objectives – for Council's Risk Appetite Statements, see **Appendix A**.
- Achievement of external assessment and validation of Council's ERM system under the CivicRisk mutual CRIP reviews with scores at levels 3 and 4. Scores at 3 and 4 demonstrate a mature ERM environment.
- Identifying and managing risk is part of the organisational culture and processes.



### 3.5 How we will get there

Council's Community Strategic Plan has involved the community to determine the long term direction for the city and ascertain their priorities for the future.

In response to these priorities, the Community Strategic Plan has been developed around four key directions which set out goals and strategies that work towards achieving the community's priorities and vision.

**Direction 1:** Creating Connection

**Direction 2:** Strengthening and Protecting our Environment

**Direction 3:** Generating Opportunity

**Direction 4:** Leading through Collaboration

**Goal 1:** Seek efficient and innovative methods to manage our resources

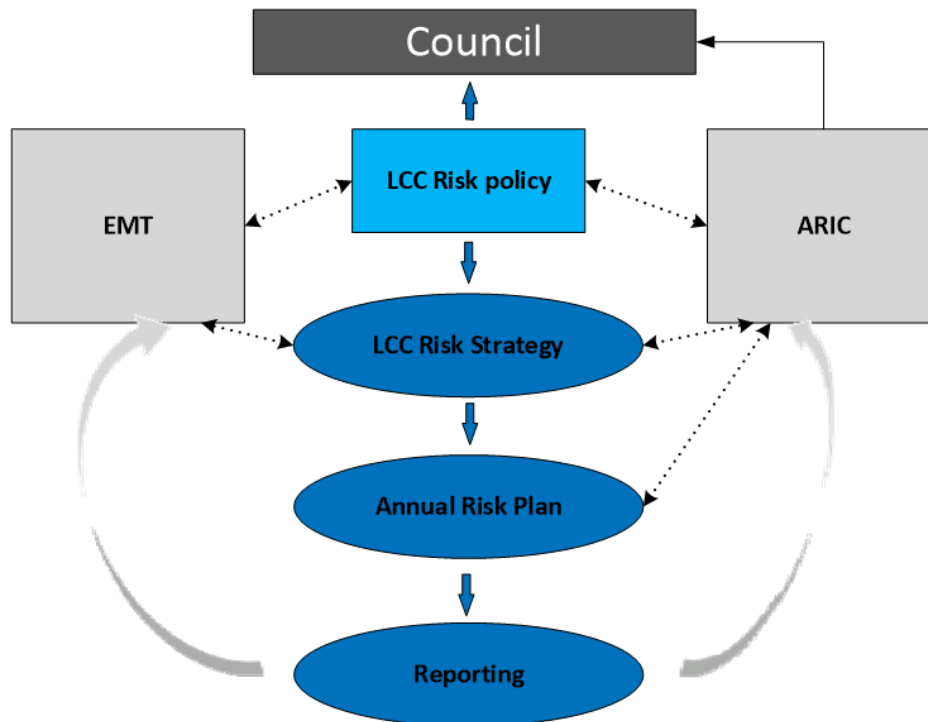
**Goal 2:** Increase community engagement

**Goal 3:** Encourage community participation in decision-making

**Goal 4:** Strive for best practice in all Council processes

Council's ERM activities sit within Direction 4, Goal 1 and 4 of Council's Community Strategic Plan. In order to achieve the objectives of **Goal 1 and 4**, Council is committed to the development, review and monitoring of Risk management activities. In addition, action plans are developed on an annual basis for endorsement by the ARIC (via Council's annual risk plan). This action plan is the basis for driving key activities required in order to improve risk maturity and meet the broad direction and requirements set out in the strategy. A graphical overview of Council's direction can be seen in Appendix C.

#### 4. ERM framework



##### 4.1 General

Council's ERM is a set of components that aims to provide the foundations and organisational arrangements for designing, implementing, monitoring reviewing and continually improving ERM throughout Council.

Council's risk management framework provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. The three key elements of Council's framework are its Risk Management Policy, which establishes a mandate and commitment for managing risk, and the Risk Management Strategy which details the procedures, matrices and processes by which risk management will be implemented within the organisation. The Annual risk plan provides activities in order to achieve the longer term vision outlined in the strategy.

Council understands the importance of an effective risk management framework to help protect key stakeholders from adverse events and support the pursuit of opportunity. Therefore, Council will maintain a risk management framework appropriate to the size, culture and complexity of its operations and environment.

#### 4.2 Risk Management Policy

Council has an adopted Risk Management Policy. The policy “sets the tone” for Council’s risk management approach and establishes the risk management responsibilities of the Council, ARIC, Chief Executive Officer, Executive, Managers and staff.

This Risk Management Strategy supports the Risk Management Policy by further defining the systems and processes necessary to maintain an effective and efficient risk management framework.

#### 4.3 Risk Management Strategy

This Risk Management Strategy specifies the approach, the management components and resources to be applied to the management of risk. It details the procedures, practices, assignment of responsibilities, sequence and timing of activities to help all people within the organisation manage risk.

The risk management process can be applied to a particular activity, service, process and project, and to part or whole of the organisation.

The Risk Management Strategy also aims to ensure a consistent, proactive and holistic approach that encourages a ‘whole of business’ or ‘enterprise-wide’ view of risk rather than managing risk in silos.

#### 4.4 Annual ERM plan

The Annual ERM Plan translates Council’s medium to long term vision in relation to the consolidation of risk management activities, improved governance and enhanced risk culture into itemised activities so they are better tracked and reported on. Council’s annual risk plan also provides time and internal resources available to complete risk activities identified in the plan. These activities and the risks identified are reported to various governance bodies in line with the graphical process flow outlined in 5.3 of this strategy form the fundamental risk reporting mechanisms.

#### 4.5 Risk reporting

The activities identified in the Annual ERM plan and the risks identified and reported to various governance bodies in line with the graphical process flow outlined in 5.3 of this strategy form the fundamental risk reporting mechanisms. Related key risk activities such as those reported in 3.3 of this strategy support a robust risk approach. Through the ARIC work plan developed, these key related risk activities and their respective data/performance are reported to the Committee to ensure that there is appropriate levels of oversight.

#### 4.6 Risk Appetite

It is important that Council understands its risk taking parameters and articulates its policies and procedures accordingly. Risk parameters are generally expressed in terms of risk appetite and risk tolerance.

Risk appetite is the amount of risk that Council is willing to take in pursuit of its objectives. Council's risk appetite may vary depending on the importance and complexity of each objective that Council is pursuing in accordance with the decisions of Council and the particular strategies in place to achieve those objectives which should be related to its current community strategic plan, operational plan and delivery program.

Council acknowledges that there is a certain level of inherent risk in its activities and acknowledges that accepting a certain level of risk helps Council to develop and improve in terms of meeting its strategic objectives. However, in accepting such risks, Council must consider its current financial and staffing capacity, stakeholders and the potential impacts on Council's longer term financial, environmental and social sustainability.

Council's Risk Appetite Statement is a commercial and confidential document for internal use only to help guide Council Officials in respect to the parameters of acceptable risk taking and tolerances. The acceptable level of risk and tolerances will vary depending on each risk category. For Council's Risk Appetite Statement please see Appendix A.

## 5. Responsibilities and accountabilities

### 5.1 Risk roles and responsibilities

In relation to the implementation of the Enterprise Risk Management Strategy, the following accountabilities have been identified in Council's Enterprise Risk Management policy. These accountabilities are cascading (from top to bottom) i.e. the Chief Executive Officer's accountabilities are not limited to the one specific area, rather they will have in addition the same general accountabilities for all the positions listed below them.

Outside the realms of Council's day to day operating environment the following stakeholders have been identified;

**The Council** is ultimately responsible for adopting and committing to the risk management policy. Responsibilities specific to the risk management framework include:

- reviewing and approving the Risk Management Policy;
- providing feedback to management on important risk management matters/issues raised by management;
- supporting management in communicating the importance and benefits of good risk management to stakeholders;
- fully considering risk management issues contained in Council reports;
- fully considering the risks arising from decisions made by Council; and
- identifying and monitoring emerging risks

All **contractors and volunteers** are required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace. All staff are responsible and accountable for taking practical steps to minimise Council's exposure to risks in so far as is reasonably practicable within their area of activity and responsibility and this extends to education, awareness and monitoring of Council's risk management practices to both contractors and volunteers.

## 5.2 Risk Communication Plan

To be effective, risk management efforts must be structured and systematic; specific to Council's working and cultural environment. Clear and consistent communication is essential at every level.

A Communication Plan helps Council keep everyone informed of the progress, achievements and other issues relating to the enterprise risk management program. An effective Plan includes external stakeholders, who are often overlooked in the risk management communication cycle.

The Risk Communication plan is not static rather it will develop as Council develops its risk intelligence and maturity.

### Risk Communication Plan Structure

The Risk Communication Plan comprises a number of elements including:

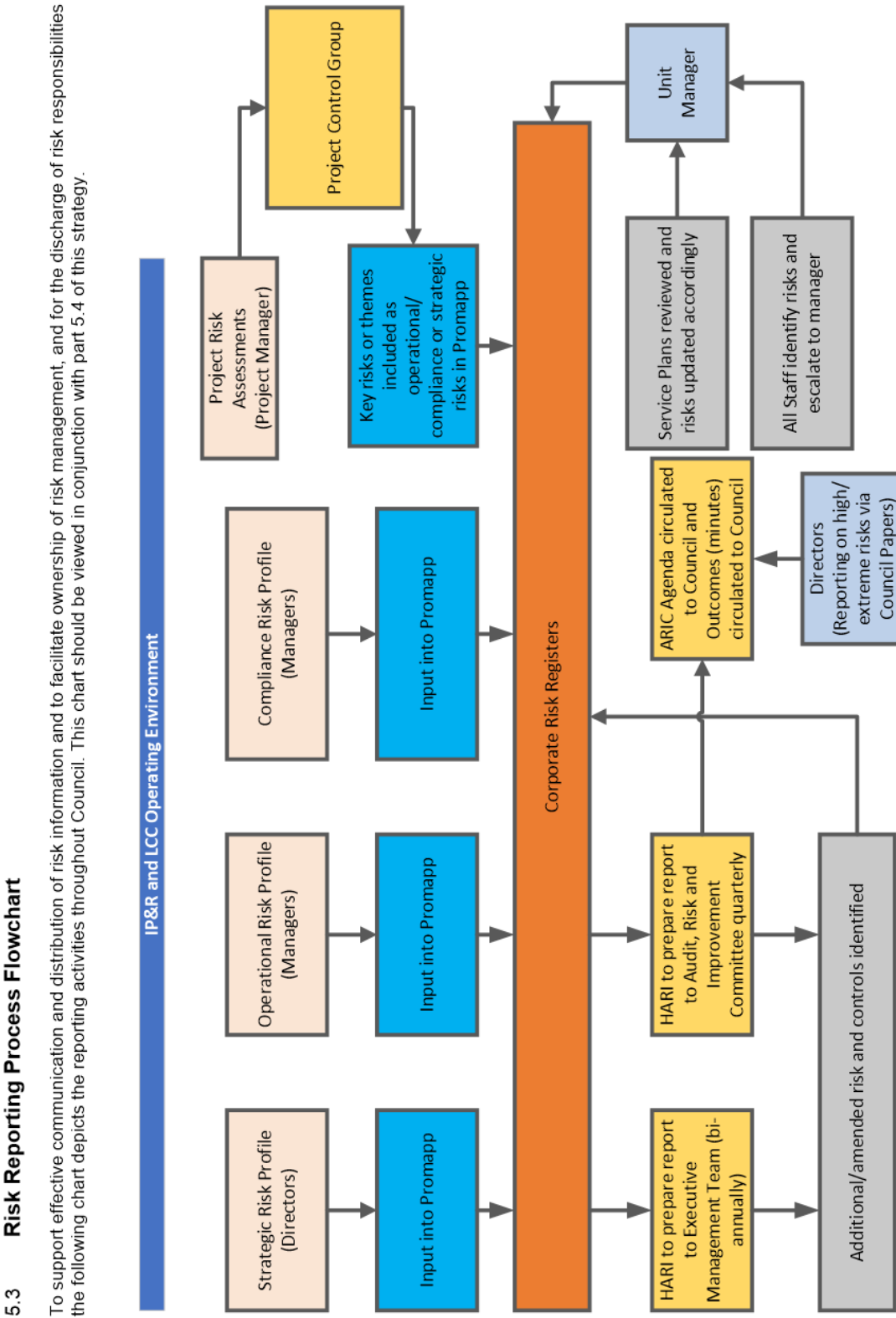
- Communications to stakeholders
- Assessing and confirming Stakeholders' communication needs
- Holding of Communication events to enhance relationship with all stakeholders.
- The method and frequency of each event
- Resources to manage, implement and fund communications events
- A communication event schedule
- The owner of the Plan.

This communication plan is a preliminary document and the compliance and its practicableness will be monitored and re-engineered accordingly.



**Liverpool City Council Draft Risk Communication Plan**

Stakeholders	Stakeholders' Communication Needs	Communications Events (prelim)	Communications Mechanism	Communications Frequency	Responsible Council Staff	Progress / Comments
1	Team Members	Risks & controls identified; training program; policy & procedural changes	Face-to-Face	Weekly	All Supervisors	
2	Supervisors	Risks identified & controls; training program; policy & procedural changes	Intranet	As required	Audit, Risk and Improvement Unit	
3	Managers	Risks identified & controls; training program; ERM programme highlights, & issues; policy & procedural changes	Face-to-face	Monthly	All Supervisors	
4	Executive Team	Meeting Delivery Plan requirements; ERM programme highlights, risks & issues briefing; policy changes	Face-to-face	Quarterly	All Managers	
5	Councillors	Delivery Plan requirements; reporting key risks	Hard Copy	As required		
6	Contractors	Risk Management Policy	Intranet/Email	TBD		
7	Volunteers	Briefing	Face-to-face	Bi-Annually	Audit, Risk and Improvement Unit	
8	Audit, Risk and Improvement	ERM plan progress and risks reported	Intranet/Email	TBD	Audit, Risk and Improvement Unit, Report writers	
9	Annual Report Writer	ERM programme highlights	Face-to-Face	As required	Contract Administration	
10	Communications	ERM programme progress & highlights	Face-to-Face	At commencement of contract works and as required	Responsible Officer	
11	OD&L	ERM training needs	Face-to-Face	At commencement of event	Audit, Risk and Improvement Unit	
			Face-to-Face	Quarterly and As required	Audit, Risk and Improvement Unit/Corporate Strategy	
			Face-to-Face	Annual	Audit, Risk and Improvement Unit	
			Face-to-Face	Annual	Audit, Risk and Improvement Unit	
			Face-to-Face	As required	Audit, Risk and Improvement Unit and OD&L	



#### 5.4 Risk Reporting Hierarchy and Frequency

The table below sets out the Risk reporting hierarchy. The central point for the facilitation and monitoring the completeness of the risk register is Council's Head, Audit Risk and Improvement. One of the key roles of the HARI is in the coordination and reporting of risks to other key strategic points of the organisation including the Executive Team, the Audit Committee and Council. The table also indicates the proposed frequency of reporting that will take place.

Reporting Hierarchy	Risk particulars	Reporting Frequency
Council (Council or Committee of Council)	Exceptional and Very high. All risks associated with a report recommendation need to be included in Council reports.	As required
The Audit, Risk and Improvement Committee	Key strategic, operational and compliance risks	Quarterly
Executive Team	Strategic, operational and compliance risks	Strategic risks are signed off by the Executive every quarter. Operational and compliance risks should be reviewed by the accountable Director every 6 months.
Managers- All Risks are recorded and signed off via Promapp central administration point. The role of the Head Audit, Risk and Improvement is to review and report on these risks in accordance with the reporting hierarchy.	All operational and compliance risks	Managers sign off on operational and compliance risks assigned to them bi-annually

## 6. Documentation

Important risk management processes and activities will be documented throughout Council. Documentation is important for the following reasons:

- it gives integrity to the process and is an important part of good corporate governance;
- it provides an audit trail and evidence of a structured approach to risk identification and analysis;
- it provides a record of decisions made which can be used and reviewed in the future; and
- it provides a record of risk profiles for Council to continuously monitor.

### 6.1 Key documents

Key documents will include:

- Risk Management Policy
- Risk Management Strategy
- Annual Risk Plans
- Risk Registers
- Risk Treatment Plans

### 6.2 Maintenance of key documents

Risk documentation including risk registers will be maintained in Council's official risk system (Promapp). Written/formal risk assessments, risk/control audits, self-assessments will be maintained within HP TRIM (Council's document management system)

These records may be called upon in the management of ongoing treatments, as evidence in incident investigations, in dealing with insurance matters or during other inquiries, and for audit purposes.

Risk management records should be reviewed:

- On handover of responsibilities between managers;
- On assumption of responsibility for a project or program;
- Regularly to match reporting requirements; and
- Whenever operating parameters are subject to major change

## 7. Risk management activities, reporting and review

### Risk Management Framework Review

Documentation including policies, procedures, risk registers and systems relating to the risk management framework will be subject to periodic review. In particular the Head Audit, Risk and Improvement is to coordinate a review of the Risk Management Policy every four years (or earlier if there are any material changes in circumstances). The results of the review are to be reported to the Audit, Risk and Improvement Committee and ultimately the Council. The Head Audit, Risk and Improvement must also review the Risk Management Strategy at least every 4 years and/or whenever there is a change to Council's risk profile or approach. Any changes will be submitted

to the Executive and the Audit, Risk and Improvement Committee. An annual risk plan will be prepared in the last ARIC quarter prior to the financial year. A quarterly report will be submitted to the ARIC in relation to the progress of its implementation.

### **Corporate Risk Register Establishment and Review**

All managers are required to review risk registers for their areas of the organisation to ascertain their completeness and accuracy. All Directors sign off on their strategic risks quarterly for their areas of the organisation. These risk registers should identify and evaluate key strategic, operational and compliance risks that are relevant to the area in question in accordance with the process described in Part 8 of this Strategy (Risk Management process). The registers should also identify and evaluate controls in place to manage those risks and identify any required Risk Treatment Plans. Collectively, these registers will form a Corporate Risk Register. The general format of the register is shown in Appendix H. The register template has been designed to align to Promapp, Council's risk management software.

Each Manager is to conduct a six monthly review (compliance and operational risks) of their section's risk register in conjunction with Council's review process to review the completeness and accuracy of the register. Managers will be required to sign off that their register has been reviewed and that controls are appropriate. Any changes to the register and/or new or amended risk treatment plans as a result of this review are to be incorporated in Promapp (risk module). The requirement for a bi-annual review does not preclude more regular review of risk registers. Regular review of risk registers is encouraged particularly when there are changes in the operating environment and/or new risks are identified.

The risk register review is an integral part of the annual business planning cycle to ensure that:

- risks are identified and assessed in the context of Council's and each Section's current objectives;
- the status of risks and controls is reviewed in conjunction with the review of each section's performance;
- where necessary (i.e risks are above Council's risk appetite or the manager believes there is a justification for additional risk treatment), risk treatment plans are incorporated
- where funding is required to implement risk treatment plans that it is incorporated into Council's budget.

### **Risk Treatment Plans**

Risk owners are responsible for ensuring that actions contained in risk treatment plans (RTPs) are implemented effectively and within agreed timeframes. Action taken is to be recorded in the records system. In addition, Risk Owners are responsible for ensuring that actions contained in RTPs are included in their business plans and where appropriate Council's Operational Plan. The expectation is that risk treatments are developed for all risks above Council's Risk Appetite Statement levels unless approved by the CEO.



**Risk Status Reports**

The Head Audit, Risk and Improvement is to coordinate the preparation of a quarterly risk status report with the assistance of the Co-ordinator Audit and Risk and submit it to the ARIC. The quarterly risk status report will at least contain details of:

- any risk management initiatives undertaken during the previous quarter
- any major incidents/claims that have occurred during the previous quarter
- the major inherent and residual risks facing the organisation and the controls in place to manage those risks
- progress in implementing key risk treatment plans
- any issues that may have arisen as a result of the quarterly risk register review by Managers

**Major Projects, Tenders, Procurement or New Initiatives**

A full risk assessment is to be undertaken prior to embarking on any **major** projects, tenders, procurement activities or other new initiatives. The risk assessment should clearly detail the risks involved and the controls in place (or proposed) to manage those risks.

Council will ensure that each key activity requiring an activity will have specific guidance on when a risk assessment is required. The risk assessment tables should be aligned to the matrices outlined in the Appendices of this strategy.

**Operational Plan and Annual report**

Council's annual Operational Plan must include a section on Risk Management that details proposed risk management activities for the coming year and discusses any key risk management issues. In particular, the Operational Plan should identify key risks that may impact on objectives as well as strategies and controls in place (or proposed) to manage those risks.

Going forward, Council's Community Strategic Plan will include a broad statement on how Council manages risk.

**Training**

All risk owners and other key staff require periodic training in how to implement the risk management process and their responsibilities and obligations under Council's Risk Management Policy and Strategy. General risk management training should be provided to all risk owners and other relevant staff every four years.

In addition, all new staff should be advised of Council's commitment to risk management and their responsibilities and obligations when they commence working for Council. This should generally be done through a short introduction at Council's induction session followed by a more detailed training session within three months of commencing employment. The Head of Audit Risk and Improvement will work on an online training module to facilitate this requirement.

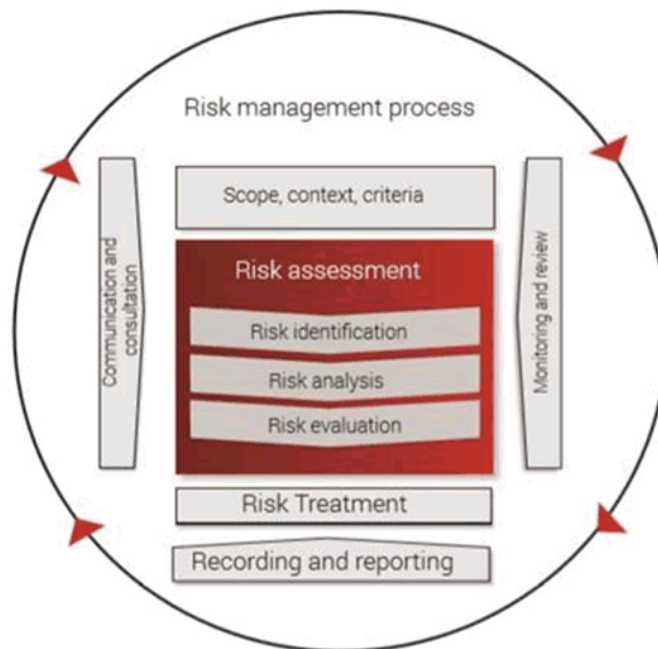
## 8. The risk management process

Council will utilise the Australian and New Zealand Risk Management Standard AS/NZS ISO 31000:2018 to manage risks. This is a structured and proactive approach that can be applied organisation-wide to support management of strategic, compliance and/or operational risks.

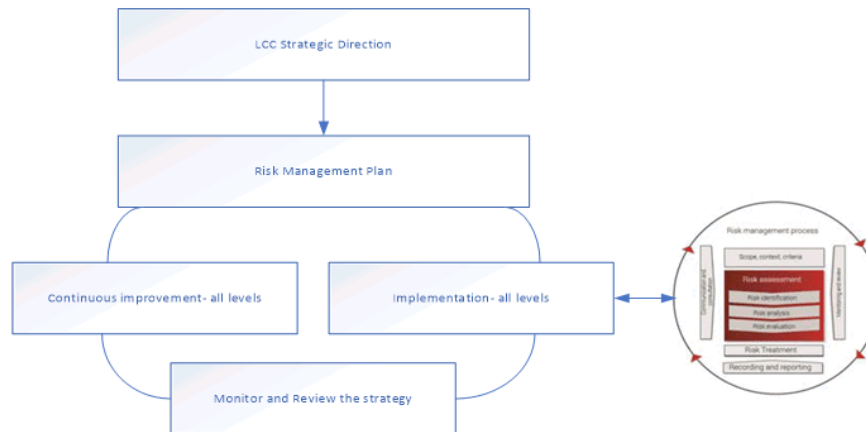
Under this approach, there are six key stages to the risk management process.

1. Communicate and consult - with internal and external stakeholders
2. Establish scope, context and criteria - the boundaries
3. Risk Assessment - identify, analyse and evaluate risks
4. Risk treatment – implement and assess controls to address risk
5. Monitoring and review – risk reviews and audit
6. Record and report- Report for oversight and accountability

Council's risk management approach in accordance to AS/NZS ISO 31000 Risk Management Standard can be depicted in the below diagram



The below chart depicts the relationship between the risk management Plan, process and the organisational context. The structured approach towards risk management is critical that there is alignment between Council's strategic direction and the requirement for risk to be identified and managed in line with the risk management process.



## 8.1 The ERM process

The International Standard for Risk Management (ISO31000) defines risk management as “coordinated activities to direct and control an organisation with regard to risk”. To implement risk management in a “logical and systematic” way as defined by the OLG and to oversee the implementation of the risk management process, Council leverages off the Audit, Risk and Improvement Committee for guidance and oversight. The ARIC is responsible for functions including:

- The oversight of the development and implementation of Council's Enterprise Risk Management Strategy, policy and procedures;
- The provision of guidance to the Executive Team on the continuous improvement of Risk Management activities at all levels of Council; and
- The oversight of the development, monitoring, review and update of Council's Risk Profile and Risk Registers.
- The reporting and communication of Risk to all levels of Council

In order to mitigate risks in these areas, Council has adopted the ISO31000 risk management process. A description of the process flow (and how it has been applied to the Liverpool City Council) as outlined in ISO31000 is shown in part 8.2.

## 8.2 Stages of the Risk Management Process

Stage	Description
1	<b>Establishing the Scope, Context and Criteria</b> Establishing the Scope, Context and Criteria is required to customise the risk management process, enabling effective risk assessment and appropriate risk treatment. Scope, Context and Criteria involve defining the scope of the process, and understanding the external and internal context.

	<i>(this was achieved through consultation with Council's Executive Team, designing a risk framework which is appropriate for Council's size and risk maturity and through training and communication establish support and commitment at all levels of Council)</i>
<b>Risk Assessment (Points 2-4)</b>	
<b>2</b>	<b>Risk Identification</b> Identify sources of risk, areas of impact, events and their causes and their potential consequences. <i>(this was achieved through a series of facilitated workshops conducted with all line Managers, the Executive and relevant key staff)</i>
<b>3</b>	<b>Risk Analysis</b> Consideration of the causes and sources of risk, their positive and negative consequences and the likelihood that those consequences can occur. <i>(this was achieved through a series of facilitated workshops conducted with all line Managers, the Executive and relevant key staff)</i>
<b>4</b>	<b>Risk Evaluation</b> Comparing the results of the risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable <i>(this was achieved through a series of facilitated workshops conducted with all line Managers, the Executive and relevant key staff)</i>
<b>5</b>	<b>Risk Treatment</b> Electing one or more options for modifying risks and implementing those options <i>(this was achieved through a series of facilitated workshops conducted with all line Managers, the Executive and relevant key staff)</i>
<b>6</b>	<b>Communication and Consultation</b> Continual and iterative processes to provide, share or obtain information and to engage in dialogue with stakeholders regarding the management of risk
<b>7</b>	<b>Monitoring and Review</b> A planned part of the risk management process involving regular checking or surveillance of identified or emerging risks. This is to improve the quality and effectiveness of process design, implementation and outcomes.
<b>8</b>	<b>Recording and Reporting</b> Risk management process and its outcomes should be documented and reported through appropriate mechanisms. Recording and reporting aims to communicate risk management activities, provide information for decision making and assist interaction with stakeholders. <b>(this is achieved by the risk management process and outcomes being documented in Council's risk register and mechanisms in place to report high risks to various governance groups across the Council to assist in risk oversight, awareness and action)</b>

Please note that the above table provides a high level overview of the risk management process. For further details and to view a practical application on each step of the process please see the risk management process mapped in Promapp.

### 8.3 Risk types and profile

#### Strategic Risk Management

Impacts on the strategy of Council and the relationship with the community. It involves thinking longer term about the potential impacts of business decisions, and should involve:

- Consideration of the risks facing the organisation, given the strategy being pursued;
- Planning and consideration of alternative strategies, (as well as giving consideration to the risks associated with those alternative strategies).
- Identifying opportunities to improve performance and taking action to avoid or reduce adverse impacts.

The aim is to give consideration to risk and opportunity at the highest level of strategic planning and decision-making, in order to reduce the potential for 'surprises' and enhance reputation when implementing strategy.

#### Operational Risk Management

The process of giving effect to strategy and corporate plans whilst giving explicit consideration to risk and opportunities associated with specific operational processes. It also involves being prepared for 'what might happen' rather than acting in a reactive manner to situations than may have already impacted on operations, service and the community.

#### Compliance Risk Management

Compliance risk is exposure to legal penalties, financial forfeiture and material loss Council faces when it fails to act in accordance with industry laws and regulations, internal policies or prescribed best practices. Compliance risks will align to Council's compliance register once developed.

Liverpool Council is progressing with the development of a Risk Profile that outlines the material risks faced by different stakeholders. The Profile is developed through a detailed review of the risk exposures in strategic, compliance and operational areas. Risk data is collated into a Risk Register (See Appendix H). All identified risks in the Register will be rated and actions assigned to Council officers or teams who will be responsible for overseeing those actions and monitoring their success.

#### Structure of the Risk Register

Risk data is categorised in accordance with OLG recommendations and the structure which has been preconfigured within Promapp - the corporate Risk Management application. Risk categories are listed in Appendix F.



**AUTHORISED BY**

Audit, Risk and Improvement Committee and the Executive Management Team

**EFFECTIVE FROM**

XX XXX 2019

**DIRECTORATE/ UNIT RESPONSIBLE**

Office of the Chief Executive Officer (Internal Audit)

**REVIEW DATE**

XX XXXX 2023

**VERSIONS**

Version	Amended by	Date	Changes made	TRIM Number
1		Feb 2019	Not applicable	351448.2018

## Appendix A – Risk Appetite Statement

### Liverpool City Council Risk Appetite Statement (Confidential)

#### **Purpose**

The purpose of this Risk Appetite Statement is to establish some broad parameters around the amount and type of risk that Liverpool City Council is willing to take to meet its strategic and operational objectives. It provides guidance for management and elected representatives on how to approach the management and treatment of risks that are inherent in undertaking Council activities. The parameters of risk tolerance are not exhaustive and aim to guide management when making important decisions.

#### **Context**

As a local government authority, Liverpool City Council has an obligation to its stakeholders to ensure that it does not accept high levels of risk that might impact on community wellbeing and amenity or the ongoing viability of Council. This is particularly relevant in the current economic and political environment where significant opportunities exist and there is a high level of uncertainty. Accordingly, Council generally has a high appetite to take risks that deliver benefits to the community but low appetite for unmitigated risks across all of its operations and strategic objectives.

#### **Definition of Risk Appetite Levels**

Low – No appetite. Risks to be minimized, eliminated or controlled to lowest possible level within available resources and in accordance with legislative requirements.

Medium – Some appetite for risk. Risks should be managed within tolerance levels. Some elevated level of risk may be acceptable to achieve specified outcomes.

High – Considerable appetite for risk. Pursue innovation, large projects and higher reward opportunities despite higher levels of inherent and sometimes residual risk.

**Risk Appetite Statement** (NOTE this table is confidential and has been intentionally blanked out - this statement has already been circulated to the Elected Representatives separately)

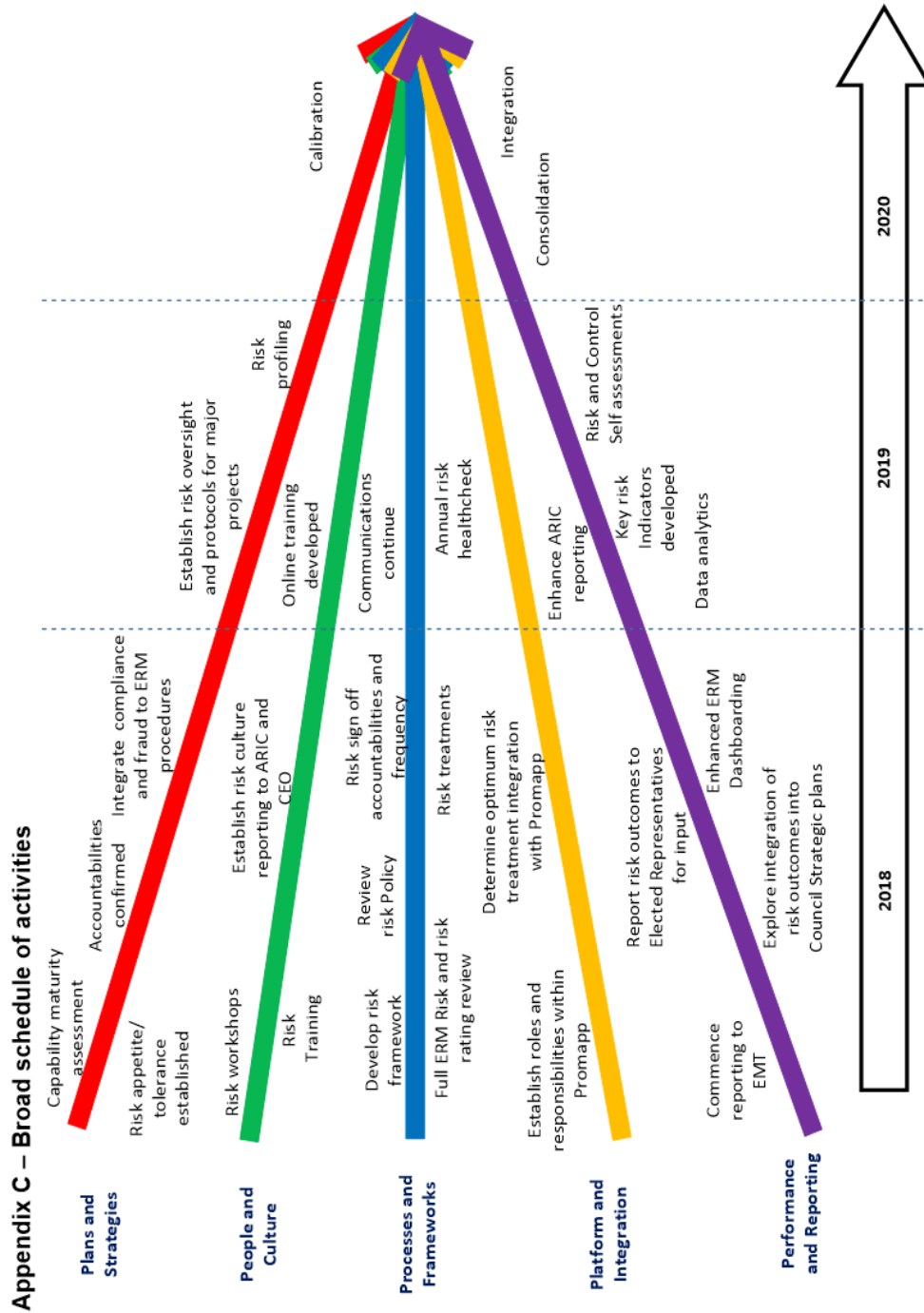
Risk Category	Context	Risk Appetite	Risk Tolerance
Financial	Council understands the financial risks involved in funding and maintaining infrastructure and transport projects to meet the needs of local business and support a growing population.		
Environmental	Council recognizes the importance of waste management, urban design, planning and protecting of specific environmental features.		
Reputation	Council strives for best practice and encourages community engagement and participation in decision making.		

Risk Category	Risk Appetite	Risk Appetite	Risk Tolerance
Fraud	Council is committed to ethical practices, doing the right things and upholding values expected by our community.		
Service Delivery & Disruption	Council promotes inclusion and delivers a range of community services, events and facilities. Community connections depend on systems, third parties and people.		
Human Safety &	Council aims to support safe and friendly communities and control hazards to make a safer workplace.		

Appendix B – Liverpool Council Risk Management Maturity Matrix

Liverpool Council Risk Management Maturity Matrix					
Performance Capability Element	1. Initial (ad hoc) focus on risk management	2. Repeatable (intuitive) institutional approaches are	3. Defined (qualitative) consistent institutional approach and shared understanding	4. Managed (quantitative) measures and controls	5. Optimising (learning) focus on continuous feedback and
<b>Plans and Strategy</b>	<ul style="list-style-type: none"> <li>Business plans and strategy do not explicitly address Risk Management (RM)</li> </ul>	<ul style="list-style-type: none"> <li>Concept of RM incorporated into business strategies and plans</li> <li>RM roles and responsibilities determined by individual projects, functions, businesses, etc</li> <li>Some duplication of effort</li> <li>Risk awareness training</li> <li>RM processes established for individual projects, businesses, etc</li> <li>Regular risk reviews</li> <li>Coordinated with audit</li> <li>Mitigations followed through</li> <li>Spreadsheets or standalone databases used by projects, functions, businesses, etc</li> <li>Policy for IT support to RM issued but not implemented</li> <li>Individual managers have clearly embraced RM</li> <li>Some formal RM procedures in place</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise wide RM strategy and philosophy established</li> <li>RM is an integral component of business strategy</li> <li>RM strategy established with supply chain partners</li> </ul>	<ul style="list-style-type: none"> <li>Strategy defines risk appetite and other performance measures</li> <li>RM integrated into overall business service statements</li> </ul>	<ul style="list-style-type: none"> <li>RM strategy documents continuous improvement measures</li> <li>Continuous improvement executed systematically</li> </ul>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>Roles and responsibilities do not address RM</li> <li>Significant duplication of effort throughout business</li> <li>No risk awareness training</li> </ul>	<ul style="list-style-type: none"> <li>RM roles and responsibilities determined by individual projects, functions, businesses, etc</li> <li>Some duplication of effort</li> <li>Risk awareness training</li> <li>RM processes established for individual projects, functions, businesses, etc</li> <li>Regular risk reviews</li> <li>Coordinated with audit</li> <li>Mitigations followed through</li> <li>Spreadsheets or standalone databases used by projects, functions, businesses, etc</li> <li>Policy for IT support to RM issued but not implemented</li> <li>Individual managers have clearly embraced RM</li> <li>Some formal RM procedures in place</li> </ul>	<ul style="list-style-type: none"> <li>RM roles and responsibilities consistent across enterprise</li> <li>No duplication of effort</li> <li>'Risk Champions' assigned</li> <li>Appropriate risk awareness and management training developed and delivered</li> </ul>	<ul style="list-style-type: none"> <li>Team RM effectiveness is regularly measured and corrective action taken</li> </ul>	<ul style="list-style-type: none"> <li>Roles and responsibilities include evaluation against continuous improvement</li> <li>RM roles and responsibilities regularly reviewed for potential improvement</li> </ul>
<b>Process and Framework</b>	<ul style="list-style-type: none"> <li>Focus is on issues rather than risks</li> <li>RM process not formally documented</li> <li>Driven only by audit requirements</li> <li>Little planned mitigation</li> </ul>	<ul style="list-style-type: none"> <li>RM processes established for individual projects, functions, businesses, etc</li> <li>Regular risk reviews</li> <li>Coordinated with audit</li> <li>Mitigations followed through</li> <li>Spreadsheets or standalone databases used by projects, functions, businesses, etc</li> <li>Policy for IT support to RM issued but not implemented</li> <li>Individual managers have clearly embraced RM</li> <li>Some formal RM procedures in place</li> </ul>	<ul style="list-style-type: none"> <li>Consistent processes applied across projects, functions, etc</li> <li>Risk escalation processes implemented and effective</li> <li>Systematic risk review</li> <li>Fully integrated with audit</li> </ul>	<ul style="list-style-type: none"> <li>Metrics collected to measure RM effectiveness as an integral part of the process</li> </ul>	<ul style="list-style-type: none"> <li>RM process focus is on improvement of processes</li> <li>Processes regularly reviewed for potential improvement</li> <li>Risk knowledge is captured and reused</li> </ul>
<b>Platform and Integration</b>	<ul style="list-style-type: none"> <li>No RM IT tools, with simple spreadsheets used in some but not all areas</li> <li>No policy on use of RM tools or IT support</li> <li>Reluctance to acknowledge risks and need for management</li> <li>Informal RM process based on management experience and intuition</li> </ul>	<ul style="list-style-type: none"> <li>RM processes established for individual projects, functions, businesses, etc</li> <li>Regular risk reviews</li> <li>Coordinated with audit</li> <li>Mitigations followed through</li> <li>Spreadsheets or standalone databases used by projects, functions, businesses, etc</li> <li>Policy for IT support to RM issued but not implemented</li> <li>Individual managers have clearly embraced RM</li> <li>Some formal RM procedures in place</li> </ul>	<ul style="list-style-type: none"> <li>Common IT system used across enterprise</li> <li>Internet-based to enable risk data sharing and escalation</li> <li>Significant automation to reduce administration</li> <li>Enterprise-wide endorsement of common RM procedures</li> <li>Management have clearly embraced RM</li> <li>RM is approached from a positive perspective</li> </ul>	<ul style="list-style-type: none"> <li>Automated exception-based risk warning indicators</li> <li>Automatic escalation of</li> <li>Automated RM metrics report generation</li> <li>Management acts collectively and appropriately on metrics</li> <li>Top-to-bottom RM 'walking the talk' culture evident</li> </ul>	<ul style="list-style-type: none"> <li>IT supports knowledge management and capture of lessons learned</li> <li>IT has capability to support additional metrics</li> </ul>
<b>Performance and Reporting</b>					
			2018	2019	2020 and beyond





Appendix D – Risk Level Matrix (inherent)

	Consequence				
	1 Very Low	2 Minor	3 Moderate	4 Major	5 Severe
Likelihood					
5 Almost Certain	Medium	Medium	High	Extreme	Extreme
4 Likely	Low	Medium	Medium	Extreme	Extreme
3 Possible	Low	Low	Medium	High	Extreme
2 Unlikely	Low	Low	Medium	Medium	High
1 Rare	Low	Low	Low	Medium	Medium

## Appendix E - Likelihood Ratings

Rating	Likelihood	Description	Quantification
1.5	Rare	The event may occur but only in exceptional circumstances. No past event history.	Once every 50 years or more. Less than 10% chance of occurring.
2.0	Unlikely	The event could occur in some circumstances. No past event history.	Once every 20 years. Between 10% and 30% chance of occurring.
2.5	Possible	The event may occur sometime. Some past warning signs or previous event history.	Once every 5 years. Between 30% and 70% chance of occurring.
3.5	Likely	The event will probably occur. Some recurring past event history	Once a year. Between 70% and 90% chance of occurring.
5	Almost Certain	The event is expected to occur in normal circumstances. There has been frequent past history.	Several times a year. Greater than 90% chance of occurring.

## Appendix F – Consequence Ratings

Impact on Objectives	Area	Impact on Specific Business Areas (To guide assessment)
Severe	Financial	>\$2m recurrent reduction in operating budget, one off loss of > \$10m
	Environmental	Very serious irreversible damage to environment and/or multiple sites or ecosystems, prosecution of Council
	Reputation	Sustained negative metro or national media coverage, widespread public outcry and loss of trust in Council, damage to reputation that takes many years to repair, investigation resulting in prosecution or sacking of Council
	Legal	Serious breach of legislation, successful class action, imprisonment or fines for senior management
	Service and Delivery	Key activities and essential services disrupted for over 14 days
Major	Human	Major negative impact on staff morale, loss of life, major repeated breaches of WHS legislation leading to prosecution
	Financial	\$1m-\$2m recurrent reduction in operating budget, one off loss of \$3m- \$10m
	Environmental	Significant long term impact on built & natural environment,
	Reputation	Significant adverse media at state level, significant & well publicised outcry from residents, long story life
	Legal	Breaches of legislation resulting in fines, major legal action over extended period, multiple insurance claims
Moderate	Service and Delivery	Key activities disrupted for between 7 and 14 days and
	Human	Major localised impact on staff morale, breach of legislation, lost time injuries requiring major medical treatment
	Financial	\$250k-\$1m recurrent reduction in operating budget, one off loss of \$1m-\$3m
	Environmental	Serious medium term effects on built & natural environment from single incident(eg one off pollution spill)
	Reputation	Concerns from broad section of residents, major local media coverage (short duration), opportunistic fraud by a staff member
Minor	Legal	Minor breach of legislation resulting in warnings, breach notice etc., one off claims or legal matters requiring management attn
	Service and Delivery	Key activities disrupted for between 3 and 7 days
	Human	Minor breach of safety legislation, short duration lost time injury requiring minor medical treatment
	Financial	\$50k-\$250k recurrent reduction in operating budget, one off loss of \$250k-\$1m
	Environmental	Short term effects on built & natural environment, damage to a single property or parcel of land, breach of policy
Very Low	Reputation	Heightened concerns from narrow group of residents, some media concern
	Legal	One off claims or legal matters resolved through routine procedures, technical breach of regulations
	Service and Delivery	Some Council activities disrupted for up to 3 days
	Human	Some short term impact on staff morale, minor injuries or illness from normal activities treated by first aid
	Financial	<\$50k recurrent reduction in operating budget, one off loss of <\$250k
	Environmental	Minor effects on built & natural environment, breach of guidelines, perception of damage
	Reputation	One off insignificant adverse local media or public complaints
	Legal	Minor claims or investigations that are easily defended or responded to
	Service and Delivery	Usual scheduled interruptions, unscheduled interruptions for less than 4 hours
	Human	Localised raising of concerns by staff, incident and/or 'near miss'

Appendix G- Control Effectiveness Ratings

Rating	Effectiveness	Description	Quantification
1.00	Not Effective	The control does not address risk	0%
0.90	Slightly Effective	The control is not reliable as it is not well designed, documented and/or communicated.	1-10% effective
0.70	Somewhat Effective	Control may be reliable but not very effective as control design can be improved.	11-30% effective
0.50	Reasonably Effective	Control is reliable but not effective as documentation and/or communication could be improved.	31-50% effective
0.30	Mostly Effective	The control is mostly reliable and effective. Documentation exists but can be better communicated.	51-70% effective
0.10	Very Effective	Control is reliable and effective. Fully documented process and well communicated.	91-100% effective



Appendix H- Risk Register Template (Promapp)

Key	Title	Description	Owner	Portfolios	Classifications	Inherent Rating	Residual Rating	Likelihood Rating	Consequence Rating	Control Effectiveness Ratings	Existing Controls Description
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C
Risk #XXXX	Risk Title	Risk Title	Manager	Directorate	Business Unit	See risk matrix	See risk matrix	See risk matrix	See risk matrix	See risk matrix	>Control A >Control B >Control C

**Appendix I- Activities and programs which work in alignment with ERM Strategy**

- External Audit – conducted each year in accordance with statutory requirements. Results are reported to Council.
- WHS Management System includes WHS inspections. All Directorates are required to comply. WHS inspections are carried out by WHS and Implementation Plans are monitored by the WHS Steering Committee.
- Insurance Risk Management – carried out in conjunction with CivicRisk Mutual.
- IT security and penetration tests, crisis response and a review of Council's BCP have occurred in 2018 and will continue to be conducted periodically.
- Council Strategic Internal Audit Program has been conducted using risk-based approach for determining the auditable activities.
- Quarterly & Annual Reports on the progress of principal activities in the Delivery Program in achieving the objectives of the CSP – completed by corporate strategy in accordance with statutory requirements.
- Finance and budget reports are prepared by Finance and submitted to Council's Budget review Committee prior to being tabled to Council.
- Annual Financial Statements – prepared each year by Finance in accordance with statutory requirements and reported to Council. Also externally audited each financial year by the Audit Office NSW.
- Moving towards a Quality Management System with possible future accreditation to ISO 9001.
- Service Statement have been prepared and Council is currently in the planning phase to conduct service reviews across Council.
- Governance Policies – are monitored on an ongoing basis to ensure that policies are kept relevant and current in accordance with review dates.

## Appendix J- Risk Management Glossary

Terminology	Definition
communication and consultation	continual and iterative processes that an organisation conducts to provide, share or obtain information and to engage in dialogue with <b>stakeholders</b> and others regarding the management of <b>risk stakeholder</b> person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity
consequence	outcome of an <b>event</b> affecting objectives
control	measure that is modifying <b>risk</b>
establishing the context	defining the external and internal parameters to be taken into account when managing risk, and setting the scope and <b>risk criteria</b> for the <b>risk management policy</b>
external context	external environment in which the organisation seeks to achieve its objectives
internal context	internal environment in which the organisation seeks to achieve its objectives
level of risk	magnitude of a <b>risk</b> , expressed in terms of the combination of <b>consequences</b> and their <b>likelihood</b>
likelihood	chance of something happening
monitoring	continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected
residual risk	risk remaining after risk treatment
review	activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives
risk	effect of uncertainty on objectives
risk analysis	process to comprehend the nature of <b>risk</b> and to determine the <b>level of risk</b>
risk assessment	overall process of risk identification, risk analysis and risk evaluation

risk attitude	organisation's approach to assess and eventually pursue, retain, take or turn away from <b>risk</b>
risk aversion	attitude to turn away from <b>risk</b>
risk criteria	terms of reference against which the significance of a <b>risk</b> is evaluated
risk evaluation	process of comparing the results of <b>risk analysis</b> with <b>risk criteria</b> to determine whether the <b>risk</b> and/or its magnitude is acceptable or tolerable
risk identification	process of finding, recognizing and describing <b>risks</b>
risk management	coordinated activities to direct and control an organisation with regard to <b>risk</b>
risk management framework	set of components that provide the foundations and organisational arrangements for designing, implementing, <b>monitoring</b> , reviewing and continually improving <b>risk management</b> throughout the organisation
Risk Management Strategy	scheme within the <b>risk management framework</b> specifying the approach, the management components and resources to be applied to the management of <b>risk</b>
risk management policy	statement of the overall intentions and direction of an organisation related to <b>risk management</b>
risk management process	systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, <b>monitoring</b> and reviewing <b>risk</b>
risk owner	person or entity with the accountability and authority to manage the <b>risk</b>
risk profile	description of any set of <b>risks</b>
risk source	element which alone or in combination has the intrinsic potential to give rise to <b>risk event</b>
risk treatment	process to modify <b>risk</b>



**LIVERPOOL CITY COUNCIL CORPORATE  
SPONSORSHIP (OUTGOING) POLICY**

Adopted: May 2017

TRIM 078043.2017



## LIVERPOOL CITY COUNCIL CORPORATE SPONSORSHIP (OUTGOING) POLICY

**1 LEGISLATIVE REQUIREMENTS**

*Local Government Act 1993 section 356*

**2 PURPOSE/OBJECTIVES**

- 2.1 Corporate sponsorships are financial contributions to organisations, groups or individuals for programs that can build or enhance the reputation and brand of Liverpool City Council in accordance with Council's Community Strategic Plan.
- 2.2 This policy aims to establish a single, coordinated and transparent approach to the way Council allocates corporate sponsorship to organisations and groups.
- 2.3 This policy does not cover grants or donations. Refer to Council's Grants and Donations Policy for information on those programs.

**3 DEFINITIONS**

**Community benefit:** The benefit to the community as a result of Council's corporate sponsorship support.

**Corporate Sponsorship:** A contribution made by Council to an organisation, group, or individual for a specific community purpose in return for tangible benefits to Council, the community or the Liverpool Local Government Area (LGA).

**Council:** Liverpool City Council

**4 POLICY STATEMENT**

- 4.1 Council may provide financial contributions of up to \$10,000 through its Corporate Sponsorship Program to organisations, groups, or individuals for programs that can build or enhance Council's reputation. These include but are not limited to providing appropriate branding benefits and opportunities for Council, and/or providing cross-promotional opportunities for Council's services or facilities
- 4.2 Applications to Council for sponsorship must address at least one of the following Corporate Sponsorship Program priorities:
  - 4.2.1 Economic benefit:
    - a) Delivers significant economic benefit to the Liverpool LGA
    - b) Delivers benefit to tourism, hospitality and retail sectors through the attendance of regional, national, or international delegates at events
    - c) Provides a platform for research, trade, and/or investment opportunities
    - d) Attracts national or international attention to Liverpool as a place to reside, visit, work and/or invest
    - e) Creates employment opportunities within the Liverpool LGA
  - 4.2.2 Community, cultural, and social benefit:
    - a) Provides an innovative opportunity to meet community needs and promote Liverpool's cultural diversity and celebrate our City's uniqueness
    - b) Enhances Liverpool's profile and reputation as an outward looking, creative and connected city
    - c) Creates opportunities for education and information exchange between Council, the community and the sector
    - d) To support the organisation and activation of a charity event with the Liverpool LGA. Sponsorship funds are not eligible to be used for direct fundraising, including but not limited to the purchase of tickets or tables at a fundraising event

**LIVERPOOL CITY COUNCIL CORPORATE SPONSORSHIP (OUTGOING) POLICY**

- e) Attracts a major program to Liverpool that has South West-Sydney region, state or national significance

4.2.3 Environmental benefit:

- a) Enhances Liverpool's reputation as a sustainable city through leadership in waste and environment management

**5 EXPECTED PROGRAM OUTCOMES**

- 5.1 Sponsorship from this program can contribute to one or more of the following outcomes:
- a) Provide an opportunity for measurable economic, social, environmental and/or cultural benefits to Council and the Liverpool LGA
  - b) Provide opportunities for the community to participate and contribute in activities/events in the Liverpool LGA
  - c) Create a valuable strategic alliance for Council
  - d) Provide extensive coverage and promotional/publicity opportunities across a range of media outlets
  - e) Promote Council's reputation as a great place to live, visit, work, and invest

**6 PROGRAM TIMEFRAME**

- 6.1 Council will accept applications throughout the financial year as promoted on Council's website.
- 6.2 Applicants are required to submit their application at least three months prior to the event taking place.
- 6.3 Activities should take place within 12 months of successful sponsorship funding being received.

**7 PROGRAM ELIGIBILITY AND CONDITIONS**

- 7.1 To be eligible applicants:
- a) May be either a not-for-profit or for-profit organisation
  - b) Must be a registered business or incorporated association, and hold a current ABN
  - c) Must apply for corporate sponsorship towards an event or activity in the Liverpool LGA that attracts a significantly high level of attendance from the community and provides direct benefits for Liverpool based organisations and/ or Liverpool residents
  - d) Must have public liability insurance of at least \$10 million and maintain this during the agreed funding period
  - e) Must ensure that attendance and participation is free where corporate sponsorship is sought for a community event
  - f) Must be registered with the Australian Charities and Not-for-profits Commission if an application is for a local charity event
- 7.2 Funding will not be provided to:
- a) Projects or programs that duplicate existing Council services or programs
  - b) Projects or programs that directly contravene existing Council policy
  - c) Projects that do not address the identified directions of the Liverpool LGA as set out in Council's Community Strategic Plan or do not address or comply with clause 4.2
  - d) Government departments, political parties, groups or projects that are overtly political in nature

**LIVERPOOL CITY COUNCIL CORPORATE SPONSORSHIP (OUTGOING) POLICY**

- e) Charities for general donations including the purchase of tickets or fundraising tables at an event
- f) Cover general operational expenditure (e.g. administration, insurance), shortfalls in funding by government departments or completed/retrospective projects
- g) Projects that will rely on recurrent funding from Council
- h) More than one event within the Liverpool area in a two month period that celebrates or marks a specific occasion or activity
- i) Organisations whose activities are not aligned with the City's ethical framework (see 7.3)
- j) Previous recipients who have not fulfilled the conditions of a particular sponsorship
- k) Organisations that are not registered in Australia
- l) Activities or events that do not benefit the Liverpool LGA or its residents
- m) Projects where funding sought is retrospective in nature
- n) Underwrite events, programs or projects

**7.3 Ethics Framework**

Council will not support any applications that:

- a) Pollute land, air or water
- b) Destroy or waste non-recurring resources
- c) Promotes or encourages violence or hatred
- d) Market or promote products/services in a misleading or deceitful manner
- e) Produce, promote or distribute products/services likely to be harmful to the community
- f) Acquire land or commodities primarily for the purpose of speculative gain
- g) Create, encourage or perpetuate militarism or engage in the manufacture of armaments
- h) Entice people into financial over-commitment
- i) Exploit people through the payment of below award wages or poor working conditions
- j) Discriminate by way of race, religion, or gender
- k) Contribute to the inhibition of human rights generally

**8 CONFLICTS OF INTEREST**

Members of Council staff, and Councillors assessing and determining applications for sponsorship should identify and manage any potential conflicts of interest in accordance with Council's Code of Conduct and Ethical Governance: Conflicts of Interest Policy. In particular, members of Council staff and Councillors need to ensure that any affiliation between them and the applicant is appropriately managed when assessing and determining applications for sponsorship.

**9 CORPORATE SPONSORSHIP MANAGEMENT PROCESS****9.1 Applications**

- 9.1.1 All applicants must register to use Council's online grants management system, SmartyGrants, before submitting an application. All applications must be submitted online using the approved application form within the required timeframe. Incomplete applications, or applications submitted outside of this system will not be accepted.
- 9.1.2 Applications for events must show evidence that they have prior approval from Council's Events team prior to any sponsorship application being made. The events team can be contacted via 1300 362 170 or by emailing [events@liverpool.nsw.gov.au](mailto:events@liverpool.nsw.gov.au).

**9.2 Assessment and recommendations**

- 9.2.1 All corporate sponsorship applications received by Council are assessed by an assessment panel consisting of Council staff members.

**LIVERPOOL CITY COUNCIL CORPORATE SPONSORSHIP (OUTGOING) POLICY**

9.2.2 Applications recommended for sponsorship will be submitted to Council for endorsement in accordance with section 356 of the *Local Government Act 1993*.

9.2.3 Unsuccessful applicants are encouraged to seek feedback from Council staff on their application. The Corporate Sponsorship Program is highly competitive and Council will only support applications that will provide significant tangible benefits to Council and the community in accordance with this policy.

**9.3 Approval**

9.3.1 Only Council has authority to approve Corporate Sponsorship requests. No organisation or individual is to seek approval for corporate sponsorship funding prior to a Council resolution unless Council has resolved for the respective application to be placed in a standing sponsorship list.

9.3.2 Council's current standing sponsorship resolutions are:

Sponsorship Activity	Amount	Council Resolution
ANZAC Day Commemorative Service	\$5,500	27/02/2012
Police Officer of the Year	\$1,000	27/06/2011

9.3.3 Approval of corporate sponsorship does not imply that Council has given any other consent. Applicants should note that aspects of many festivals and events require approvals and consents from Council, NSW Police and other NSW Government agencies. For guidelines on applying to host an event in Liverpool, please visit [www.liverpool.nsw.gov.au/whats-on/events/event-organisers-information-kit-guidelines](http://www.liverpool.nsw.gov.au/whats-on/events/event-organisers-information-kit-guidelines)

**9.4 Sponsorship agreements**

All successful applicants are required to enter into a funding agreement before funds are released. The agreement needs to be finalised before the project can commence. Terms and conditions of the agreement must be clearly and transparently documented.

**9.5 Reporting**

All corporate sponsorship recipients are required to report on and acquit their project as detailed in their funding agreement. Reports are to be submitted using Council's online grants management system. Reports provide feedback on the success of the project in terms of the agreed outputs and outcomes, relevant data and any lessons learnt.

For charity events, Council will require proof of funds raised and provided to each charitable recipient to ensure consistency with the application and funding agreement.

**9.6 Evaluation and review**

9.6.1 This policy will be reviewed every two years. It will be evaluated to assess:

- a) Its effectiveness in enhancing Council's reputation and brand;
- b) The benefits to Council are commensurate with the level of sponsorship provided;
- c) Its eligibility and assessment criteria are consistent with Council's identified priorities and strategic directions;
- d) The manner in which Council manages its sponsorship arrangements are professional and the process for providing sponsorships is transparent and accountable; and

**LIVERPOOL CITY COUNCIL CORPORATE SPONSORSHIP (OUTGOING) POLICY**

- e) Conflicts of interest are identified and agreements terminated should a conflict of interest arise during the term of the agreement that cannot be resolved.

**10 ASSESSMENT CRITERIA**

The provision of corporate sponsorship is at the sole discretion of Council. Meeting Council's eligibility criteria does not guarantee corporate sponsorship, given that Council will need to prioritise sponsorship within its available budget. The following criteria will be used when considering sponsorship applications:

Demonstrated significant benefits to Council and the community
Range of media and publicity opportunities for Council including opportunity for exclusive naming rights
Uniqueness to the Liverpool area (i.e. City marketing benefits)
Event will be held in Liverpool LGA and/or provides benefits to the Liverpool community
Expected number of attendees at event
Intention to attract a large cross-section of the community (i.e. not just one particular community group)
Use of local resources (e.g. local businesses providing services, local venues)
Proportion of sponsorship sought relative to the event or program's budget
Opportunity for strategic partnership / alliance for Council

**AUTHORISED BY**

Council Resolution

**EFFECTIVE FROM**

31 May 2017

**DEPARTMENT**

Community Development and Planning

**REVIEW DATE**

Two years after the adoption of this policy

Version	Amended by	Changes made	Date	TRIM Number
1	Council	Not applicable	26 August 2002	117339.2007
2	Council	Complete review	28 August 2013	156923.2013
3	Council	Complete review	14 March 2016	094654.2015-005
4	Council	Complete review	31 May 2017	078043.2017

**THIS POLICY WAS DEVELOPED AFTER CONSULTATION WITH**

Corporate Services (Governance, Legal, and Procurement)  
Economic Development  
Community and Culture (Events)

**REFERENCES**

Auditor General NSW: Performance Audit on Grants Administration in NSW  
Australian Institute of Grants Management: Grant making Manifesto (2011)  
Liverpool City Council: Council's Community Strategic Plan  
Liverpool City Council: Code of Conduct Procedures  
Liverpool City Council: Social Justice Policy  
Liverpool City Council: Ethical Governance, Conflicts of Interest Policy  
Liverpool City Council: Grants and Donations Policy  
NSW Premier and Cabinet: Good Practice Guide to Grants Administration (2006)  
NSW Family and Community Services: Community Builders Program Guideline (2012)





## GRANTS AND DONATIONS POLICY

Adopted: 26 April 2017

TRIM: 133826.2017



**GRANTS AND DONATIONS POLICY****1. LEGISLATIVE REQUIREMENTS***Local Government Act 1993***2. PURPOSE/OBJECTIVES**

Council is committed to building strong and resilient communities within the Liverpool Local Government Area (LGA) and to maximising social wellbeing for all residents. One way of achieving these goals is to provide financial assistance in the form of grants, donations, and sponsorships to individuals and groups to develop leadership skills, increase participation in community life and address identified social issues.

**3. DEFINITIONS**

<b>Acquittal</b>	Reporting on the activities of a project as set out in the funding agreement. This could take the form of providing financial reports, written reports, evidence of activity performance and where funding was spent
<b>Auspice</b>	An agreement where an incorporated organisation agrees to apply for funding or resources on behalf of an applicant that is not incorporated. If the application is successful, the auspicing organisation then administers the resources on behalf of the applicant, and is legally responsible for ensuring that the terms of the agreement are met
<b>CEO</b>	Chief Executive Officer of Council
<b>Charity</b>	Listed on the Australian Charities and Not-for-profit Commission (ACNC) website as a registered charity
<b>Community Capacity Building</b>	Aims to strengthen communities through building the capacity of and providing opportunities for people to actively engage with their community. Community capacity building involves the provision of community activities that contribute to people developing their own capacity and resilience to maintain and build on their own resources and to manage future challenges
<b>Council</b>	Liverpool City Council
<b>Donation</b>	Financial support by Council to an individual, team or school
<b>Governance</b>	A clear process by which decisions can be made
<b>Grant</b>	Funding for a specified purpose directed at achieving goals and objectives consistent with government policy
<b>Incorporated Association</b>	A legal entity (organisation) that provides legal protection to its members in legal transactions
<b>Matched Contribution</b>	A financial or in-kind contribution made to match an equal financial or in-kind contribution up to a certain value. Refer to specific information on what Council accepts as in-kind contributions under each grant program in section 9
<b>Not for Profit</b>	An organisation that does not operate for the profit, personal gain or other benefit of particular people
<b>Reduction</b>	A proportion of the hire fee for community centres, buses, parks and sports fields approved to be deducted from the full applicable hire fee
<b>Young People</b>	Individuals aged between 12 and 24 years

**4. POLICY STATEMENT**

- 4.1 Council grants, donations and sponsorships are provided to individuals who reside in the LGA, or to community based groups, organisations and services that operate within the Liverpool LGA and/or for the benefit of Liverpool residents. Council provides nine means for the allocation of grants and donations. These are a combination of closed round programs, for which applications are accepted once or twice per year and open programs which can be applied for at any time of the year. These programs are:

1. Kick-Starter Grants
2. Quick Response Grants

**GRANTS AND DONATIONS POLICY**

- 3. Community Grants
- 4. Sustainable Environment Grants
- 5. Sporting Grants
- 6. Sporting Donations
- 7. Matching Grants
- 8. Community Facilities Fee Reductions
- 9. Disaster Relief Donations

**5. GRANT PRIORITIES**

5.1 Council seeks to enhance the use of public funds through effective and efficient grant processes. Clear grant program objectives are linked to the organisation's strategic goals, outlined in Council's Community Strategic Plan. Council's grants and sponsorship programs provide a coordinated and integrated approach to growing Liverpool socially, culturally, economically and environmentally.

5.2 Council may approve grants outside this policy as it deems fit, for example Council may provide occasional small gifts to organisations for civic functions or one-off events in accordance with relevant legislation.

**5.3 Grant making principles**

The key principles that inform grant making by Council are:

- a) Delivering Council's Community Strategic Plan  
All grants, donations, sponsorship and in-kind value support are aligned with Council's Community Strategic Plan, and other social, economic and environmental policies and plans.
- b) Partnerships and collaboration  
Develop and maintain partnerships between Council and the community to achieve Council's strategic directions based on mutual respect and transparency.
- c) Capacity building  
Support community groups and organisations to function positively, develop skills and increase community participation.
- d) Social inclusion  
Liverpool is a diverse community comprising people from 150 different countries where our distinct skills, characteristics and cultures are valued and used to build a healthy inclusive community. Our grant making process encourages direct resource to both emerging and specific needs of disadvantaged groups.
- e) Leveraging value  
Council seeks to leverage community expertise, capacity, networks and resources to provide the best suite of grants programs to meet the needs of and maximise positive outcomes for the community and business. Council supports projects that represent good value for the level of cash or in-kind support requested. Through effective and efficient grant management processes Council seeks to ensure costs for administration by the Council and grant applicants are minimised.
- f) Good governance  
Council is committed to demonstrating integrity, professionalism and transparency in our decision making and have strong governance structures in place to support this. Council will ensure that grant processes are transparent and fair. Applications are assessed objectively against the assessment criteria. All conflicts of interests are addressed and declared as part of this process.

**GRANTS AND DONATIONS POLICY**g) Reflection and learning

As part of Council's commitment to continuous improvement, Council will ensure there are evaluation mechanisms in place and opportunities for feedback on grant processes.

**6. GENERAL ELIGIBILITY AND EXCLUSIONS****6.1 General eligibility**

To be eligible for funding an applicant must:

- a) Acquit previous Council grants/donations and have no outstanding debts to Council;
- b) Be a resident of, or located in the Liverpool Local Government Area and/or principally providing services to the residents of Liverpool; and
- c) Include all required supporting documentation with their application.

**6.2 Applications that are ineligible for funding are:**

- a) Projects that duplicate existing Council services or programs
- b) Projects that directly contravene existing Council policy
- c) Projects that do not meet the identified priority needs of the Liverpool LGA as set out in Council's Community Strategic Plan
- d) From government departments, commercial/profit-making enterprises or political parties
- e) From charities for general donations (however, Council may provide grants to specific projects run by charities where they meet the criteria)
- f) For general fundraising activities, general operational expenditure (e.g. administration, insurance, office equipment), shortfalls in funding by government departments or completed/retrospective projects
- g) Projects that will rely on recurrent funding from Council
- h) Identical projects that have previously been funded by Council

**6.3 Further conditions**

Council will not:

- a) Provide in-house design, printing and distribution services (organisations may apply for funding to undertake these activities themselves)
- b) Provide cleansing and waste services for events (organisations may apply for cash funding to undertake these activities themselves)
- c) Support overtly political activities or activities that could be perceived as benefiting a political party or political campaign
- d) Support overtly religious activities that could be perceived as divisive within the community

For specific eligibility requirements and exclusions for each program, please refer to Section 9 of this policy.

**6.4 Ethics framework**

Council will not support any activities or entities that:

- a) Pollute land, air or water
- b) Destroy or waste non-recurring resources
- c) Market or promote products/services in a misleading or deceitful manner
- d) Produce, promote or distribute products/services likely to be harmful to the community
- e) Acquire land or commodities primarily for the purpose of speculative gain
- f) Create, encourage, or perpetuate militarism or engage in the manufacture of armaments
- g) Entice people into financial over-commitment

**GRANTS AND DONATIONS POLICY**

- h) Exploit people through the payment of below award wages or poor working conditions
- i) Discriminate by way of race, religion, or sex in employment, marketing or advertising practices
- j) Contribute to the inhibition of human rights generally

**6.5 CONFLICTS OF INTEREST**

- 6.5.1 Council staff or Councillors assessing and determining applications for grants and donations should identify and manage any potential conflicts of interest in accordance with Council's Code of Conduct and Ethical Governance: Conflicts of Interest Policy.
- 6.5.2 In particular, members of Council staff and Councillors need to ensure that any affiliation between them and the applicant is appropriately managed when assessing and determining applications for grants and donations.

**7. GRANTS AND DONATIONS MANAGEMENT PROCESS****7.1 Applications**

All applicants must register to use the approved online grants management system before submitting an application. All grant and donation applications must be submitted using the approved online application form on Council's online grants management system. Council will not accept any hard copy or emailed submissions or any submissions after any applicable closing date or time.

**7.2 Assessment and recommendations**

- 7.2.1 All grant and donation applications received by Council will be assessed by an internal working group, comprising of Council staff members or independent assessors as required. Sporting Grants and Donations will be sent to the Sports Committee for review.

Recommendations for funding of \$1,000 or less may be approved by the CEO or their delegate, provided the financial assistance is in accordance with sections 356(3), 377(1A), and 378 of the *Local Government Act 1993*. Council will be notified of funded projects by a report to Council as soon as appropriately possible.

Recommendations for funding over \$1,000 will be made to Council for endorsement in accordance with Section 356 of the *Local Government Act 1993*.

- 7.2.2 For grants programs that are open, recommendations will be made on a quarterly basis. For grants programs with specific funding rounds, recommendations will be made within three months of the closing date.
- 7.2.3 Unsuccessful applicants are encouraged to seek feedback from relevant Council staff on their application. Some grant programs are highly competitive and even though an application may meet the program criteria it may not be competitive against other applications.

**7.3 Approval**

- 7.3.1 The elected Council has authority to approve grants or other financial assistance. In some circumstances, specific delegation for this purpose is given to the CEO. The reduction of fees or charges will be reviewed in accordance with categories set out in this policy and the Statement of Revenue Policy



**GRANTS AND DONATIONS POLICY**

- 7.3.2 Approval of a grant or donation does not imply that Council has given any other consent. Applicants should note that events or any capital works (infrastructure) require approvals and consents from Council, NSW Police and other state government agencies.

**7.4 Funding agreements**

All successful applicants are required to enter into a funding agreement before funds are released and before a project can commence. The agreement is negotiated with the grantee and details may include, but are not limited to:

- a) The description of the project/activity for which funding is being provided;
- b) The amount of funding to be received and details of any value-in-kind support;
- c) Specific performance criteria for each project – these should be provided when applying and can be negotiated when finalising the agreement;
- d) A payment schedule; and
- e) The deadline for submission of the project acquittal.

**7.5 Applicant financial or in-kind contribution**

Council values and recognises the importance of an applicant's financial and in-kind contributions. Applicants that demonstrate a commitment to the project through either financial or volunteer support are considered favourably. Such contributions could include:

- a) In-kind contributions such as donated supplies, materials or services
- b) Volunteering time such as labour, set up and pack down, and meeting time to identify, plan and implement projects
- c) Direct cash input to the project through donations or income generated
- d) Funds raised through crowd funding platforms

**7.6 Reporting**

All grant recipients are required to report on and acquit their project as detailed in their funding agreement. Reports are to be submitted using the approved online grants management system. Reports provide feedback on the success of the project in terms of the agreed outputs and outcomes, relevant data, and any lessons learnt. Grant recipients are required to submit detailed financial reports and may be requested to provide further documentation and evidence of expenditure. Council may audit grant recipients at any time.

**7.7 Evaluation and review**

This policy will be reviewed every two years. It will be evaluated to assess:

- a) The cost effectiveness of implementing and managing the grants programs;
- b) The sustainability of resources to manage the grants programs;
- c) Mechanisms to collect feedback from applicants on program improvements;
- d) Grants programs and their eligibility and assessment criteria is consistent with Council's identified priorities and strategic directions;
- e) The manner in which Council manages its funding arrangements are professional and the process for providing grants and donations is transparent and accountable; and
- f) Conflicts of interest are identified and agreements terminated should a conflict of interest arise during the term of the agreement that cannot be resolved.

## GRANTS AND DONATIONS POLICY

### 8. INFORMATION AND CONTACT DETAILS

#### 8.1 Information

- 8.1.1 Information about Council's grants and donations programs will be made available on the Council's website at [www.liverpool.nsw.gov.au](http://www.liverpool.nsw.gov.au)
- 8.1.2 Information on the grants and donations programs will be promoted on the Council website, local newspapers, on social media, through schools and community networks and email groups.
- 8.1.3 Information sessions and workshops will be held as required to raise awareness of the grants and donations programs and to assist potential applicants with the application process and transitioning to the online grants management system.
- 8.1.4 Further information about any of Council's grants and donations programs may be obtained by emailing [grants@liverpool.nsw.gov.au](mailto:grants@liverpool.nsw.gov.au) or phoning 1300 362 170.

## GRANTS AND DONATIONS POLICY

## 8.2 Grants and donations programs funding and frequency

Program	Funding available	Frequency
<b>Kick-Starter Grant</b>	Up to \$500	Open all year
<b>Quick Response Grants</b>	Up to \$1,000	Open all year
<b>Community Grants</b>	Up to \$5,000	Two rounds per financial year
<b>Sustainable Environment Grants</b>	Up to \$5,000	One round per financial year
<b>Sporting Donations</b>	Competitor only \$100 for regional representation or for Coach/Referee/Umpire/Official representation (at a regional, state or national event more than 100km from Liverpool) \$200 for state representation \$300 for Australian national representation at an event within New South Wales, Australian Capital Territory, Queensland and Victoria \$400 for Australian national representation at an event within Tasmania, South Australia, Northern Territory and Western Australia \$500 for Australian national representation at an overseas event or for team representation	Open all year
<b>Sporting Grants</b>	Up to \$5,000 per Junior Sporting Club (clubs catering for members under 16 years old) Up to \$5,000 for Junior Disability Sports	One round per financial year
<b>Matching Grants</b>	Matched funding up to \$15,000	Two rounds per financial year
<b>Community Facilities Fee Reduction</b>	One-off (casual) applications for reduced rate of hire for Council community facilities in accordance with Council's Statement of Revenue Policy	Open all year
	Two year permanent or three year licencing applications for reduced rate of hire for Council community facilities in accordance with Council's Statement of Revenue Policy	Two rounds per financial year
<b>Disaster Relief Donations</b>	Up to \$5,000 for national and international events including disasters and wars	By Council resolution
<b>ClubGRANTS scheme</b>	Council administers this in Liverpool on behalf of participating local clubs. <i>Refer to ClubsNSW's Application Guide for ClubGRANTS.</i>	

**GRANTS AND DONATIONS POLICY****9 GRANTS AND DONATIONS PROGRAMS****9.1 Kick-Starter Grants****9.1.1 Overview**

This program supports individuals or unincorporated community groups to establish a social enterprise aimed at addressing strategic priorities in Council's Community Strategic Plan or a project/event which promotes social inclusion and increased community participation.

**9.1.2 Funding priorities and expected outcomes**

The Kick-Starter Grants program will support the development of social enterprise projects or small scale community initiatives that:

- a) Improve connections and social networks within the community
- b) Increase participation in community activities, including by those experiencing social disadvantage
- c) Facilitate access to education, training, or employment opportunities
- d) Improve collaboration and coordination of community support and services
- e) Improve social and physical wellbeing through a prevention and early intervention approach

**9.1.3 Available funding**

Applications can be made for funding of up to \$500 per financial year.

**9.1.4 Program timeframe**

This program accepts applications all year. Grants must be spent within 12 months of receiving them.

**9.1.5 Conditions for program eligibility**

To be eligible for funding through the Kick-Starter Program applicants must:

- a) Be an individual resident or unincorporated community group based within the Liverpool LGA;
- b) Be 100% volunteer run; and
- c) Must work closely with Council's Community Development Worker to deliver the project or initiative.

**9.1.6 Assessment criteria**

To be considered for a grant, applicants should clearly describe the proposed project and how it will meet the following criteria:

Evidence provided to support the need for the project, including addressing at least one of the strategic directions in Council's Community Strategic Plan
The anticipated number of individuals that will benefit from the proposed project
Timeframe and budget are realistic and align with project objectives
Evidence of collaboration and partnership to maximise the use of existing community resources and to avoid duplication
Evidence that project strategies are innovative or practical to meeting the project need
Appropriate project evaluation method
Sustainability of project after funding ceases

**GRANTS AND DONATIONS POLICY****9.2 Quick Response Grants****9.2.1 Overview**

This program supports a range of small-scale initiatives for local residents and organisations. This program is for community groups who may not have experience with grants programs. It aims to provide more intensive support and build the capacity of less established groups to familiarise themselves with grants programs and Council processes. Applicants are eligible to receive one grant per year.

**9.2.2 Funding priorities**

The Quick Response Grants program will support:

- a) Seed funding for strategic priorities in Council's policies and action plans
- b) Donations to young people to participate in events and experiences in the academic, cultural or environmental fields for the purposes of developing leadership skills and encouraging active community participation
- c) Essential emergency support for community, cultural or sustainability projects – strictly for situations that could not be foreseen
- d) Donations to schools to be given as a prize to a student who has excelled in citizenship, academic studies, artistic endeavours or sporting proficiency

**9.2.3 Expected program outcomes**

Initiatives and projects can contribute to one or more of the following outcomes:

- a) Increased engagement of individuals and teams in academic, cultural, and environmental fields
- b) Improved relative equality, resilience and adaptive capacity of Liverpool's diverse communities
- c) Enhanced positive social, cultural, or sustainability outcomes for local communities related to Council's strategic priorities

**9.2.4 Available funding**

Applications can be made for funding of up to \$1,000, once per financial year with the exception of the following:

- Donations to young people are limited to:
  - \$100 for regional level activities (taking place within NSW);
  - \$200 for national level activities (taking place within Australia other than in NSW); and
  - \$500 for international level activities (taking place outside Australia).
- Donations to schools are limited to \$100 per year per school

**9.2.5 Program timeframe**

This program accepts applications all year. Grants must be spent within 12 months of receiving them.

**9.2.6 Conditions for program eligibility**

To be eligible for funding through the Quick Response Grants Program applicants must:

- a) Be incorporated or auspiced, a non-profit community service organisation, or group providing programs/services to the residents of Liverpool;
- b) Be 100% volunteer run; and
- c) Supply a copy of most recent annual report and/or financial statements.

For the donations to individuals, information must be provided on costs associated with conferences or events which foster local community leadership and participation.



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For grants towards community events, Council's support must be acknowledged on all promotional material. The Council logo should be used with the text "proudly supported by Liverpool City Council". All promotional material must be approved by Council prior to publication. Council also reserves the right to receive the following:

- a) Joint media release opportunities
- b) Opportunity for Mayor to speak at the event or occasion
- c) Space at event (table or marquee stall)
- d) Tickets to attend the event or occasion

9.2.7 Further conditions

- a) Applicants are encouraged to seek alternative funding sources for subsequent periods. Multi-year agreements will not be supported. The Quick Response Grants program will not be considered as a recurrent funding source
- b) For annual events, separate applications should be made each year. Applications must demonstrate how the event is enhanced from previous events

For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

9.2.8 Assessment criteria

To be considered for a grant, applicants should clearly describe the proposed project and how it will meet the following criteria:

Evidence that the organisation has capacity to deliver the project
Evidence provided to support the need for the project, including addressing at least one of the strategic directions in Council's Community Strategic Plan
The anticipated number of individuals that will participate in and benefit from the proposed project
Timeframe and budget are realistic and align with project objectives
Evidence of collaboration and partnership to maximise the use of existing community resources and to avoid duplication
Evidence that project strategies are innovative or practical to meeting the project need
Appropriate project evaluation method
Sustainability of project after funding ceases

**GRANTS AND DONATIONS POLICY****9.3 Community Grants Program****9.3.1 Overview**

This program provides financial assistance to community groups, organisations and services for projects that foster partnerships and collaboration, build capacity, promote social inclusion and increase community participation. The program assists in developing pilot or trialling innovative services or programs that address the needs of residents, workers and visitors.

**9.3.2 Funding priorities**

The Community Grants program will support projects that:

- a) Improve connections and build social networks within the community
- b) Increase participation of people in community activities and programs, including members of the community who are experiencing social disadvantage
- c) Facilitate access to education, training and employment opportunities
- d) Improve opportunities for people to build confidence and develop their skills
- e) Facilitate inclusion and equitable access to facilities, services, open spaces and activities
- f) Improve collaboration and coordination of community support and services
- g) Improve social and physical wellbeing through a prevention and early intervention approach
- h) Strengthen governance and accountability in community organisations

**9.3.3 Expected program outcomes**

Initiatives and projects can contribute to one or more of the following outcomes:

- a) Increased involvement and engagement by communities in social activities
- b) Increased number of people feeling a strong sense of social wellbeing
- c) Strengthened maintenance, management or improvement of physical and mental health and wellbeing
- d) Improved access to information and development of new skills
- e) Increased numbers of people undertaking educational courses and gaining sustainable employment
- f) Reduced financial hardship and social disadvantage, including food insecurity and homelessness

**9.3.4 Available funding**

Applications can be made for funding of up to \$5,000 per year. Applicants are eligible to receive one grant per financial year. High priority areas for funding will be identified by Council for each funding round.

**9.3.5 Program timeframe**

This grants program has two funding rounds per year. Round dates will be advised on Council's website. Grants must be spent within 12 months of receiving them.

**9.3.6 Program eligibility and exclusions**

To be eligible for funding through the Community Grants Program applicants must:

- a) Be incorporated or auspiced, a non-profit community service organisation, or group providing programs/services to the residents of Liverpool;
- b) Have public liability insurance of at least \$10 million; and
- c) Supply a copy of most recent annual report and/or financial statements.

For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Conditions.

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- 9.3.7 For grants towards community events, Council must be acknowledged on all promotional material. The Council logo should be used with the text "proudly supported by Liverpool City Council". All promotional materials must be approved by Council prior to publication. Additionally, Council reserves the right to receive the following:

- a) Joint media release opportunities
- b) Opportunity for Mayor to speak at the event or occasion
- c) Space at event (table or marquee stall)
- d) Tickets to attend the event / occasion

9.3.8 Assessment criteria

To be considered for a grant, applicants should clearly describe the proposed project and how it will meet the following criteria:

Evidence that the organisation has capacity to deliver the project
Evidence provided to support the need for the project, including addressing at least one of the strategic directions in Council's Community Strategic Plan
The anticipated number of individuals that will participate in and benefit from the proposed project
Timeframe and budget are realistic and align with project objectives
Evidence of collaboration and partnership to maximise the use of existing community resources and to avoid duplication
Evidence that project strategies are innovative or practical to meeting the project need
Appropriate project evaluation method
Sustainability of project after funding ceases

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**9.4 Sustainable Environment Grants****9.4.1 Overview**

The Sustainable Environment Grants program provides financial assistance to support schools and community groups to play an active role in reducing their impact on the environment and implementing environmentally sustainable actions.

**9.4.2 Funding priorities**

Funding will support community initiatives that address environmental issues such as:

- a) **Waste minimisation or recycling** – including reuse, recycling, litter, composting and worm farming, waste education projects
- b) **Sustainable water use** – including water reuse and stormwater harvesting projects, installation of rainwater tanks, sustainable water use education programs
- c) **Natural Environment** – including improving local biodiversity, establishment of native gardens for the purpose of habitat creation and protection, and natural environment education programs. Sustainable grounds maintenance including planting, revegetation, propagation and weed control activities on local reserves, schools or on other land used by the community (Please note: Any work on land not owned by the applicant will require approval from the landowner)
- d) **Sustainable gardening** – including establishment of vegetable and/or kitchen gardens, native gardens, indigenous gardens or community gardens

**9.4.3 Expected program outcomes**

Grants from this program can contribute to one or more of the following outcomes:

- a) Enable schools and community groups to promote more efficient resource use and improve the quality of the local environment
- b) Engage and encourage community members to take initiative in improving their behaviours for a more sustainable future
- c) Encourage schools and community groups to identify and implement programs that protect and enhance Liverpool's unique natural environment
- d) Improve the health of vegetation, water quality and healthy ecosystems contributing to cleaner waterways, air and healthier native vegetation
- e) Promote ongoing learning and raise awareness in the community about environmentally sustainable practices including actively participating in Council's environmental programs and activities

**9.4.4 Available funding**

Applications can be made for funding of up to \$5,000 per year per school or community group.

Council values and recognises the importance of applicant financial and in-kind contributions. Applicants that demonstrate a commitment to the project through either financial or volunteer support are considered favourably. Such contributions could include:

- a) In-kind contributions such as donated supplies, materials or services
- b) Volunteering time such as labour, set up and pack down, and meeting time to identify, plan and implement projects
- c) Direct cash input to the project through donations or income generated

**9.4.5 Program timeframe**

This program accepts applications once per year. Grants must be spent within 12 months of receiving them.

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### 9.4.6 Program eligibility and exclusions

To be eligible for the Sustainable Environment Grants program applicants must have not received funding under this or another program for the same project (separate and additional stages of a previous project are eligible), and:

- a) Be a registered NSW school, not-for profit pre-school or child care centre; or
- b) An incorporated, non-profit, community service, welfare or charitable organisation or group providing programs or services to the residents of Liverpool; or
- c) Community group auspiced by an incorporated organisation.

Applications will not be accepted for:

- a) For profit organisations
- b) Overall project coordination (including salaries)
- c) Capital works for major infrastructure or construction of buildings

For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

### 9.4.7 Assessment criteria

To be considered for a grant, applicants should clearly describe the proposed project and how it will meet the following criteria:

Demonstrate the capacity to deliver the project or activity
Evidence provided to support the need for the project, including addressing at least one of the strategic directions in Council's Community Strategic Plan
Demonstrate tangible and measurable environmental outcomes
The anticipated number of individuals that will participate in and benefit from the proposed project
Demonstrate measurable student learning and/or increase teacher capacity to deliver environmental education
Value for money



**GRANTS AND DONATIONS POLICY****9.5 Sporting Donations****9.5.1 Overview**

This program enables Council to provide small amounts of funding to assist community members in their efforts to achieve excellence in sport at a regional, state or national representative level. Individuals and teams based in the Liverpool LGA are eligible to apply for donations towards the cost of participating in representative sporting events for which they have qualified.

**9.5.2 Funding priorities**

Small donations are made to individuals or teams based in Liverpool to assist with participation in regional, state or national representative sporting events. Donations are based on the level of representation achieved and where events will be held. Participation at school sport events is also eligible for consideration.

**9.5.3 Expected program outcomes**

Donations from this program can contribute to one or more of the following outcomes:

- a) Increased engagement of individuals and teams participating in representative sporting events
- b) Improved accessibility to participation in representative sporting events
- c) Improved confidence and capacity of local individuals and teams by acknowledging and supporting participation at a representative level
- d) Enhanced positive social outcomes and opportunities for local communities

**9.5.4 Available funding**

Donations are available for the following amounts:

- a) \$100 for regional representation (competitor only), or for Coach/Referee/Umpire/Official representation at a regional, state or national event more than 100km from Liverpool
- b) \$200 for State representation (competitor only)
- c) \$300 for Australian national representation at an event within New South Wales, Australian Capital Territory, Queensland and Victoria (competitor only)
- d) \$400 for Australian National representation at an event within Tasmania, South Australia, Northern Territory and Western Australia (competitor only)
- e) \$500 for Australian national representation at an overseas event (competitor only)
- f) \$500 for team representation

**9.5.5 Program timeframe**

This program accepts applications all year and applicants are required to submit their application prior to the event taking place. Activities must take place within 12 months from when the application was submitted. Information must be provided on the costs associated with participating in the representative events.

**9.5.6 Program eligibility and exclusions**

To be eligible for funding through the Sporting Donations Program the following criteria applies:

- a) Individual applicants must be a resident of the Liverpool LGA;
- b) Applicants must provide proof of selection for the event;
- c) Applications from students at state, private or independent schools or for participation at school sport events, are eligible for consideration;
- d) Team applications – must have a minimum of 75% of the team residing in the Liverpool LGA, club must be based in the Liverpool LGA, and a maximum of three teams per club can be funded in a financial year

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For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

**9.5.7 Assessment criteria**

To be considered for a grant, applicants should meet the following criteria:

Evidence the individual/team qualified for a representative sporting event
Information provided on costs associated with participating in the representative event
Evidence that the individual or 75% of the team resides in the Liverpool LGA

**9.6 Sporting Grants****9.6.1 Overview**

This program offers funding to sporting clubs and junior disability sporting clubs to assist with the development of young people and encourage participation of the broader community in local sporting and recreational activities. Grants can also be used towards the purchase or maintenance of sporting equipment.

**9.6.2 Funding priorities**

Funding will support applications by recreation and sporting organisations/clubs under one of six categories:

- a) **Sports development** – Coaching clinics, sports camps, or training/development
- b) **Ground development** – Minor capital improvements
- c) **Maintenance Equipment** – Line marking equipment or ground maintenance equipment (equipment must remain the property of the club to be eligible)
- d) **Sporting Equipment** – Kits, bags, first aid supplies, safety equipment (equipment must remain the property of the club to be eligible)
- e) **Education** – First aid training, coaching programs or safe play
- f) **Club diversity** – Introduction of additional sports or expansion of club to encourage greater community involvement

**9.6.3 Expected program outcomes**

Donations from this program can contribute to one or more of the following outcomes:

- a) Increased opportunities for participation of the broader community in sporting and recreational activities
- b) Improved condition and functionality of sporting equipment
- c) Enhanced awareness of emerging trends in sports development and demonstrated best practice
- d) Strengthened maintenance, management or improvement of physical and mental health and wellbeing by improving opportunities for physical activity

**9.6.4 Available funding**

Grants of up to \$5,000 per sporting club are available. Clubs may submit applications for more than one project. Within the funding pool, \$5,000 is reserved to fund applications that support participants with a disability.

**9.6.5 Program timeframe**

This program accepts applications once per year. Grants must be spent within 12 months of receiving them.

**9.6.6 Program eligibility and exclusions**

To be eligible for the Sporting Grants Program applicants must:

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- a) Be incorporated or auspiced, a non-profit recreation or sporting organisation/club in the Liverpool LGA and provide activities for Liverpool residents;
- b) Have public liability insurance of up to \$10 million;
- c) Supply a copy of most recent annual report and/or financial statements; and
- d) Have not received funds from the Sporting Grants program in the previous year.

For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

### 9.6.7 Assessment criteria

An independent panel consisting of members from the Liverpool Sports Committee will assess applications based on set criteria. To be considered for a grant, applicants should clearly describe the proposed project and how it will meet the following criteria:

Application received prior to the closing date
Proof of costs provided
Grant able to be spent within 12 months
Applications signed by Club Office bearers
Project meets Council's construction and safety standards
Demonstrate improvements to the delivery of junior sport in Liverpool
Demonstrate meeting an identified community need including access opportunities for specific special needs groups or individuals
Timeframe and budget are realistic and align with project objectives
Contribution from club (financial or in-kind)
Demonstrate benefit to the broader community
Proposed project evaluation method including sustainability of project

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### 9.7 Matching Grants

#### 9.7.1 Overview

This program is designed to provide financial support to projects and activities that build or strengthen communities within Liverpool. These projects will focus on supporting the development and implementation of community capacity building activities, maintaining and conserving the community's assets, and provide opportunities for a broader cross section of the community to be involved in community and recreational activities. Applicants are first required to contact the Grants team to discuss their project prior to submitting an application.

#### 9.7.2 Funding priorities

Funding will support projects that address one of the following categories:

<b>Arts</b>	Projects that contribute community art to a neighbourhood, or works to increase the participation of residents within art based programs/projects
<b>Social/community capacity building</b>	Projects that bring residents together and enhance participation in the community, including those who are experiencing social disadvantage, or that provide benefits to address an identified community need. This could be in the form of a community event or community-based capacity building project. Please note that social projects will only be funded as one off projects unless it can be demonstrated that the event/project is built upon/different to what was previously funded
<b>Youth engagement</b>	Projects that focus on increasing the ability of young people to obtain skills and qualifications, or increase their active participation within the community
<b>Accessibility</b>	Projects that enhance and improve access options for the community, either through education, transport, disability access or connectivity
<b>Infrastructure</b>	Projects that aim to upgrade, develop or improve community infrastructure such as community centres, amenities buildings or other sporting infrastructure. Please note these projects cannot fund the improvement of privately owned facilities
<b>Environmental</b>	Projects that address environmental issues and concerns or contribute to environmental education and awareness
<b>Community safety/public space activation</b>	Projects that address community safety and security issues such as activities that activate or diversify the night time economy including pop up entertainment and night time performances in public spaces. These projects can also include addressing perceptions of community safety
<b>Sports development</b>	Projects that contribute to the development of sporting groups or are designed to enhance participation in sporting and recreational activities

#### 9.7.3 Expected program outcomes

Grants from this program can contribute to one or more of the following outcomes:

- a) Newly formed social connections and partnerships within communities, or reinforcement of those that already exist
- b) Increased participation in community activities and organisations by improving collaboration and coordination of community support and services
- c) Strengthened opportunities for community members and others to build personal creativity and self-expression
- d) Increased opportunities for community members to acquire or develop new skills and/or employment
- e) Create, renew or revitalise places and spaces within the community

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- f) Strengthened community members' feelings of safety and sense of belonging within public spaces
- g) Improved condition and accessibility of community infrastructure

**9.7.4 Available funding**

The matching grants program recognises community contribution towards a project and can offer up to \$15,000 support to match this contribution. The program supports projects that involve genuine community participation. By 'matching' what the community contributes, Council is building a sense of community and strengthening partnerships as people work together on the project. Contributions from the community or Council can be made in cash or value-in-kind. Recognised in-kind community contributions include:

- a) In-kind contributions such as design services, professional services, trade services (such as plumbing), provision of trucks and plant, concreting and painting, donated supplies, materials or venues
- b) Volunteer time such as labour, set up and pack down, and meeting time to identify, plan and implement projects. The rate of volunteer time is calculated as \$20 per hour. For professional or contracted services the rate is \$75 per hour
- c) Direct cash input to the project through donations or income generated
- d) Funds raised through crowd funding platforms. Applicants will have three months to raise the funds after receiving the notice of grant approval. A funding agreement will only be finalised after the funds have been raised. If the funds are not raised within three months, Council will reallocate funds to the respective grants and donations program budgets

Any in-kind contributions will need to meet Council's Work, Health, and Safety and insurance requirements as well as any relevant legislative requirements such as the Building Code of Australia and Building Sustainability Index. The value of in-kind contributions should be verified by an independent quote, and where the value is in question, Council's assessment of the value of in-kind contributions will take precedence in the assessment of the matching grant given. The costs of Council and other approvals required by government agencies/authorities must also be considered when applying under this grants program. Please note that Development Application costs can be included in the application.

**9.7.5 Program timeframe**

This program accepts applications twice per year. Grants must be spent within 12 months of receiving them.

**9.7.6 Program eligibility and conditions**

To be eligible for the Matching Grants program applicants must:

1. Be incorporated or auspiced, non-profit organisation in the Liverpool LGA and provide activities for Liverpool residents;
  2. Have public liability insurance of \$20 million (\$10 million for sporting clubs); and
  3. Supply a copy of most recent annual report and/or financial statements.
- a) Organisations are only eligible to receive funding through this program once each financial year
  - b) Organisations who have received funds under this program in the previous financial year will be given lower priority
  - c) Organisations need to have acquitted previous grants under this program
  - d) Council reserves the right to defer consideration of a Matching Grant application where planning, leasing or ownership, statutory approvals, or appropriate development issues are raised by a project



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- e) Recipients of successfully funded projects will be expected to work with Council staff to deliver the project

For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

**9.7.7 Assessment criteria**

Matched contribution (financial or in-kind)
Consulted with Council staff prior to submitting application
Project is considered an appropriate development on the proposed site
Project meets Council's construction and safety standards
Evidence that the organisation has capacity to deliver the project
Evidence provided to support the need for the project, including the degree to which the project addresses at least one of the strategic directions in Council's Community Strategic Plan, Community Strategic Plan
The anticipated number of individuals that will participate in and benefit from the proposed project
Timeframe and budget are realistic and align with project objectives
Evidence of collaboration and partnership to maximise the use of existing community resources and to avoid duplication
Proposed project evaluation method including sustainability of project

**GRANTS AND DONATIONS POLICY****9.8 Community Facilities Fee Reduction Program****9.8.1 Overview**

Council owns a number of facilities available for hire including community centres, meeting rooms, event/function venues, parks, sports fields, and buses. To make these facilities as accessible to as many members of the community as possible the Community Facilities Fee Reduction Program provides assistance to community groups and organisations delivering community support services, events, meetings and community gatherings by reducing the hiring costs of Council's facilities.

**9.8.2 Funding priorities**

This grants program will support organisations and individuals that:

- a) Facilitate inclusive support services to the community
- b) Can demonstrate they are meeting an identified community need as set out in Council's Community Strategic Plan and/or other relevant policies
- c) Meets the General Priorities and General Eligibility requirements as listed in this policy
- d) Are hiring Council's community centres, buses, meeting rooms, event/function venues, parks, and sports fields only

**9.8.3 Expected program outcomes**

Initiatives and projects can contribute to one or more of the following outcomes:

- a) Increased numbers of organisations providing programs, events and activities that contribute to community capacity building, social wellbeing, reduced isolation and increased participation in community activities
- b) Increased services and initiatives provided by community and cultural organisations to residents, workers and visitors that contribute to the social, cultural, economic and environmental health of the Liverpool LGA
- c) Enhanced financial sustainability for local organisations with limited funding sources providing support services to the community

**9.8.4 Available funding**

Applications can be made for reductions of up to \$7,000 in one of the two categories below:

- 1) Up to 50% reduction of the applicable fee (first application only) for applicants receiving ongoing funding from state or federal government, sponsors or membership/attendance fees. *Note: Any subsequent applications will be eligible to receive a 25% reduction of the applicable fee; or*
- 2) Up to 20% reduction of the applicable fee for applicants that do not receive ongoing funding from state or federal government, sponsors or membership/ attendance fees

Fee reductions of up to 100% may be granted occasionally to funded/non-funded, not-for-profit organisations, community groups or individuals where Council considers the project or activity to be a high priority for the community. This will be determined on an individual basis and will take into account other eligibility requirements, the nature of the project, program, event or activity, and the benefits to the local community.

All reduced rates are based on the published rate of hire set out in the Statement of Revenue Policy available on Council's website. Council has the discretion to provide a further reduction of the applicable fee to applicants where Council considers the project or activity to be a high priority and benefits the broader community.

All approved applications granted a fee reduction will be liable to pay costs associated with their bookings such as bonds, key deposits and security call outs.

**GRANTS AND DONATIONS POLICY****9.8.5 Program timeframe**

<b>Casual Bookings</b>	For one-off bookings such as functions or events. Applications accepted all year, applicants must allow 4 to 6 weeks prior to the function date for fee reductions of \$2,000 or less in value
<b>Permanent Hirers and Licensed Tenants</b>	2 year Permanent Hirers or 3 year Licence Tenants who have entered into an agreement with Liverpool City Council. Applications must be made 6 to 8 weeks prior to agreed commencement date

**9.8.6 Program eligibility and conditions**

To be eligible for the Community Facilities Fee Reduction program applicants must be:

- Based in Liverpool and/or servicing the local government area;
- Incorporated and not-for-profit or auspiced by an incorporated organisation and not for profit organisation; and
- A non-funded community group or a registered charity or a local resident 18 years or older who is a permanent resident of Australia.

Applications will not be accepted for fee waivers for:

- Regular sporting activities carried out by sporting clubs or associations
- Religious services or activities
- Commercial, sole traders, and profit making organisations
- Fundraising events, however, they may be supported if they are considered of a high priority for the community. This will be determined on an individual basis and will take into account other eligibility requirements, the nature of the project, program, event or activity, and the benefits to the local community
- Political parties
- Schools and tertiary institutions
- State or Federal government agencies and departments, excluding applications from NSW Police or Fire & Rescue NSW for emergency situations
- Retrospective applications including any application for a refund of any fee or charge
- To recover cost of utilities and services not limited to electricity, water, gas, waste and cleaning

Approval to waive Council fees does not imply Council's endorsement of the applicant's event or project or the applicant's philosophy or objectives. For more information on eligibility and exclusions please refer to Clause 6: General Eligibility and Exclusions.

**9.8.7 Assessment criteria**

To be considered for a fee reduction, applicants should clearly describe the proposed project and how it will meet the following criteria:

Provide evidence of current Public Liability Insurance, Certificate of Incorporation, not-for-profit, non-funded charity incorporation and authentication of organisation
Facility is available and has been booked prior to submission of fee reduction application
Application received within program timeframe
Demonstrate the capacity to deliver the project or activity
Evidence provided to support the need for the project, including addressing at least one of the strategic directions in Council's Community Strategic Plan
The anticipated number of individuals that will participate in and benefit from the proposed project
Demonstrate Program/Project benefit to the broader community
Evidence of financial hardship
Evidence of collaborations and partnership to maximise the use of existing community resources and to avoid duplication

**GRANTS AND DONATIONS POLICY****9.9 Disaster Relief Donations Program****9.9.1 Overview**

Council may determine to provide financial or in-kind donations to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas. Council can play a role in supplementing assistance provided by the Australian and NSW Governments. A financial or in-kind contribution from Council increases the total overall aid effort and also sends a very important message of solidarity and goodwill from the City of Liverpool to those affected.

**9.9.2 Funding priorities**

Funding will support:

- a) Donations for relief in disaster stricken areas, locally, nationally and internationally
- b) Disasters/crises that have a direct impact on our immediate region and community
- c) Donations made to community groups that have cultural connections with the affected areas and have capacity to provide direct relief to the disaster stricken areas. Donations to individuals will not be provided
- d) Financial donations for national or international disasters. Based on advice from government departments, financial donations are considered the most immediate and effective way of offering assistance to those affected by disaster
- e) In-kind donations for disasters that have occurred in NSW and may include time, personal or organisational expertise, advice or other organisational resources

**9.9.3 Expected program outcomes**

Donations can contribute to one or more of the following outcomes:

- a) Timely and effective disaster relief provided to assist people affected in disaster stricken areas
- b) Increase to the total overall aid effort made by governments and community
- c) Demonstrates the Liverpool community's generosity and willingness to support others in difficult situations
- d) Provides opportunity to assist with building community capacity and improving social wellbeing following the initial crises

**9.9.4 Available funding**

Amounts will be decided by Council resolution on a case by case basis, including identification of the source of funds.

**9.9.5 Program timeframe**

By Council resolution within the immediate stages following the disaster to assist with rescue efforts and minimise human loss.

**9.9.6 Program eligibility and exclusions**

The following eligibility criteria apply for donations under this program:

- a) Natural disasters recognised by state and federal government;
- b) Donations made to government or aid agencies accredited by the Australian Agency for International Development (AusAID) or the Australian Council for International Development (ACFID) or an equivalent accrediting agency; or
- c) In some instances donations may be made to community groups that have cultural connections with the affected areas and have capacity to provide direct relief to the disaster stricken areas.

The following exclusions apply:

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- a) Material aid such as non-perishable food items, clothing, and medical supplies will not be donated as they are often found impractical or inappropriate for the climate and culture and do not meet the priority needs of those affected. Research shows that material aid, unless specifically requested, has proven costly in time, money and labour as it requires sorting, storing and transporting
- b) Donations to individuals will not be provided

### 9.9.7 Assessment criteria

Following immediate occurrence of a natural disaster or humanitarian crisis, the Mayor and Chief Executive Officer will make a decision as to whether the event meets the criteria for this program. Where it is determined that the nature of event meets the criteria, a discussion item will be brought before the next Council meeting for consideration. The following criteria will be used to assess a potential donation under this program:

Scale of the disaster
Capacity of other government agencies/organisations to respond to the disaster
Need for ongoing support, that is, rebuilding disaster stricken areas once the initial crises has been dealt with
Impact of any such crises on our immediate region and community
Connection of affected areas to the cultural origin of residents of Liverpool

### 9.10 **ClubGRANTS**

- 9.10.1 Council administers this program in Liverpool on behalf of participating local clubs. Please refer to ClubsNSW's ClubGRANTS Application Guide for information.

### 9.11 **Minor Changes to this Policy**

Council authorises the CEO to make minor changes to this policy to reflect changes in legislation, expiry of or changes to grant programs, and changes in Council structure.



## GRANTS AND DONATIONS POLICY

### AUTHORISED BY

Council Resolution

### EFFECTIVE FROM

XXXX 2017

### DEPARTMENT RESPONSIBLE

Community and Culture (Community Development and Planning)

### REVIEW DATE

The policy will be reviewed by Council every two years.

VERSION	AMENDED BY	DATE	TRIM NUMBER
1	Council Resolution	18 October 2010	158320.2014
2	Council Resolution	29 May 2013	097264.2013
3	Council Resolution	31 July 2013	150967.2014
4	Council Resolution	25 February 2014	026269.2014
5	Council Resolution	28 May 2014	126057.2014
6	Council Resolution	30 September 2015	227843.2015
7	Minor changes approved by CEO	12 July 2016	185151.2016
8	Council Resolution	26 April 2017	026648.2017

### THIS POLICY WAS DEVELOPED AFTER CONSULTATION WITH

Community and Culture, Sports and Recreation, Community Facilities, Corporate Services (Governance, Legal and Procurement), Infrastructure and Environment

### REFERENCES

Auditor General NSW: Performance Audit on Grants Administration in NSW  
 Australian Institute of Grants Management: Grant making Manifesto (2011)  
 Liverpool City Council: Council's Community Strategic Plan  
 Liverpool City Council: Code of Conduct Procedures  
 Liverpool City Council: Social Justice Policy  
 Liverpool City Council: Ethical Governance, Conflicts of Interest Policy  
 Liverpool City Council: Corporate Sponsorship (Outgoing) Policy  
 NSW Premier and Cabinet: Good Practice Guide to Grants Administration (2006)  
 NSW Family and Community Services: Community Builders Program Guideline (2012)