



COMMUNITY STRATEGIC PLAN 2022-2032

LIVERPOOL
CITY
COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

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

ACCESS AND EQUITY STATEMENT

Liverpool City Council acknowledges and respects First Nations people as the original inhabitants of the land which now resides within the Liverpool Local Government Area, the people of the Dharug (Darug) and Tharawal (Dharawal) nations. Liverpool City Council also acknowledges and respects Liverpool's multicultural communities and their varied cultural backgrounds, languages, traditions, religions and spiritual practices.

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MESSAGE FROM THE MAYOR

DELIVERING A VIBRANT GLOBAL CITY OF LIFESTYLE AND OPPORTUNITY



One of my key motivators as Mayor of Liverpool is to deliver a brighter future for our great City. Therefore, it gives me great pleasure to present **Liverpool 2032**, Liverpool's highest level planning document, cementing our community's vision and priorities over the next 10 years.

This Community Strategic Plan (CSP) has been created for the people, by the people. Liverpool City Council facilitated a community engagement program in 2021 which resulted in nearly 1500 residents sharing their vision and aspirations for the future of the City.

In addition to residents, Council staff, community groups and leaders from Culturally and Linguistically Diverse (CALD) communities were engaged to have their say.

I want to personally thank each person who took time out of their day to contribute to this plan. We are an inspired community with a shared passion and goal towards building ourselves a better future. Without this groundwork, reaching our shared vision would not be possible.

Throughout the community consultation, Council identified key priority areas captured in the below four strategic objectives:

Social

Healthy, inclusive, engaging

Environmental

Liveable, sustainable, resilient

Economic

Evolving, prosperous, innovative

Civic Leadership

Visionary, leading, responsible

While 2032 seems a long way off, the reality is the work starts today. Over the next three years, Council will focus on our efforts towards delivering the priorities outlined in this plan and our vision is to transform Liverpool into a vibrant global city of lifestyle and opportunity.

The excitement is palpable throughout our City with other major initiatives also under way including the construction of the Western Sydney International Airport. We are also working to deliver for Liverpool, under the NSW Government's recently announced WestInvest program

and my ongoing 100-day revitalisation plan.

I will continue to advocate on behalf of the community to make Liverpool a better place to live and ask that you too continue to provide feedback to myself, fellow Councillors and Council staff. Don't let the conversations end here!

I am honoured by the trust you have put in me to deliver the Liverpool you want and look forward to many productive years working alongside my fellow Councillors to achieve the goals you have set for us.

NED MANNOUN
Liverpool Mayor

"Our vision is to transform Liverpool into a vibrant global city of lifestyle and opportunity"

WHAT IS THE COMMUNITY STRATEGIC PLAN?

The Community Strategic Plan is the highest level plan for the Local Government Area (LGA).

It provides a roadmap to achieve the community's long-term vision for Liverpool.

It is a 10-year plan that identifies the community's long-term vision, aspirations and main priorities for its local government area and identifies how these will be achieved.

The Plan addresses four key questions:

- 1. Where are we now?**
- 2. Where do we want to be in 10 years?**
- 3. How will we get there?**
- 4. How will we know we have arrived?**

The strategic objectives from the Community Strategic Plan provide a guide for stakeholders to work together and to capitalise on the opportunities which will transform the city of Liverpool. Although Council has a custodial role in initiating, preparing and maintaining the plan on the behalf of the community, the delivery of the Community Strategic Plan is dependent upon contributions from all stakeholders.

The plan aligns with the NSW Government's State Priorities and Regional plans including the Greater Cities Commission, *A Metropolis of Three Cities - The Greater Sydney Region Plan*. The Plan has been prepared with regard to the social justice principles of access, equity, participation, and rights.

In summary the Community Strategic Plan:

- Identifies community aspirations and priorities for the next 10 years;
- Outlines the Council's role in delivering these priorities;
- Provides an opportunity for community participation in decision making;
- Provides a basis of accountability and consistency in reporting; and
- Must be reviewed by Council in the year following an ordinary election of council.

INTEGRATED PLANNING AND REPORTING

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

These guidelines require the Community Strategic Plan 2022-2032 to be supported by a Resourcing Strategy comprising of a 10-year Long-Term Financial Plan, four-year Workforce Management Strategy and a 10-year Asset Management Strategy and Plans.

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

The *Integrated Planning and Reporting Framework* requires that Council integrates all its plans to achieve community outcomes, cascading up to the Community Strategic Plan and down to the Operational Plan.

INTEGRATED PLANNING AND REPORTING FRAMEWORK



RESOURCING STRATEGY

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

The Resourcing Strategy comprises the following plans:

LONG-TERM FINANCIAL PLAN

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

WORKFORCE MANAGEMENT STRATEGY

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

ASSET MANAGEMENT STRATEGY AND PLANS

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

DELIVERY PROGRAM

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

OPERATIONAL PLAN

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

ABOUT LIVERPOOL CITY

Liverpool is a large LGA in the heart of South West Sydney comprising 42 city, suburban and rural suburbs over 305 square kilometres. The Darug (Dharug) and Dharawal (Tharawal) nations are the traditional custodians of the land which forms the City of Liverpool and is now home to more than 220,000 people from more than 140 different backgrounds - one of the most diverse areas in Sydney. Liverpool is experiencing substantial growth, with the population expected to increase by approximately 60% between 2019 and 2036.

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



-  Public Recreation Facility
-  Chipping Norton Lakes
-  Warwick Farm Race Course
-  Holsworthy Aquatic Centre
-  Whitlam Leisure Centre
-  Michael Wenden Leisure Centre
-  Local Park
-  Retail Centre
-  Casula Powerhouse Arts Centre
-  Liverpool Regional Museum
-  Bents Basin
-  Collingwood House, Collingwood Precinct Aboriginal Place, Discovery Park
-  Holsworthy Military Reserve
-  Liverpool Hospital
-  Train Station
-  St Luke's Anglican Church
-  Western Sydney Airport
-  Liverpool Animal Shelter
-  Bulky Goods and Retail
-  Western Sydney University University of Wollongong
-  Bradfield City Centre
-  Ingham Institute

ABOUT LIVERPOOL CITY CONTINUED

A GLOBAL CITY: LIVERPOOL'S ROLE IN THE TALE OF THREE CITIES



Greater Cities Commission 2018, A Metropolis of Three Cities – The Greater Sydney Region Plan, Greater Cities Commission.

The greater Sydney metropolitan area is growing, and its metropolitan centres are transforming.

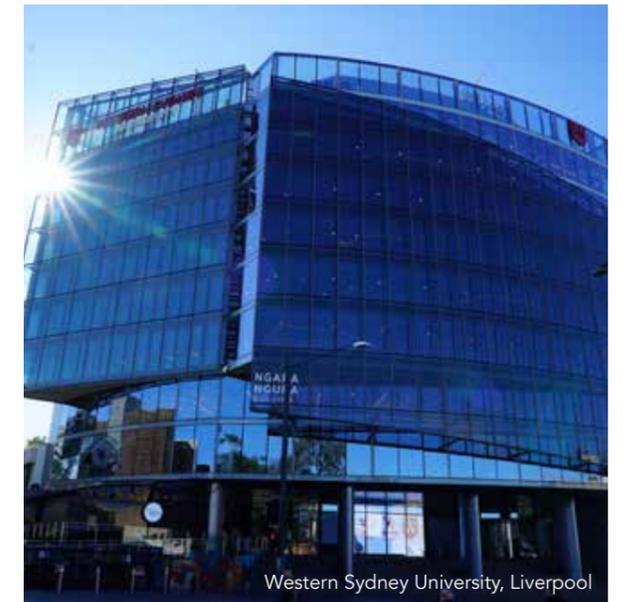
Liverpool is at the heart of this transformation as the thriving economic hub of South West Sydney with its key location and advantages in health and medical research, distribution, logistics and professional services.

Liverpool is a key employment destination for the region and an educational hub with TAFE, the University of Western Sydney, Liverpool teaching hospital and University of Wollongong all having a presence here.

The Greater Cities Commission's *A Metropolis of Three Cities – The Greater Sydney Region Plan* identifies Liverpool as crucial to the future of Sydney with the Bradfield Aerotropolis at its centre. Liverpool is located within the Western Parkland City and is primed to undergo considerable growth and development as home to the Western Sydney International Airport. The other two cities include the Eastern Harbour City established by its core Sydney central business district and the Central River City with the Parramatta central business district.



Liverpool Hospital



Western Sydney University, Liverpool



Aerial of Liverpool CBD

LIVERPOOL CITY

POPULATION¹

230,000

2022



POPULATION INCREASE
BY 60%
BETWEEN 2019 AND 2036

HOW WE LIVE⁴

32.4%
OF HOUSEHOLDS
OWN TWO MOTOR
VEHICLES

48%
OF COUPLES
WITH CHILDREN

13.8%
ONE PARENT
FAMILIES

5.4%
OF COUPLES
WITHOUT
CHILDREN

14.6%
LONE PERSON
HOUSEHOLDS



6.2% LIVERPOOL RESIDENTS
HAVE REPORTED A
NEED FOR ASSISTANCE DUE
TO LIVING WITH A DISABILITY

73.7%
SEPARATE HOUSE

25% MEDIUM & HIGH
DENSITY HOUSING

DEMOGRAPHIC²

33 YEARS
LIVERPOOL
AVERAGE AGE
36 YEARS
SYDNEY

51%
UNDER
35
AGE SPLIT
15%
OVER
60

140 DIFFERENT
BACKGROUNDS
40% BORN
OVERSEAS

52%
SPEAK A LANGUAGE
OTHER THAN ENGLISH
AT HOME

LIVERPOOL AREA³

42
SUBURBS
305
SQ. KM

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

CLIMATE CHANGE
PROJECTIONS INDICATE
THAT THE LIVERPOOL
CITY AREA WILL BECOME

**Warmer,
with more
hot days**

COMMUNITY FACILITIES⁵

6
LIBRARIES
471,292
LIBRARY VISITATIONS
FY 2020/21

4
LEISURE CENTRES
718,552
LEISURE CENTRE
VISITATIONS
FY 2020/21

1
REGIONAL
MUSEUM

3
UNIVERSITIES

2
SHOPPING
CENTRES

6
TOWN
CENTRES

512 PARKS

2 RIVERS

217 SPORTING FIELDS,
OVALS AND COURTS

10% EARNED A HIGH
HOUSEHOLD INCOME
(MORE THAN \$3500 PER WEEK)
22% EARNED A LOW
HOUSEHOLD INCOME
(LESS THAN \$800 PER WEEK)

ECONOMY⁶

37.8% OF LOCAL
WORKERS ARE
LIVERPOOL
RESIDENTS
1/3 OF SOUTH WEST
SYDNEY'S
BUSINESSES
ARE IN LIVERPOOL

88.4%
OF THE LIVERPOOL
CBD POPULATION
IS EMPLOYED

25,000
TRIPS TO & FROM
LIVERPOOL STATION
EACH WEEKDAY

\$13,774M
GROSS REGIONAL PRODUCT

\$23,460M
IN TOTAL OUTPUT

\$3,892M IN CONSTRUCTION
INDUSTRY OUTPUT
\$3,855M IN MANUFACTURING
INDUSTRY OUTPUT

HEALTH CARE AND SOCIAL ASSISTANCE
IS THE LARGEST EMPLOYER, GENERATING

11,336
FTE JOBS

77% OF THE POPULATION
HAVE INTERNET
CONNECTION
18,626
BUSINESSES
REGISTERED
IN LIVERPOOL

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

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

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

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

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

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

OPPORTUNITIES AND CHALLENGES

Liverpool is undergoing significant growth and change now and in the future. It is important to understand the opportunities and challenges that impact on the city when making decisions.



A GROWING CITY

By 2041⁷, Liverpool's population is forecast to reach approximately 386,646 people, putting significant pressure on the availability of housing, services, employment and transport infrastructure. Council is already facing challenges in advocating for serviced land to provide opportunities to build business and housing in greenfield areas. Between 2018 and 2021 Liverpool City Council processed more than 3,050 development applications valued at more than \$4.7 billion. This represents a significant investment in Liverpool's economy and is comparable to other major cities in Sydney.

Greenfield developments and an increase in density in town centres and the city centre are increasing Liverpool's population and affecting the distribution and efficiency of services. Though the population is set to increase, lower fertility rates and an ageing population will mean that global migration movements will be the highest contributor to population growth.

With life expectancy rising, healthcare and aged services will experience increased demand. A larger retiree population may influence city infrastructure and services, as well as job industries. An increased migrant population will challenge Council to ensure appropriate support services are available, increasing the need for strong partnerships with community organisations.



GLOBAL EXPOSURE

The Western Sydney International Airport is located within the Liverpool LGA. The airport is set to launch flights in 2026⁸.

Liverpool's highly connected location by road and rail (both present and future, including the future Western Sydney Airport Metro Line) supports the city as a prime location for national and international trade. Trade connectivity will be further enhanced by the Moorebank Intermodal freight infrastructure project consisting of import/export terminals, warehousing and freight connections to service the entire country.

The airport and intermodal will cement Liverpool's position as a gateway city, attracting global exposure for freight, business and leisure travel. To ensure success, it is critical for supporting infrastructure, transport and city strategies to be in place before the commencement of freight and passengers.

⁷ Liverpool City Council Population Forecast, Forecast ID, viewed 2 June 2022, <<https://forecast.id.com.au/liverpool>>.

⁸ Greater Cities Commission, Greater Sydney Region Plan: A Metropolis of Three Cities (2018), State of New South Wales and Greater Cities Commission, p66



TRANSPORT, ACCESSIBILITY AND CONNECTIVITY

Forecast growth in the Liverpool area is set to put pressure on already congested roads and ageing transport connections. Council and the NSW Government will need to work together to provide active and public transport options, as well as improving road connections to improve traffic flow and reduce commute times. This will help realise the vision for a 30-minute city which aims to bring jobs, city centres, social infrastructure and education closer together.

Liverpool has connections to major motorways, however, the lack of efficient public transport means residents are heavy users of private vehicles with one-third of households in Liverpool owning more than two vehicles.⁹ Traffic volume data across four of Liverpool's arterial roads (Copeland Street, Newbridge Road, Hume Highway and M5 Motorway) shows approximately 283,000 vehicles moving through Liverpool daily. These traffic volumes and traffic conditions indicate road sections that provide access to Liverpool City are operating at, or close to, capacity.

Increased local development and population growth will see an increase in private and business (freight) vehicle usage, particularly with the expected influx of movement across and within the Western Parkland City.

The state government has proposed an Outer Sydney Orbital north/south motorway and freight rail line west of the LGA to make projected increased movement servicing the Western Parkland City more efficient. Closer to the Liverpool CBD, the Moorebank Intermodal rail link aims to have a similar effect.

Public transport networks will need to be further reaching. There are proposals for a train link between Leppington and the Western Sydney International Airport and a rail extension of the City and South West Sydney metro between Bankstown and Liverpool. These extensions would allow visitors and residents more options when transiting for work or leisure.

Through the Western Sydney City Deal, the NSW Government has committed to a rapid bus connection between the Airport, the new Aerotropolis and Liverpool's CBD in time for the Airport's opening in 2026.

The challenge is to appropriately forecast and plan for growth and strike a balance between community and visitor transport infrastructure, as well as the anticipated transport needs of the growing business and services sector. All stakeholders will need to work together to advocate for infrastructure to service the growth and demands of the city.

⁹ ABS 2016

OPPORTUNITIES AND CHALLENGES

CONTINUED



TECHNOLOGY

With emerging and evolving technologies, it has become more important than ever to ensure cities have advanced digital connections. As Liverpool is a growing city, ensuring digital abilities are built into new developments and upgraded in existing ones is crucial to harnessing technology to increase productivity and efficiency, drive change and support industries in an accelerating world.

As part of the Western Parkland City, Liverpool will become the nation's first digitally enabled Smart City. A commitment to Smart Technology will progress technologically advanced projects and services including rapid bus services. Investment is also being made in specialised training facilities across University, TAFE and High School premises that will assist in the community's venture with and adaptation to new technologies over time.

A commitment to embracing improved technology to deliver reliable, effective and efficient services throughout the city is needed to futureproof the customer experience.

It will also be necessary to encourage the community to embrace the changes in technology and empower them to learn. This will be crucial to increasing employability and the evolving job market that will utilise technology for automation of some positions, particularly those located within the Bradfield Aerotropolis. Increasing access to technology and high-quality learning spaces will be essential to achieve this.



ECONOMIC DEVELOPMENT

With the new Western Sydney International Airport and Bradfield Aerotropolis, Liverpool is experiencing an increase in investment across the whole LGA. Liverpool has been challenged by the provision of utilities and infrastructure to support growth areas and businesses interested in investing in Liverpool. Creating an environment that is supportive of investment growth is crucial to the success of Liverpool in the coming years.

A collective approach is required to address the key areas of infrastructure, industry development, land use and planning, skills and employment. These key areas aim to attract businesses for economic growth and employment opportunities, create an attractive environment for investment and increase community engagement. The 5G network and smart digital technology are other areas that will be explored as a means to generate opportunities for creative, digital and technology businesses, and to enable better connected communities.

Liverpool's position within the Western Parkland City, as well as the Western Sydney International Airport and Aerotropolis, will spur multiple revenue streams and avenues for employment, and education with a predicted 50,000-60,000 new jobs to become available within the Aerotropolis core and 28,000 direct and indirect jobs at the Western Sydney International Airport.

A disruption of industry and jobs is expected through automation which may see the availability of entry-level jobs decrease. Although Liverpool is expecting a growth in jobs, the increase may be insufficient to cater for the growth of the labour force in the region. Professional services need to be actively encouraged to establish themselves in the region to balance available job industries and avoid worsening the commute time and disadvantage of the area.



SUSTAINABILITY AND CLIMATE

The changing nature of the climate in Western Sydney has the ability to impact on human health and quality of life, particularly with the effect of urban heat. Western Sydney is set to experience more days over 35 degrees than Eastern Sydney.

Electricity and transport account for more than 80% of community emissions of greenhouse gas production. Population growth and urban heat are the key contributors to Liverpool's energy and resource use footprint.

Liverpool is home to wide-spread suburban areas where active transport is not always an option. There are large parcels of industrial areas and greenfield developments with less available public transport.

The greater streetscape of Liverpool is also experiencing urban heat, high temperatures and lack of tree canopy. Low-emissions movement has become unpleasant and unsustainable in most pedestrianised and developed areas. The Premier's Priority to green cities by increasing tree canopy and green corridor connectivity will assist to improve conditions, as well as advocating for and investing in water sensitive urban design and improved building standards.



RESILIENCE

Recent extreme weather events such as flooding, increased cyber-attacks and the COVID-19 global pandemic have provided extraordinary examples of the need for robust resilience planning and community capacity building. Resilience planning encompasses daily chronic stresses and sudden acute shocks that may affect the city.

Chronic stressors to Liverpool are centred around demands for health services, affordable housing, diverse employment, public transport, climate change and increased physical and digital access to services and information. These stressors are increasing due to current and anticipated population growth projections.

Family households dominate the LGA and it is expected that more than 21,000 additional students will need placement in government and non-government schools by 2036¹⁰.

Single-person households are projected to increase by 91% and by 2036¹¹ there will be more than 23,000 residents between the ages of 65-84¹².

Diversity of housing types, healthy neighbourhoods that encourage mobility and local, easy to access support infrastructure, will be essential to Liverpool's growth.

Acute stressors in recent years have been heatwaves, bushfires and more recently floods. These are anticipated to increase with climate change. A significant portion of Liverpool's urban settlement in the low lying areas of the Georges River and South Creek catchments are exposed to floods. The impact of climate change and recent extreme weather conditions have exacerbated the challenge in finding a balance for highest and best use of flood prone land.

A collective approach is required to respond to acute stressors, build community capacity and address Liverpool's chronic stressors so as to mitigate shocks, adapt to the severity of recent weather events and ease disruption in the event of a disaster.

¹⁰ State of New South Wales through the Greater Cities Commission (2018), Our Greater Sydney 2056 - Western Sydney District Plan | Greater Cities Commission, p29

¹¹ State of New South Wales through the Greater Cities Commission (2018) Our Greater Sydney 2056 - Western Sydney District Plan | Greater Cities Commission, p27

¹² State of New South Wales through the Greater Cities Commission (2018) Our Greater Sydney 2056 - Western Sydney District Plan | Greater Cities Commission, p30

OPPORTUNITIES AND CHALLENGES

CONTINUED



SOCIAL CONNECTION

Liverpool's community is one of the most diverse in the country, made up of more than 140 cultures.

Facilitating social connection within the community has become increasingly complex, especially with the increase in technology, such as virtual reality, and the COVID-19 pandemic that has placed restrictions on social interactions for two years.

In a recent community survey, 50%¹³ of respondents share they feel a sense of belonging, 66%¹⁴ feel comfortable interacting with other members of the community and 66%¹⁵ agreed that they were always interested in the events occurring in their community. There is a requirement to further explore ways to connect the community at a time of growth and change.

As Liverpool is home to a diverse community built on a history of First Nations peoples and waves of migration, the challenge will be to achieve a balance in the conservation of its historic identity and that which is evolving within a diverse community.

There is increased interest from the community for the preservation of heritage and the creation of public art. Public art initiatives based on community narrative can be a powerful tool for social connection and an option for Council to consider when discussing expression of design with developers wishing to connect with and honour the community's identity. Visiting heritage sites and public art spaces will highlight Liverpool's multi-layered heritage and create social reconnection where history and aspirations can be shared.



SAFETY

As Liverpool continues to experience growth, there is a need to plan, design and manage public spaces to ensure that public safety is addressed and ensure the community can enjoy public spaces, access facilities and frequent events. In a recent survey, 69%¹⁶ of respondents felt safe within their community, however 16%¹⁷ of respondents find safety concerns to be a barrier to walking more often. Throughout the community engagement process, the community continued to request a stronger response to safety within the LGA. There is work to be done in this space and it will be a challenge to understand what factors underpin the community's concerns around safety and how to service those concerns. Addressing safety will encourage exploration and activation of the city and further promote healthy living and wellbeing.

¹³ Liverpool Community Satisfaction Survey (2022), Woolcott Research and Engagement, p 87

¹⁴ Liverpool Community Satisfaction Survey (2022), Woolcott Research and Engagement, p139

Liverpool City Council is committed to best practice risk management processes. Council's Risk Management Framework is closely aligned to the ISO31000 risk management standards. Risk management remains central to all operations and these are identified and managed to ensure efficient and effective service delivery. Council's risk management practices covers a broad range of strategic risks including; developer contributions, COVID-19, waste management, Western Sydney International Airport, Liverpool Civic Place, Western Sydney City Deals and climate change.

¹⁵ Liverpool Community Satisfaction Survey (2022), Woolcott Research and Engagement, p139

¹⁶ Liverpool Community Satisfaction Survey (2022), Woolcott Research and Engagement, p138

¹⁷ Liverpool Community Satisfaction Survey (2022), Woolcott Research and Engagement, p121

TRANSFORMATIVE PROJECTS



WESTERN SYDNEY INTERNATIONAL AIRPORT

The Western Sydney International (Nancy-Bird Walton) Airport is the most transformative project for the region. The airport, which will carry passengers and freight from 2026, aims to serve 10 million passengers in its first year.

It will be a full service airport offering global connectivity for Liverpool and provide an economic boost to the region with a high-skill jobs hub across the aerospace and defence, manufacturing, healthcare, freight and logistics, agribusiness, education and research industries. This will provide many opportunities for the people of Western Sydney and anchor Liverpool's role as a global city.



THE BRADFIELD AEROTROPOLIS

The new Bradfield City Centre is an 11,200 hectare area located within the Western Sydney Aerotropolis. It will be built on land near Badgerys Creek Road, Bringelly, on the doorstep of the of the Western Sydney International (Nancy-Bird Walton) Airport.

This city will attract globally competitive advanced industries, including defence, aviation, aerospace and advanced manufacturing. This will drive the creation of 200,000 jobs across the Western Parkland City providing local opportunities for employment, education, training and investment through industries that will support the airport.

The region is predicted to become Australia's third-largest economy by 2036.



WESTERN SYDNEY CITY DEAL COMMITMENTS

The Western Sydney City Deal sets the investment foundation for the Western Parkland City to become a fully realised 22nd-Century city. The new Western Parkland City will be one of Australia's most connected cities. In an emerging 30-minute city, innovative public transport, aviation and digital infrastructure will bring residents closer to jobs, centres, education and the world.

This exciting collaboration will deliver world-class jobs and a great quality of life for the people of Liverpool and all Western Sydney. Initiatives include realising the 30-minute city by delivering rapid bus services linking Liverpool, Penrith and Campbelltown with the Aerotropolis, providing opportunities to increase the skills of our residents and exploring the 5G network and smart digital technology to generate opportunities for creative, digital and technology businesses and better-connected communities.

The Western Sydney City Deal is a partnership between the Australian and NSW Governments and the eight councils of the Western Parkland City including the local government areas of the Blue Mountains, Camden, Campbelltown, Fairfield, Liverpool, Hawkesbury, Penrith, and Wollondilly. The partnership includes 38 commitments to outline how all three levels of government will work together to deliver a highly connected, innovative and liveable city in the next 20 years.



MOOREBANK INTERMODAL

The Moorebank Intermodal is a NSW and Australian Government initiative for a freight terminal and logistics and warehousing facilities. The 24-hour facility will streamline rail and road movements of shipping containers in Sydney and provide thousands of employment opportunities in the local area.

TRANSFORMATIVE PROJECTS

CONTINUED



REGENERATION OF THE CITY AND ACTIVATION OF GEORGES RIVER FORESHORE

LIVERPOOL CITY CENTRE PUBLIC DOMAIN MASTER PLAN

The Liverpool City Centre Public Domain Master Plan is a 10-year vision to guide the development of public space and create a greener, more vibrant and active city centre captured in the Liverpool City Centre Public Domain Master Plan.

The Plan provides a cohesive approach to development in the city centre to support an 18-hour economy that attracts more residents, workers and visitors.

ACTIVATION OF GEORGES RIVER FORESHORE

Chipping Norton Lake represents the largest and most significant water body in South West Sydney. Both the Georges River

Parklands and Chipping Norton Lake have been identified as a significant component of the Greater Sydney Green Grid.

The Georges River Parklands and Chipping Norton Lake Masterplan will provide an overall vision for the creation of a true river city that has a vibrant mix of uses and activities. It proposes a long-term framework for the urban renewal of the Georges River Parklands and Chipping Norton Lake Precinct.

For residents of Liverpool and the surrounding LGAs of Fairfield and Canterbury-Bankstown, the parklands will become the place to relax, explore, socialise, and to learn and acknowledge the natural, historical and cultural heritage of the area.



REJUVENATION OF SOCIAL INFRASTRUCTURE TO IMPROVE AMENITY AND LIVEABILITY IN COUNCIL'S SUBURBS

LIGHTHORSE PARK

The Lighthorse Park improvement works provide the opportunity to improve the connection of the Liverpool City Centre to the Georges River, improve the presentation and arrival experience of the city centre from Newbridge Road and improve the function and aesthetics of the riverfront parklands, reflecting its values and attributes that make it unique and befitting a Regional City in South West Sydney. The Georges River and associated parklands will become a key asset and destination for the city centre and will support the urban renewal and revitalisation of adjoining lands.

MILLER TOWN CENTRE

The rejuvenation of the Miller Town Centre is aimed at creating a safe and sociable

environment that will serve a variety of community needs by providing diversified retail, community services, public open space and a combination of housing options. The Miller Social Infrastructure Masterplan establishes a vision and recommendations to create a safe and sociable environment that will service a variety of community needs by providing diversified retail, community services, and improved public open space. These assets will progressively be redeveloped to meet the needs and aspirations of present and future community. Additionally, improved connections between places, spaces, and facilities, applying a 'people first' approach and effectively integrating open space and facilities in Miller will improve safety, visual amenity, permeability, and accessibility.

TRANSFORMATIVE PROJECTS

CONTINUED



WOODWARD PLACE

Council has a unique opportunity to create an iconic lifestyle precinct at Woodward Park, enhancing the city's liveability and producing a thriving hub of community activity. The Woodward Place Masterplan is aimed at delivering world-class facilities that support a healthy, connected population.

The site spans 28 hectares and offers Council the opportunity to create an iconic lifestyle precinct that will deliver world-class facilities for the community. Plans include a recreational and cultural hub, events facilities, upgraded leisure centre, health and fitness areas, community spaces, outdoor sporting facilities, playground, walking and cycling tracks, parking and dining.



LIVERPOOL CIVIC PLACE

Liverpool Civic Place is a mixed-use development that will activate the southern end of the Liverpool CBD. The development, due to be completed in early 2023, will feature new Council offices, a new city library and community hub, a childcare facility and a new civic plaza.

MAYOR'S 100-DAY REVITALISATION PLAN

The Mayor's 100-Day Revitalisation Plan endorsed by Council in February 2022, aims to improve the quality of life for the people of Liverpool and South West Sydney. A series of short and long-term priority projects have been identified targeting local planning, public spaces, infrastructure and the local economy. The delivery of these projects will see upgrades to community facilities and recreational spaces, a revitalised city centre, improved roads, footpaths, more community events and better opportunities for small businesses.

While the initiation of these projects will commence in the first half of 2022, the development of these initiatives will be undertaken during the term of the Community Strategic Plan.

HIGHLIGHTS FROM THE MAYOR'S 100-DAY REVITALISATION PLAN INCLUDE:

- Return of night markets in the Liverpool city centre and 'Starry Sari Night' – a festival celebrating Liverpool's vibrant South Asian culture through cuisine, fashion, dance, music, art and cultural workshops;
- Commencement of the development application process for swimming pools at Carnes Hill (new) and Holsworthy (replacement);
- Delivering improved parking at Northumberland Street, Bathurst Street and Eat Street, including investigating suitable locations for car parks near Liverpool Hospital and Liverpool Railway Station;
- Commencement of the design process for a continuous cycle/walk track along the Georges River from Casula through to Liverpool to Pleasure Point;
- Design work to upgrade Chipping Norton Lake Parklands with the inclusion of a new park on the corner of Riverside Road and Newbridge Road;
- Investigation into upgrades of Fifteenth Avenue and Qantas Boulevard;
- Activation of public spaces by investigating more opportunities for food trucks in Bigge Park, Chipping Norton Lake and Casula Parklands;
- The potential establishment of an Austral Delivery Unit aimed at improving the urban design of the Austral community and providing consistency in development assessment; and
- Preparation of a planning proposal to lower the height of building development standards in the Liverpool Local Environmental Plan.

ENGAGING WITH THE LIVERPOOL COMMUNITY

The Community Strategic Plan was created through extensive community consultation and engagement, seeking the views, aspirations and priorities of the community.

Council engaged participants from all localities, walks of life, and cultures, specifically engaging with different community groups to ensure all perspectives were represented.

These perspectives have been included in the strategic objectives, which will feed into the Delivery Program and Operational Plan.

The Community Engagement Strategy is guided by the principles of social justice which are:



EQUITY

Everyone should have a fair opportunity to participate in planning for the future of the community. There should be fairness in decision making, prioritising and allocation of resources.



PARTICIPATION

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.



ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life.



RIGHTS

Equal rights should be established and promoted, with opportunities provided for people of all abilities and from diverse linguistic, cultural and religious backgrounds to participate in community life.

ENGAGEMENT ACTIVITIES

The consultation for the Plan involved engaging more than 2800 people. Engagement activities included a combination of online and face-to-face activities including, survey mailouts, a telephone survey, a creative writing competition, consultation with Council committees, competitions and workshops. The engagement campaign was marketed extensively via Council's website, social media, local newspaper notices and printed marketing collateral.

Below is a summary of participation in community engagement.



Below are the top 20 community responses to the question 'My favourite thing about Liverpool is' as presented in the 'Share your Views on Liverpool' survey.



*Source: Information has been taken from the 'Share Your Views on Liverpool' survey.

ENGAGING WITH CHILDREN

Council engaged with primary school students in grades 5 and 6 across the Liverpool LGA in a creative writing competition and invited them to share what they felt would make their neighbourhood a better place. A total of 483 students responded and expressed the following two common themes that focused on social and environmental matters:



PEOPLE (SOCIAL)

- Creation of space and place to bring people together
- Elimination of anti-social behaviour

PLACE (ENVIRONMENT)

- Parks – increased and improved provision
- Facilities – multi-purpose, local ('walkable')
- Roads – safety and access (pedestrian and vehicular)
- Amenity – clean, 'green' and safe spaces

*Source: Information has been taken from letters submitted to Council for the creative writing competition.

COMMUNITY FEEDBACK

GRADE 5 AND 6 STUDENTS SAID MY NEIGHBOURHOOD WOULD BE A BETTER PLACE IF...

"We could all participate in activities together as a community"

"soft sand and huge ziplines and swings"

"clean pathway for fun and laughter"

"a closer park and more security cameras my neighbourhood could be safer and more exciting place"

"Neighbourhoods should be a place of comfort, relaxation and full of opportunities"

"educating children about the consequences of pollution"

"Bigger, better funner parks"

LIVERPOOL RESIDENTS SAID...

"The upgrade of existing sporting and leisure facilities"

"Parks and gardens that are multicultural and able to get to"

"It's a thriving vibrant community"

"Excited about the installation of solar panels in sporting and recreation facilities"

"More commercial buildings"

"Build the boardwalks and the parks"

"Embracing the city's heritage and history"

COMMUNITY VISION FOR LIVERPOOL

The community's vision for the Community Strategic Plan is one of the most important outcomes from the engagement process. This feedback has contributed to the development of a clear and inspiring statement describing the collective vision for our future City.

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

STRATEGIC OBJECTIVES

The consultation process identified the community's priorities for the next 10 years and captured them in four strategic objectives. These have been based on the quadruple bottom line of social, economic, environmental, and civic leadership matters.



SOCIAL

HEALTHY
INCLUSIVE
ENGAGING



ENVIRONMENTAL

LIVEABLE
SUSTAINABLE
RESILIENT



ECONOMIC

EVOLVING
PROSPEROUS
INNOVATIVE



CIVIC LEADERSHIP

VISIONARY
LEADING
RESPONSIBLE

10-YEAR STRATEGIES

These strategies have been identified through feedback from the community, stakeholders, businesses and leaders and incorporate state and regional plans that relate to Liverpool.

The below table outlines the 10-year strategies for the city. All stakeholders will need to work together to achieve these strategies.

STRATEGIC OBJECTIVES


**HEALTHY,
INCLUSIVE,
ENGAGING**



**LIVEABLE,
SUSTAINABLE,
RESILIENT**



**EVOLVING,
PROSPEROUS,
INNOVATIVE**


**VISIONARY,
LEADING,
RESPONSIBLE**

1

- Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities
- Promote a harmonious community that celebrates its diversity
- Embrace the city's heritage and history
- Support an inclusive community by fostering access and equity for all
- Deliver great and exciting events and programs for our people and visitors
- Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport
- Communicate, listen, engage and respond to the community by encouraging participation



2

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



3

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



4

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



YOUR MAYOR AND COUNCILLORS

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

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



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

COUNCIL'S ROLE AND RESPONSIBILITY

Council is the custodian of the Community Strategic Plan and is responsible for playing a number of roles to achieve the community's vision through its day-to-day operations and liaison with stakeholders, government agencies, businesses and community groups.

| COUNCIL'S ROLE | COUNCIL'S RESPONSIBILITY |
|--------------------|--|
| Provider | Deliver a range of essential services to the community |
| Funder | Provide minor financial assistance through grants and community donation and sponsorship programs to support local community initiatives |
| Regulator | Enforce legislative requirements to some services |
| Planner | Research and engage with the community to plan for the future |
| Partner | Form partnerships with other parties in the interests of the community promoting positive change |
| Facilitator | Promote collaborative initiatives with stakeholders and interested groups to deliver the best outcomes for the community |
| Advocator | Prepare submissions and advocate in the interests of the community to other government agencies and decision makers |

STRATEGIC OBJECTIVE 1



HEALTHY, INCLUSIVE, ENGAGING

Our community wants a healthy, inclusive and engaging city that is integral to their way of life in Liverpool. This strategic objective focuses on social connections which foster a sense of belonging and the ability to create harmonious communities.

10-YEAR STRATEGIES

- Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities
- Promote a harmonious community that celebrates its diversity
- Embrace the city's heritage and history
- Support an inclusive community by fostering access and equity for all
- Deliver great and exciting events and programs for our people and visitors
- Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport
- Communicate, listen, engage and respond to the community by encouraging community participation

10-YEAR GOALS

- Increase in utilisation of Council facilities
- Increased attendance at major Council organised events
- Decrease obesity rates for Liverpool
- Reduce domestic and non-domestic assaults
- Increase satisfaction with key social and liveability indicators
- Reduce household travel by car
- Increase in walking, cycling, and public transport mode share

KEY PARTNERS

- NSW Sports and Recreation
- Local sports and recreation clubs
- NSW Health

STRATEGIC OBJECTIVE 2



LIVEABLE, SUSTAINABLE, RESILIENT

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

10-YEAR STRATEGIES

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

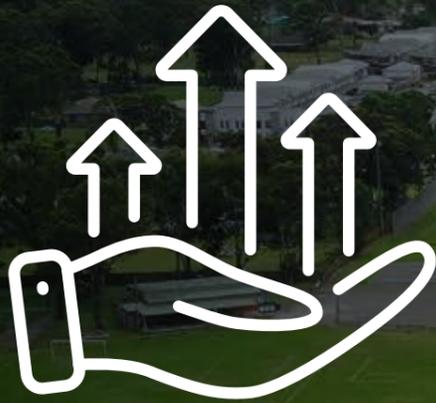
10-YEAR GOALS

- Decrease Council's energy use
- Increase the percentage of diverse housing options in new developments
- Improve water quality
- Improve air quality
- Improve public safety ratings
- Increase recycling
- Increase waste diversion from landfill
- Increase the level of shade in public spaces

KEY PARTNERS

- Environmental Protection Authority
- Sydney Water
- Local environmental groups
- Endeavour Energy
- Department of Planning and Environment
- Cities Power Partnership
- Resilient Sydney Office
- Transport for NSW
- Western Sydney Regional Organisation of Councils

STRATEGIC OBJECTIVE 3



EVOLVING, PROSPEROUS, INNOVATIVE

Our community wants a vibrant, thriving and strong local economy with local employment and education opportunities for all. All stakeholders need to work towards delivering a robust economy, improve and maintain Liverpool's road networks and infrastructure to attract a diversity of business opportunities and promote Liverpool on an international level to create a place that offers great liveability and access to services.

10-YEAR STRATEGIES

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

10-YEAR GOALS

- Improve Liverpool's employment rate
- Increase the number of local businesses
- Increase Liverpool's Gross Regional Product Growth
- Increase the value of non-residential building approvals
- Decrease vehicle crash and casualties
- Decrease pedestrian and cycling crash and casualties

KEY PARTNERS

- Western Sydney City Deal
- Department of Planning and Environment
- Liverpool Innovation Precinct
- Department of Education
- NSW Health
- Western Sydney Business Chamber

STRATEGIC OBJECTIVE 4



VISIONARY, LEADING, RESPONSIBLE

Our community wants a Council that leads in best practice for its processes with efficient and effective delivery of services to the community. Council will work to deliver a responsible Council that ensures it is financially sustainable, transparent and continues to represent the community through advocacy and community engagement.

10-YEAR STRATEGIES

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

10-YEAR GOALS

- Increased participation on Council's social media platforms
- Improve the Financial Sustainability of Council:
 - Manage Operating Performance Ratio to greater than 0% (as an average over three years)
 - Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years)
 - Manage Debt Service Ratio to less than 20% (as an average over three years)
 - Manage Real Operating Expenditure to decrease per capita over time
 - Manage accounts receivable to debts outstanding to less than 5%
- Improve satisfaction with Council's Corporate Services
- Increase NBN coverage

KEY PARTNERS

- NSW Audit Office
- Office of Local Government
- The Independent Pricing and Regulatory Tribunal

WORKING WITH OUR PARTNERS

As the regional city for South West Sydney, it is imperative that all the relevant partners and stakeholders work towards the same goal and share resources.

This Community Strategic Plan for Liverpool aligns with the plans of key state and regional bodies for a co-ordinated and integrated approach to strategic planning for the region.

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|--|
| <p>HEALTHY, INCLUSIVE, ENGAGING</p> | <ul style="list-style-type: none"> • Western Sydney City Deal <ul style="list-style-type: none"> ◦ Planning and housing • Future Transport 2056 <ul style="list-style-type: none"> ◦ Successful places ◦ Safety and performance ◦ Accessible services • Greater Sydney Region Plan - A Metropolis of Three Cities <ul style="list-style-type: none"> ◦ Infrastructure and collaboration ◦ Liveability • Western City District Plan <ul style="list-style-type: none"> ◦ Infrastructure and collaboration ◦ Liveability • Western Sydney Aerotropolis Plan 2020 <ul style="list-style-type: none"> ◦ Productivity ◦ Sustainability ◦ Infrastructure for collaboration ◦ Liveability • Greener Places: an urban green infrastructure design framework <ul style="list-style-type: none"> ◦ Integration: combine green infrastructure with urban development and grey infrastructure ◦ Connectivity: create an interconnected network of open space • 50-Year Vision for Greater Sydney Parklands <ul style="list-style-type: none"> ◦ Growing parks for people connection people to parks |

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|---|
| <p>HEALTHY, INCLUSIVE, ENGAGING (CONTINUED)</p> | <ul style="list-style-type: none"> • Beyond the Pavement 2020 <ul style="list-style-type: none"> ◦ Connecting modes and communities and promoting active transport ◦ Connecting to Country and incorporating heritage and cultural contexts • Disability Inclusion Action Plan (DIAP) <ul style="list-style-type: none"> ◦ Roadmap towards accessibility and inclusion for people, customers, stakeholders and suppliers with disability • Resilient Sydney <ul style="list-style-type: none"> ◦ People centred city: inclusion, resilient growth, a more equitable city ◦ Connect for strength: a welcoming city, resilient cultures, strength in diversity |



WORKING WITH OUR PARTNERS CONTINUED

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|--|
| <p>LIVEABLE, SUSTAINABLE, RESILIENT</p> | <ul style="list-style-type: none"> • NSW State Government priorities <ul style="list-style-type: none"> ○ Better environment • Western Sydney City Deal <ul style="list-style-type: none"> ○ Liveability and environment • Future Transport 2056 <ul style="list-style-type: none"> ○ Sustainability • Greater Sydney Region Plan - A Metropolis of Three Cities <ul style="list-style-type: none"> ○ Sustainability • Western City District Plan <ul style="list-style-type: none"> ○ Sustainability • Western Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan <ul style="list-style-type: none"> ○ Compact and connected ○ Sustainable ○ Compatible with a landscape led approach to urban development • NSW Waste and Sustainable Materials Strategy 2041 <ul style="list-style-type: none"> ○ Reduce total waste generated by 10% per person by 2030 ○ Have an 80% average recovery rate from all waste streams by 2030 ○ Significantly increase the use of recycled content by governments and industry ○ Phase out problematic and unnecessary plastics by 2025 ○ Halve the amount of organic waste sent to landfill by 2030 |

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|--|
| <p>LIVEABLE, SUSTAINABLE, RESILIENT (CONTINUED)</p> | <ul style="list-style-type: none"> • Net Zero Plan Stage 1: 2020-2030 <ul style="list-style-type: none"> ○ Invest in the next wave of emissions reduction innovation to ensure economic prosperity from decarbonisation beyond 2030 ○ Drive uptake of proven emissions reduction technologies that grow the economy, create new jobs or reduce the cost of living • Infrastructure NSW Water Strategy <ul style="list-style-type: none"> ○ Protecting public health and safety • NSW Water Strategy <ul style="list-style-type: none"> ○ Water sources, floodplains and ecosystems protected • NSW 2040 Economic Blueprint <ul style="list-style-type: none"> ○ Environment and biodiversity is preserved for future generations • NSW State Emergency Management Plan (EMPLAN) • Resilient Sydney <ul style="list-style-type: none"> ○ Live with our climate: local adaption, global performance, a diverse economy • Western Sydney Regional Organisation of Councils' (WSROC) Turn Down the Heat Strategy and Action Plan |



WORKING WITH OUR PARTNERS CONTINUED

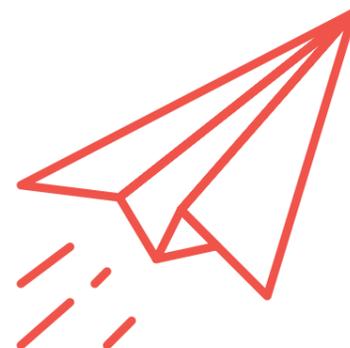
| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|--|
| <p>EVOLVING, PROSPEROUS, INNOVATIVE</p> | <ul style="list-style-type: none"> • Western Sydney City Deal <ul style="list-style-type: none"> ○ Connectivity ○ Jobs for the future • Future Transport 2056 <ul style="list-style-type: none"> ○ A strong economy ○ Successful places • Greater Sydney Region Plan - A Metropolis of Three Cities <ul style="list-style-type: none"> ○ Productivity • Western City District Plan <ul style="list-style-type: none"> ○ Productivity • Western Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan <ul style="list-style-type: none"> ○ Productive • State Infrastructure Strategy <ul style="list-style-type: none"> ○ Continuously improve the integration of land and infrastructure planning • Housing 2041: NSW Housing Strategy <ul style="list-style-type: none"> ○ Supply—housing supply delivered in the right location at the right time ○ Diversity—housing is diverse, meeting varied and changing needs of people across their life ○ Affordability—housing that is affordable and secure ○ Resilience—housing that is enduring and resilient to natural and social change • NSW Circular Strategic Plan 2020-2023 <ul style="list-style-type: none"> ○ Catalyse new circular economy investment and job opportunities ○ Remove barriers to the circular economy |

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|--|--|
| <p>EVOLVING, PROSPEROUS, INNOVATIVE (CONTINUED)</p> | <ul style="list-style-type: none"> • NSW 2040 Economic Blueprint <ul style="list-style-type: none"> ○ A diversified economy ○ Productive and growing regions ○ Innovative businesses and industries • Smart Places Strategy <ul style="list-style-type: none"> ○ Skills Jobs and Development • Resilient Sydney <ul style="list-style-type: none"> ○ Live with our climate: local adaption, global performance, a diverse economy |



WORKING WITH OUR PARTNERS CONTINUED

| STRATEGIC OBJECTIVE | STATE AND REGIONAL PLANS AND STRATEGIES |
|---|---|
| <p>VISIONARY, LEADING, RESPONSIBLE</p> | <ul style="list-style-type: none"> • Western Sydney City Deal <ul style="list-style-type: none"> ○ Implementation and governance • Beyond Digital <ul style="list-style-type: none"> ○ Put the customer at the centre ○ Engage and use data insights ○ Deliver safe and resilient services ○ Build a stronger digital economy • Smart Places Strategy <ul style="list-style-type: none"> ○ Collaboration and Connection ○ Safety and Security ○ Equity ○ Accessibility ○ Inclusion ○ Health and Wellbeing • State Infrastructure Strategy <ul style="list-style-type: none"> ○ Improve state-wide connectivity and realise the benefits of technology • Resilient Sydney <ul style="list-style-type: none"> ○ Get ready: understanding risks, understanding interdependencies, and a prepared community ○ One city: collective leadership, collaboration, and sharing knowledge |

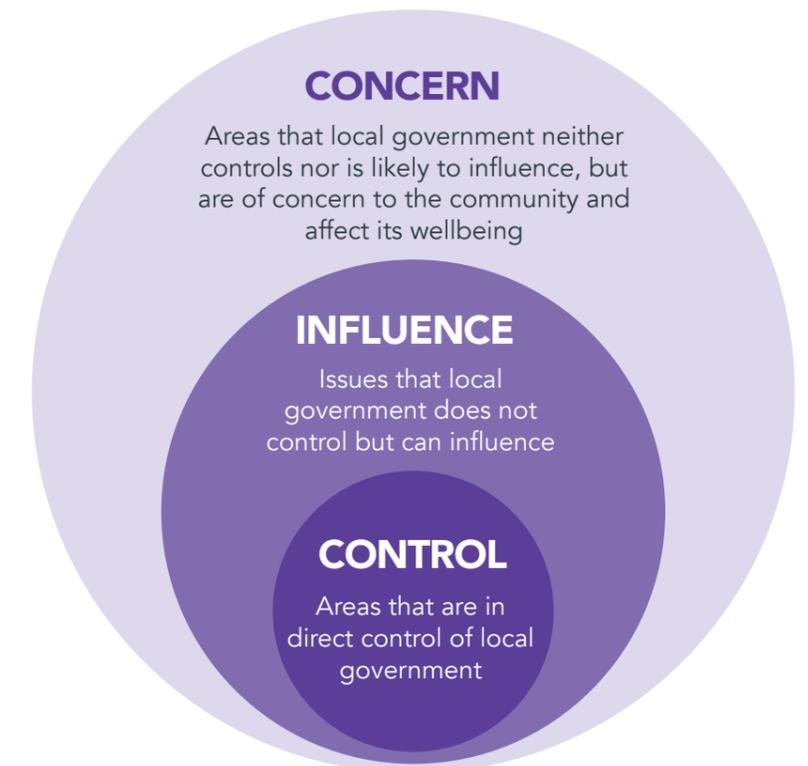


MEASURING PROGRESS AND CITY TRENDS

Council has a custodial role in the development and ongoing review of the Community Strategic Plan and will produce a State of our City Report at the end of its term which outlines how it contributed towards achieving the community's vision.

Council will monitor the overall progress of each performance indicator and action relating to each strategic objective and publish these results to inform evidence-based decision making and planning.

It is important to note that Council is not wholly responsible for the implementation of all activities to meet the objectives within the Plan. Other stakeholders such as the State and Federal Governments and their agencies, and community organisations play an integral role in realising the vision of the city.



MEASURES

| Strategic Objectives | CSP KPIs | Scope | Target/Trend |
|---|--|-----------|-------------------|
| SOCIAL | | | |
| A HEALTHY, INCLUSIVE AND ENGAGING CITY | Increase in utilisation of Council facilities | Control | Increase |
| | Attendance at major Council organised events | Control | Increase |
| | Obesity rates of the South Western Sydney Health District | Concern | Decrease |
| | Community safety – domestic and non-domestic assaults | Concern | Decrease |
| | Satisfaction with Social Factors: <ul style="list-style-type: none"> I have strong relationships with the people who live in the same community Our community has a shared vision for the Liverpool City I feel like a member of Liverpool City community I feel connected with Liverpool City community | Influence | Maintain/Increase |
| | Satisfaction with Liveability: <ul style="list-style-type: none"> I have good access to local services and facilities Public transport is easily accessible I feel safe in my community My community is clean and green I am satisfied with how development is happening within my suburb I have opportunities to participate in arts and cultural activities Local shopping strips are vibrant There are festivals and events to attend in my area Housing in the area is affordable | Influence | Maintain/Increase |
| | Household travel by car | Influence | Decrease |
| | Increase in walking, cycling, and public transport mode share | Influence | Increase |

MEASURES

| Strategic Objectives | CSP KPIs | Scope | Target/Trend |
|--|--|-----------|-------------------|
| ENVIRONMENTAL | | | |
| A LIVEABLE, SUSTAINABLE AND RESILIENT CITY | Use of energy by the Council | Control | Decrease |
| | Percentage of diverse housing options in new developments | Influence | Increase |
| | Water quality | Concern | Improve |
| | Air quality | Concern | Improve |
| | Public safety ratings | Influence | Improve |
| | Recycling | Control | Increase/Decrease |
| | Waste diversion from landfill | Influence | Increase |
| | Satisfaction with Environment: <ul style="list-style-type: none"> I can find shade when I need it | Control | Increase |
| ECONOMIC | | | |
| AN EVOLVING, PROSPEROUS AND INNOVATIVE CITY | Employment rate | Concern | Increase |
| | Number of local businesses | Concern | Increase |
| | Gross Regional Product Growth | Concern | Increase |
| | Value of non-residential building approvals | Influence | Increase |
| | Vehicle crashes and casualties | Concern | Decrease |
| | Pedestrian and cycling crashes and casualties | Concern | Decrease |
| CIVIC LEADERSHIP | | | |
| A VISIONARY, LEADING AND RESPONSIBLE CITY | Increased participation on Council's social media platforms | Influence | Increase |
| | Financial Sustainability of Council: <ul style="list-style-type: none"> Manage Operating Performance Ratio to greater than 0% (as an average over three years) Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years) Manage Debt Service Ratio to less than 20% (as an average over three years) Manage Real Operating Expenditure to decrease per capita over time Manage accounts receivable to debts outstanding less than 5% | Control | Increase |
| | NBN coverage | Concern | Increase |

ABBREVIATIONS USED IN THIS DOCUMENT

| | |
|-----------------|---------------------------------------|
| CALD | Culturally and Linguistically Diverse |
| CBD | Central Business District |
| CSP | Community Strategic Plan |
| DIAP | Disability Inclusion Action Plan |
| EMPLAN | Emergency Management Plan |
| IP&R | Integrated Planning and Reporting |
| LFTP | Long-Term Financial Plan |
| LGA | Local Government Area |
| NSW | New South Wales |

If you do not understand this document, please ring the Telephone Interpreter Service (131 450) and ask them to contact Council (1300 362 170). Office hours are 8.30am to 5.00pm, Monday to Friday.

ARABIC

إذا لم تستطع فهم هذا الطلب ، الرجاء الاتصال بخدمة الترجمة الهاتفية على رقم 131 450 واسألهم أن يتصلوا بالبلدية على رقم 1300 362 170 . دوام ساعات العمل هي من الساعة 8.30 صباحاً إلى 5.00 بعد الظهر من الاثنين إلى الجمعة.

CHINESE

如您看不懂此信 / 申請書，請打電話給「電話翻譯服務台」(131 450)，請他們聯絡市政廳(市政廳電話 1300 362 170)。市政廳辦公時間，星期一至星期五，上午八時三十分至下午五時。

CROATIAN

Ako ne razumijete ovo pismo/aplikaciju, molimo nazovite Službu prevodilaca i tumača (Translating and Interpreting Service - na broj 131 450) i zamolite ih da nazovu Općinu (na 1300 362 170). Radno vrijeme je od 8.30 ujutro do 5.00 popodne, od ponedjeljka do petka.

GERMAN

Wenn Sie diesen Brief/Antrag nicht verstehen können, rufen Sie bitte den Telefon Dolmetscher Dienst (Telephone Interpreter Service) (131 450) an und lassen Sie sich vom Personal mit dem Gemeinderat (Council) in Verbindung setzen (1300 362 170). Geschäftsstunden sind von 8:30 bis 17:00 Uhr, montags bis freitags.

GREEK

Αν δεν καταλαβαίνετε αυτή την επιστολή/ αίτηση, σας παρακαλούμε να τηλεφωνήσετε στην Τηλεφωνική Υπηρεσία Διερμηνέων (131 450) και να τους ζητήσετε να επικοινωνήσουν με το Δημοτικό Συμβούλιο (1300 362 170). Τα γραφεία του είναι ανοιχτά από τις 8.30π.μ. μέχρι τις 5.00μ.μ. από Δευτέρα μέχρι και Παρασκευή.

HINDI

अगर आप इस पत्र/आवेदन को पढ़कर समझ नहीं पा रहे हैं तो कृपया टेलीफोन सहायक सेवा (131 450) को फोन करें और उनसे काउंसिल (1300 362 170) से संपर्क करने को कहें। कार्यालय का समय सोमवार से शुक्रवार तक प्रातः ८:३० बजे से सायं ५:०० तक है।

ITALIAN

Se non comprendi questa lettera/questo modulo di domanda, telefona al Servizio traduzioni e interpreti al numero 131 450 chiedendo di essere messo in contatto con il Comune (telefono 1300 362 170). Orario d'ufficio: ore 8.30 -17.00, dal lunedì al venerdì.

KHMER

បើលោកអ្នកមិនយល់ពីអត្ថន័យឬការប្រតិបត្តិនេះទេ សូមទូរស័ព្ទទៅសេវាកម្មប្រកាសាភាសាទូរស័ព្ទ (លេខ 131 450) ហើយស្នើសុំឲ្យគេទាក់ទងសាលាក្រុង (លេខ 1300 362 170)។ ពេលម៉ោងធ្វើការគឺម៉ោង 8 កន្លះព្រឹកដល់ម៉ោង 5 ល្ងាច ពីថ្ងៃច័ន្ទដល់ថ្ងៃសុក្រ

MACEDONIAN

Ako ne go razbirate ova pismo/aplikacija, ve molime da se javite vo Telefonската преведувачка служба на 131 450 и замолете ги да стапат во контакт со Општината на 1300 362 170. Работното време е од 8.30 часот наутро до 5.00 часот попладне од понеделник до петок.

MALTESE

Jekk ma tifhimx din l-ittra/applikazzjoni, jekk joghgbok ċempel lis-Servizz ta' l-Interpretu bit-Telefon (131 450) u itlobhom jikkuntattjaw il-Kunsill (1300 362 170). Il-hinijiet ta' l-Uffiċċju huma mit-8.30a.m. sal-5.00p.m., mit-Tnejn sal-Ġimgha.

POLISH

Jeśli nie rozumiesz treści niniejszego pisma/podania, zadzwoń do Telefonicznego Biura Tłumaczy (Telephone Interpreter Service) pod numer 131 450 I poproś o telefoniczne skontaktowanie się z Radą Miejską pod numerem 1300 362 170. Godziny urzędowania: 08.30-17.00 od poniedziałku do piątku.

SERBIAN

Ako ne razumete ovo pismo/aplikaciju, molimo vas da nazovete Telefonsku prevodilacku službu (131 450) i zamolite ih da kontaktiraju Opštinu (1300 362 170). Radno vreme je od 8.30 ujutro do 5.00 popodne, od ponedeljka do petka.

SPANISH

Si Ud. no entiende esta carta/solicitud, por favor llame al Servicio Telefónico de Intérpretes (131 450) y pídale que llamen a la Municipalidad (Council) al 1300 362 170. Las horas de oficina son de 8:30 am a 5:00 pm, de lunes a viernes.

TURKISH

Bu mektubu veya müracaatı anlayamazsanız, lütfen Telefon Tercüme Servisi'ne (131 450) telefon ederek Belediye ile (1300 362 170) ilişkiye geçmelerini isteyiniz. Çalışma saatleri Pazartesi - Cuma günleri arasında sabah saat 8:30 ile akşam 5:00 arasındır.

VIETNAMESE

Nếu không hiểu thu/đơn này, xin Quý Vị gọi cho Telephone Interpreter Service (Dịch Vụ Thông Dịch Qua Điện Thoại), số 131 450, và nhờ họ liên lạc với Council (Hội Đồng), số 1300 362 170. Giờ làm việc là 8 giờ 30 sáng đến 5 giờ 00 chiều, Thứ Hai đến Thứ Sáu.

For further information



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