

A woman in a black tank top, shorts, and a cap is jogging on a paved path in a park. The background is filled with lush green trees and vibrant orange flowers. The scene is captured in a soft, natural light, suggesting a pleasant day for outdoor activity.

BIANNUAL PROGRESS REPORT

January-June 2024

Introduction

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of January to June 2024.

A Snapshot of Integrated Planning and Reporting Documents

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with Sections 402-405 of the *Local Government Act 1993*. These documents include the 10-year Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan, Workforce Management Plan, Asset Management Plan, and Long-Term Financial Plan.

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. The Community Strategic Plan outlines the long-term vision for Liverpool by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's projects, programs, and activities including key performance indicators (KPIs) and detailed actions that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of June 2024, Council reported on 22 service areas. A total of 21 service areas were reported as on track, and one needed attention.



Action on Track
Overall measures and projects are being delivered



Action needs attention
Not all measures and projects are being met or reaching satisfactory levels



Action not met
Measures are not being met and completion dates are unclear

Highlights January-June 2024

Opening of Council Chambers and Civic Place

Liverpool Civic Centre reached a milestone with the official openings of Council's new Chambers on 7 February and operation of Civic Tower at Civic Place on 3 April 2024.

Ceremonies were held on both occasions and the Prime Minister, the Hon. Anthony Albanese together with the Mayor and Councillors, officially inaugurated the monumental structure at the Civic Centre forecourt.

The \$220 million state of the art building at 50 Scott Street will revitalise the southern end of Liverpool CBD and be the catalyst for further redevelopment in the city.

Yellamundie Library

The new Yellamundie Library and Gallery has become a much-loved community space since opening in December 2023 and welcomed 149,382 visitors in its seven months of operation.

Successful programming embraced by the community included:

- Early literacy for pre-schools, including supported playgroups and short/rhyme time sessions
- STEM and Robotic classes for all ages
- Books and author talks
- School holiday events
- Preparing for citizenship courses; and

A range of multicultural programming including social board games, tech savvy for senior classes in multiple community languages and multicultural story time.



Prime Minister Hon. Anthony Albanese at the opening of Civic Place



Council's Community and Recreation Centres

- There were more than 1,000,000 visitations in the first 6 months of operations across community facilities, sporting fields and leisure centres.
- Council's leisure facilities continued to achieve high safety scores with the Whitlam Leisure Centre and Michael Wenden Aquatic Centre scoring 94 and 95 percent in their safety assessments.

Wattle Grove Early Education and Care Centre

Wattle Grove Early Education and Care Centre received a rating of Exceeding National Quality Standards in all seven quality areas.

Ligh Horse Park Jetty Launch

Council progressed with stage one construction of a new all-abilities kayak launch facility and platform, along the Georges River at Light Horse Park setting a new standard for accessibility on the waters.

The major park redevelopment is pivotal to the city's revitalisation and activation and is funded by the NSW Government through Transport for NSW's Boating Now grant and a Western Sydney Infrastructure Grant.

The jetty will be used by NSW Maritime as the benchmark on how to produce accessible facilities in New South Wales.



Light Horse Park, Georges River Jetty

Experience the World program

Council continued to celebrate its diversity by hosting three cultural events as part of the Experience the World program attracting more than 430,000 residents and visitors to the Liverpool CBD.

The events took place in Macquarie Mall and showcased different cultures, performances, food and colourful traditions. The events included Lanterns and Lights, Most Blessed Nights and the Motherland African Festival.



Experience the World Program - Lanterns and Lights, Most Blessed Nights and Motherland African Festival

Awards

Council was the recipient of the prestigious Local Government award for its outstanding *Experience the World* events program.

Council was awarded winner of The Premier's 2024 Business Excellence - Local Government Medal for outstanding achievements of a Local Government organisation that has worked to develop and support a diverse local community.

Council was also recognised as a finalist for The Urban Developer Awards for Industry Excellence - Local Government Excellence 2024 in the Categories of Excellence in Community Engagement Award for Liverpool Civic Place and in the Partnerships and Collaboration category for Edmondson Park Preschool.



Satellite Customer Service Hub

Council officially opened its third satellite customer service hub at the Moorebank Community Centre.

The new satellite customer service hub provides convenient and efficient services allowing residents and ratepayers to conduct their Council transactions without having to travel to the city centre.



Opening of the new Customer Service Hub, Moorebank

Memorandum of Understanding (MOU) - University of New South Wales

At its third Committee for Liverpool meeting, UNSW's Dean of Arts, Design and Architecture, Professor Claire Annesley signed a Memorandum of Understanding (MOU) between Liverpool City Council and the University of New South Wales (UNSW).

This agreement will result in Council and UNSW partnering on various projects and exchanging information. It will reinforce Liverpool's status as a hub for academic advancement and realisation of Council's vision as a University City.



Professor Claire Annesley, UNSW Sydney

68th Blake Prize, Casula Powerhouse

Casula Powerhouse Arts Centre (CPAC) announced 58 artists as the finalists of the 68th Blake Prize.

The 68th Blake Prize is one of Australia's longest standing and most prestigious art prizes for local and international artists who explore spirituality and religion.

The biennial exhibition displayed 600 entries. The finalists were selected by a panel of judges renowned for their contribution to the discourse of contemporary art and spirituality in Australia. Shireen Taweel was awarded the winner for her installation, titled *Shoe Bathers 2022*.



Winner of the 68th Blake Prize, Shireen Taweel.

2168 Children's Parliament

Ambassadors and parliamentarians attended the 14th sitting of the 2168 Children's Parliament which was held in the new Council Chambers at Civic Place.

Parliamentarians from participating primary schools gave inspiring speeches on safe places, the natural environment and their experiences in Children's Parliament.



Students at the 14th sitting of the 2168 Children's Parliament

Family Fun Days

Council continued to host its monthly Neighbourhood Family Fun Days across three locations during the period, bringing fun and family entertainment to the community.

More than 52,000 people attended and enjoyed a variety of recreational activities and entertainment at several locations including Bigge Park Liverpool, Grimson Park, West Hoxton and Stante Reserve, Middleton Grange.



Synthetic Playing Fields

Council celebrated the openings of new synthetic playing fields at Ernie Smith Reserve, Moorebank and Hammondville Park, Hammondville.

The new synthetic fields address longstanding challenges posed by weather-dependent grass fields, offering a reliable venue for training and matches year-round. They both feature a full-size synthetic FIFA quality and certified soccer field, new field fencing, back screens and goal posts.



Ernie Smith Reserve, Moorebank



The opening match on the Hammondville Park synthetic field

Community Drop-In Sessions

Council introduced its first Community Drop-In Session at Edmondson Park in February 2024. Residents were invited to provide feedback on Council projects and initiatives in their local suburb and raise issues directly with Council's specialist teams.

Council hosted a total of five sessions during the period at various locations across the local government area.



Grimson Park Opening

Council officially opened Grimson Park at West Hoxton on 18 May. The park upgrade included a playground, concrete footpath connection, outdoor fitness gym, park furniture and landscape improvements.

Council celebrated the opening with food trucks, entertainment and children's activities including a petting zoo.



Grimson Park Opening

City Maintenance

- More than 12,700 sqm of road pavement were repaired and resurfaced at various locations;
- More than 25 km of road shoulder areas were regraded and maintained
- Approximately 2000 linear meters of concrete footpaths and 500 linear meters of kerb were reconstructed at several locations;
- Faded and missing line markings were reinstated on various streets, replacements and new installations of traffic signs and street furniture, valued at \$402,000;
- All 120 gross pollutant traps within the LGA were cleaned twice according to the cleaning schedule, including repairs to damaged drainage structures and removal of waterway weeds. In addition, several street drainage pits were inspected and cleaned;
- More than 1600 customer requests were received and actioned for various maintenance works;
- More than 1200 driveway inspections were undertaken; and
- More than 625 road opening applications were processed, and respective permits issued.



Temporary Footpaths - Austral

Funding

Council secured approximately \$1.3 million in funding across six grant submissions during the period for various projects including;

- Office of Veterans Affairs under Anzac Community Grants Program- Anzac Day 2024
- Local Small Commitments Allocation- Parks and Playgrounds (Badgerys Creek electorate) Bringelly Reserve
- Department of Education under the Health and Development anticipation grants – Grant for 4-year-olds to access development checks in Council’s early childhood education centres
- Aboriginal Affairs NSW under NAIDOC local grants - 2024 NAIDOC week
- Transport for NSW under the Open Streets Program – Sarry Sari Nights
- Transport for NSW under the Get NSW Active – detailed design of a cycle path for Moore Street and George Street

Australian Search Dog Federation Memorial Garden

Council participated in the official opening of the Australian Search Dog Federation Memorial Garden at Rossmore. The Memorial Garden honoured the extraordinary K9s who dedicate their existence to the search for others.

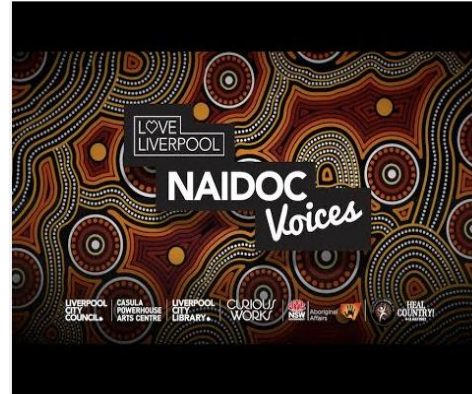



Image of plaque dedicated to the K9 Australian Search Dog Federation

1.1 Libraries and Museum


Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's six libraries provide recreational and educational services and activities including a wide range of collections and delivery programs, events and exhibitions for children, youth and adults. The Liverpool Regional Museum provides exhibitions and events that showcase the heritage and history of the area. The Museum also collects, organises, preserves and makes available materials of local historical and cultural significance.	 On track

Comment

- The new Yellamundie Library and Gallery has become a much-loved community space since opening in December 2023. It has welcomed 149,382 visitors in its first seven months of operation. It has been a catalyst for new community partnerships, delivering exhibitions and programs to new audiences.
- The new iconic library building in Liverpool is drawing communities as a place for study, recreation and connection and has been embraced and celebrated.
- In 2023/ 2024, Council delivered a range of services to the community:
 - 634,005 visits across Council libraries
 - 809,422 physical and digital items were borrowed
 - 64,631 people were members of Council libraries
 - 2,676 programs were delivered and attended by 51,137 people
- New programs were delivered and advertised across the Liverpool library service including a partnership with the Multicultural Resource Centre to offer workshops on taking the Australian Citizenship test, A senior social program was introduced with SEWA and monthly history lectures with Liverpool U3A.
- Literacy programs were expanded with the introduction of Saturday Storytime. STEM and digital literacy workshops were initiated at the new Create Space, featuring robotics, 3D printing, coding and technology aimed at young people and adults.

- Multicultural programs, including a Tech Savvy Seniors program in Arabic and continued access to introductory computer classes were offered. In addition, the library showcased resources and sought feedback by attending monthly suburban outreaches across the Liverpool LGA.
- The library's annual survey results were published on the library website and indicate that customer satisfaction with library services remains consistently high.
- Liverpool Regional Museum launched EXILO exhibition which shared the stories of South West Sydney's Chilean community through film production and public programs.
- In 2023/2024 the museum delivered 87 programs to 1675 people and was visited by 17,570 people.


1.2 Events

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	This service delivers Councils' annual program of community and Major events. Its purpose is to activate key precincts and assets, support the local economy, facilitate CBD revitalisation, and promote visitation. Councils' Major Events program will focus around showcasing Liverpool's rich multicultural identity and explore its diversity through a series of CBD based activations. The unit aims to encourage accessibility, inclusivity and cultural representation whilst providing a platform of opportunity for local businesses, artisans, talent and suppliers.	 On track

Comment

- Council delivered a variety of community and large-scale events throughout the year that have enhanced community pride and vibrancy of our local government area. A notable initiative has been the 'Experience the World' series of events, comprising of seven culturally focused weekend-long festivals located at Macquarie Mall in the CBD that have welcomed 600,000 visitors across this financial year. The events not only celebrate Liverpool's rich cultural diversity and promote social cohesion but have been a considerable force in boosting Liverpool's local economy with a more than \$23 million direct impact to the regional economy over this year.
- Council delivered monthly family fun day in a rotating locale, providing activation and a chance to connect with Council services and representatives on a local level.
- Council also delivered key milestone celebrations including Australia Day's Bigge BBQ, NAIDOC Family Fun Day and New Years Eve at the Australian Turf Club which was a return to in-person New Years Eve celebrations, attracting more than 20,000 people

1.3 Recreation and Community Facilities

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Recreation and Community Facilities provide access to sporting, recreation and leisure services. The service also supports the development of a dynamic, healthy and liveable city through the effective, innovative and sustainable management of community facilities and recreation services for more than 1.5 million residents and visitors annually.	 On track

Comment
<ul style="list-style-type: none"> • Council's community facilities, sporting grounds and leisure centre remain in high demand, collectively attracting an estimated 1,071,041 visitations. • Services and support programs to marginalised and targeted community groups through facilities, and services, remains high with more than 150,000 recorded visitations. • Assessments on facility safety of Council's aquatic centres remains high with both venues exceeding 94 per cent in facility safety assessments undertaken by the Royal life Saving Society NSW.

1.4 Community Development and Planning

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	The Community Development and Planning service oversees development and implementation of a range of policies and strategies across Council to ensure services, programs and facilities are responding to the current and emerging needs, interests and aspirations of Liverpool residents. In addition, the service delivers planning for social infrastructure including community facilities, sporting, recreational and open spaces for Liverpool's existing and growing community.	 On track


Comment

Council continues to deliver important services to marginalised and targeted community groups. These programs act to strengthen community capacity. Highlights during this period have included:

- The development and adoption of Council's Reconciliation Action Plan (RAP). The RAP serves to define Council's commitment to the implementation of strategies that will result in the advancement of first nations people.
- The development of Council's first School Leadership Forums. The two forums delivered to school leader from primary and high schools across Liverpool functioned as important opportunities to connect and engage with emerging school leaders.
- The delivery of a comprehensive Community Grants Program delivering more than \$450,000 to support community-driven events, programs and activities.
- The development and adoption of Council's Disability Inclusion Action Plan 2024-28 outlining Council's commitment to inclusion and support for people with a disability.

Delivery of the 2168 Children's Parliament Program in partnership with Mission Australia.

1.5 Children's Services


Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Children's Services is responsible for the direct provision of six early education and care services and one preschool service, catering for a total of 260 long day care places and 27 preschool places. Council is committed to providing the highest quality care and education for children and support for families.	 On track

Comment
<ul style="list-style-type: none"> • Council's Early Childhood programs continue to be a benchmark for quality service provision within the Liverpool Local Government Area. Recent data shows that Liverpool City Council's Early Childhood Services make up 27 per cent of education and care centres in the LGA which have received a rating of 'Exceeding National Quality Standards'. Only 10 per cent of non-council services in the LGA are exceeding National Quality Standards. Wattle Grove Early Education and Care Centre was assessed against the National Quality Standard in January 2024 and received a rating of Exceeding National Quality Standards in all seven areas. • Supported playgroups continued to be delivered in partnership with community partners and aim to support socially isolated families and children to create connections. The playgroups are delivered under the NSW Government Start Strong Funding Model, aiming to support children's pathways to formal early childhood education. • The Transition to school program has been redesigned and will be implemented in the first quarter of 24/25. The program is designed and delivered by Council's Early Childhood Teachers, strengthening both the social and academic skills of children prior to heading to school. • Council's Early Education and Care Centres partnered with Macquarie University in various research projects "ORICL - Observe, Reflect, Improve, Children's, Learning". Research projects provide mutual benefits to both the universities and Council services as it allows Council to gain valuable knowledge in a broad range of research subjects. This year, studies have focused on the acquisition of language in a literacy rich environment and the use of observation and data tools to record how educator interactions and the learning environment influence young children's development.

- In response to the newly released Australian Early Development Census Data (AEDC), Children's Services has partnered with Liverpool City Library to create outreach libraries within Council centres containing quality fiction and non-fiction literature. To enhance literature offerings, the outreach libraries now stock adult fiction and nonfiction titles for families. In addition, families within Council services can access Parent TV, on demand videos to support the parenting of children from birth to teens.
- Council is part of a pilot Transition Partnership Program with the Department of Education that aims to develop and strengthen connections between Early Childhood Education and Primary School, supporting effective transitions for children. As part of this program reciprocal service visits have taken place between Council's early education and care centres and local schools to allow Council educators and school teachers to observe the programs being implemented and identify areas of support.
- Council is working collaboratively with NSW Health to roll out the Brighter Beginnings initiative in which all children will have comprehensive health and development checks prior to commencing school.


Council's Children's Services have worked on establishing strong community partnerships to enhance children's connections with the local community. This includes an intergenerational program, partnerships with Meals on Wheels, Our Community Kitchen and Liverpool Men's Shed.

1.6 Arts and Culture

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	The Casula Powerhouse Arts Centre is a cultural facility that contributes to an inclusive and creative community through engaging presentation and production. The Centre provides a platform to highlight the skills and creativity of local artists through music, exhibitions, performances, and programs that are relevant and engaging to Liverpool and South West Sydney communities.	 On track


Comment
<p>Casula Powerhouse is a cultural facility that contributes to an inclusive and creative community through multidisciplinary installations, exhibitions focusing on contemporary art practices and community-led events.</p> <p>Council has expanded its gallery spaces with the CBD-based Yellamundie Gallery at Liverpool's Civic Place library. This new space will be a prime location for continuing the exploration of community stories and reflecting Liverpool's cultural makeup.</p> <p>Highlights for the period include:</p> <ul style="list-style-type: none"> • Delivery of the 68th Blake Prize 2024 • Delivery of the 31st Annual MilPra Prize • Delivery of Matinee Series 2023 • Delivery of Culture Up Late • New gallery addition, Yellamundie Gallery

1.7 City Planning and Urban Design

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	The City Planning and Urban Design service area provides specialist advice to Council, the community, developers, the NSW Government and other organisations to guide the design of the built environment in Liverpool. This service also provides specialist heritage related advice.	 On track


Comment
<p>Updates for this area include:</p> <ul style="list-style-type: none"> • Council was able to meet its target for ongoing tasks and initiatives. Specialist Urban Design, Heritage and Public Art advice was provided within the timeframes in most instances. • The Design Excellence Panel (DEP) and Heritage Advisory Committee meetings were held in accordance with adopted Charters and Procedures. • Urban Design, Heritage, and Public Art projects and initiatives were progressed and delivered to schedule. Work on the Draft Liverpool City Centre Public Domain Technical Manual and Tree Management Framework continues towards finalisation. As of June 2024, Council has successfully completed the installation of more than 750 trees under the Urban Forest Strategy (Stage 1 & Stage 2) Projects. • Bigge Park Amenity Building was successfully embellished in June 2024 with new and engaging public art aimed towards making the space safer for our community. • The Railway Street Demonstration Project trial was successfully completed in January 2024.

1.8 Animal Management

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	This service area manages the Liverpool Animal Shelter and provides the community with an accessible facility that meets legislative requirements under the Companion Animals Act 1998.	 On track


Comment
Council consistently achieves its rehoming targets for dogs and cats.

1.9 City Infrastructure Delivery and Construction

Strategic Objective	Service Area Description	Overall Status
<p>Healthy, Inclusive, Engaging Evolving, Prosperous, Innovative</p>	<p>The Infrastructure Delivery and Construction service undertakes the planning and delivery of Council’s asset renewal and replacement programs to ensure ongoing asset serviceability and continuity, to provide best value investment in community infrastructure. This service is also responsible for planning and delivering Council’s major and strategic community infrastructure projects to meet demand from growth and to improve the amenity and liveability across the LGA.</p>	<p style="text-align: center;">  On track </p>

Comment
<p>Project upgrades for the period include:</p> <ul style="list-style-type: none"> • Pye Hill Reserve - Playground equipment manufacture. Construction has commenced on site and is progressing. • Affleck Gardens Park - Park development works to include new playground, footpaths, outdoor gym and carpark. Council is finalising the tender to award contract works. • McGirr Park - Construction of children's playground and outdoor gym area. Council is finalising the tender to award contract works. • Edmondson Avenue Upgrade - Design complete. Land acquisition is progressing with survey of the lands complete. Detailed design is 80% complete. • Basin 14, Edmondson Park - Land acquisition complete, detailed design complete, in final review stage, seeking additional grant funding with procurement of construction activities to commence upon successful securing of grants. • Middleton Drive extension / M7 underpass and Cycling Bridge - Revised design commenced to factor in the M7 motorway widening works by the NSW Government, with procurement of construction activities to commence upon completion of detailed design. • Macquarie Street - work under way between Moore and Scott Streets and scheduled for completion by December 2024. • Railway Street - Design under way • Scott Street - Design under way • Carnes Hill - Architect engaged and design underway Brickmakers Creek - Investigation works underway.


2.1 City Waste and Recycling

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	The City Waste and Recycling service maintains and improves the amenity of the Liverpool area through action, education, and enforcement. It provides domestic waste services for Liverpool residents including the collection and processing of recycling, green waste, bulk waste and various problem waste streams.	 On track

Comment


Council continues to deliver its waste services according to schedule. The only deficit is a slight delay in delivering road-sweeping services towards the end of this half-year, as a result of several vehicles being off the road due to reasonably significant maintenance issues.

2.2 City Maintenance

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	This City Maintenance service is responsible for maintaining and repairing Council's footpaths and road assets, managing CBD maintenance and Council's park maintenance program, including proactive inspections, cleansing, sanitising playgrounds and picnic areas. This service also assists and responds to emergencies in the LGA to ensure that Council services remain operational in an emergency.	 On track


Comment
<p>Key deliverables for the period include:</p> <ul style="list-style-type: none"> • More than 12,700 sqm of road pavement have been repaired and resurfaced at various locations and 25km of road shoulder areas have been regraded and maintained. Approximately 2000 linear metre of concrete footpath and 500 liner metre of kerb have been reconstructed at several locations. • Faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture costing \$402,000. • All 120 gross pollutants traps within the LGA were cleaned two times as per the cleaning schedule including repairs of damaged drainage structures, and waterways weed removal. In addition, street drainage pits were checked and cleaned. • More than 1,600 customer requests were received for various maintenance works and they have been inspected and necessary actions taken within the time frame. • Council has carried out more than 1200 driveway inspections and approved for constructions. • More than 625 Road Opening applications has been processed and permits issued in a timely manner.

2.3 Strategic Town Planning

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	The Strategic Town Planning service area guides, orders and regulates land use and infrastructure in an efficient, equitable, ethical and effective way. Through collaboration with experts from a variety of disciplines, strategic planning seeks to realise the vision established within Connected Liverpool 2040, Council's LSPS. Strategic Planning relates to the management of land use plans, land release, renewal of established areas, rezoning, the formulation of Development Control Plans, Development Contributions Plans and associated policy.	 On track


Comment
<p>Updates for the period include:</p> <ul style="list-style-type: none"> • Planning Proposals which demonstrated merit were supported in less than 90 days and submitted for Gateway determination within a few weeks of Council endorsement to lodge. The majority of Planning Proposals were completed within Gateway determination timeframes (subject to extensions for some complex proposals). • Council has continued to progress the LEP Review Project, reaching a major milestone on 29 May 2024 where Council endorsed the Planning Proposal to be submitted to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway determination. • Council endorsed the Rural Lands Strategy on 22 November 2023 to help provide a clear vision and guidance for Liverpool's rural and scenic lands. Work on the short-term actions of this Strategy have begun, including DCP amendments to the Rural chapter of the DCP. • Council continues to review and progress amendments to smaller portions of the DCP. This includes a recently finalised amendment to encourage family-friendly apartments.

2.4 Regulatory Compliance

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	The Regulatory Compliance service area is responsible for Council's enforcement processes, managing and maintaining public health compliance, approval and monitoring of building construction work and the issuing of licences and other approvals required under legislation to maintain a healthy and safe city.	 On track


Comment
Council is committed to meeting its regulatory functions required under legislation to maintain a healthy and safe city.

2.5 Development Assessment

Strategic Objective		Overall Status
Liveable, Sustainable, Resilient Evolving, Prosperous, Innovative	The Development Assessment service delivers statutory planning and engineering services to the community. It is responsible for assessing and determining various applications in a robust manner in order to enable the creation of liveable communities and environments while also providing development related advice to key stakeholders.	 On Track

Comment
<ul style="list-style-type: none"> • Council has continued to work towards improving performance indicators, whilst ensuring best practice planning, and high-quality urban design outcomes were achieved for the benefit of the Liverpool community. • Achieving the Development Assessment performance measures during the period proved to be challenging, largely due to the existing number of long-standing historic applications with Council. • The Development Assessment Department has made a significant effort to reduce the determination of long-standing historic applications, through a combination of process improvements, and prioritisation of applications. Reduction in Outstanding DAs - At the end of June 2024, there were two hundred (200) outstanding DAs. This compares with six hundred and sixty (660) DAs at the end of June 2023, and nine hundred and sixty-one (961) DAs at the end of June 2022. • Reduction in Average DA Determination Timeframe - The average determination timeframe for June 2024 was one hundred and eighty (180) days. This compares with four hundred and seventeen (417) days in June 2023, and two hundred and seventeen (217) days in June 2022.

2.6 Environmental Planning and Management


Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	Management of Council’s natural environment to meet legislative requirements and improve Council’s Environmental sustainability performance.	 On track

Comment

During the period:

- Council prepared a draft Liverpool EV Charging Stations on Public Land Policy. The draft Policy was presented to the Environmental Advisory Committee on 17 June 2024. At its meeting held on 24 July 2024, Council endorsed for the draft Policy to be placed on public exhibition for comment.
- Council continues to actively manage legacy contamination arising from historic filling with construction waste, including asbestos and illegal dumping across the Liverpool LGA. Several remediation projects were completed during this period including Hammondville synthetic sports field and various open space and drainage projects.

2.7 Infrastructure and Floodplain Planning and Management

Strategic Objective	Service Area Description	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>This service includes the provision of:</p> <ol style="list-style-type: none"> 1. Asset Management strategies, policies, systems and programs for Council-owned infrastructure assets to continue to deliver the required levels of service over time; 2. Floodplain Management strategies, policies, systems and programs to enable controlled occupation of flood prone land and to reduce the impact of flooding and flood liability; 3. Strategies, policies and programs for the conveyance of stormwater as well as management of stormwater to improve the health and quality of our waterways; and 4. Technical Support to Council, it's management units and other stakeholders involved in the planning, delivery and ongoing management of infrastructure related services. 	<div style="text-align: center;">  <p>On track</p> </div>

Comment
<p>Council continues to manage its \$3.2 billion portfolio of infrastructure assets, and plan and design a continuous pipeline of infrastructure projects, including renewals, upgrades, and new infrastructure, for the community. Updates for the period include:</p> <ul style="list-style-type: none"> • Council completed topographical surveys to enable and inform the design of infrastructure projects. • Concept and detailed designs were completed for new or upgrades to existing roads, traffic facilities, drainage, cycleways, footpaths, car parks and other civil infrastructure. • Survey set out services continued to be provided, to enable the construction of infrastructure projects. • Asset planning and management services were provided to ensure effective management of Council's portfolio of infrastructure assets. • Preparation of Asset Management related statutory reports has progressed. Details of Council and developer-led infrastructure projects completed in the 2023/2024 financial year, are currently being input / updated into Council's asset management system. Once processed and completed, the public infrastructure report will be prepared by the due date.

- The update of Council's Transport Asset Management Plan has progressed. The Plan aims to provide a proactive approach to the management of Council's road related assets (and services provided from these assets), comply with relevant regulatory requirements, and identify funding required to provide the required levels of service.
- Stormwater management services were provided, to enable controlled occupation of flood prone land, reduce the impact of flooding and flood liability, manage the conveyance of storm water, and improve the health and quality of waterways
- Progress on the Moorebank Voluntary Acquisition Scheme continued. Council recently purchased a property located on the high-risk floodway of the Georges River, at Rickard Road. Council and the NSW Government under the State Floodplain Management Program are jointly funding the project. All the structures on this property have been removed and the site has been converted into public open space.
- The review of the NSW Government's Wianamatta South Creek (WSC) Flood Study 2020 was completed. Council resolved to defer adoption of the study. Following the completion of various flood mitigation works within the catchment, a review of the WSC Study will be undertaken. The outcomes of the review will be reported to Council.
- The concept design for the Hopkins Creek improvement works was completed, and the preferred option endorsed by Council. Detailed design is 90% completed, final design is expected to be completed by the end of August.

3.1 Economic and Commercial Development

Strategic Objective	Service Area Description	Overall Status
Evolving, Prosperous, Innovative	The Economic and Commercial Development service area is committed to working with businesses and stakeholders to provide an environment that supports sustainable economic growth and business opportunities. This service area supports Council in developing projects which facilitate commercial opportunities and supports key assets delivery and precinct master planning. The service area is also responsible for acquisitions, grants for easements, access agreements for service authorities and sales/review of any surplus Council land.	 On track

Comment

Economic Development

- Council supported over \$163 million dollars' worth of investment, over \$1.5 billion investment pipeline and the creation of 1305 jobs in 2023/2024.
- More than \$12 million in grant funding was secured for Council projects and infrastructure upgrades.
- Sponsorship was received from ten different partners for Major Events.
- Council continues to drive investment into Liverpool LGA through strategic stakeholder connections. This includes advocacy for Liverpool as a University City and raising awareness of Liverpool as a great place to do business, study and invest.
- Council continued to build on current relationships with major economic drivers such as universities, Liverpool Hospital redevelopment, Western Sydney Airport and Moorebank Intermodal Precinct and provides support to new and existing small and large businesses. Business events - State of the Region by Western Sydney Leadership Dialogue, Airport Summit with 180

participants looking at investment opportunities ahead of the opening of Western Sydney Airport and various small business events including partnering with the Chamber of Commerce and Industry and The South West Sydney Tourism Taskforce.

- Local jobs were facilitated through job expos, liaison with Department of Education and facilitation of career pathways into various industries including the local care economy.
- Council also delivered capacity building workshops for businesses and future entrepreneurs in partnership with WSU and the Chamber of Commerce and Industry.
- There was ongoing collaboration with George Street businesses to establish a recognised Little India Liverpool - Sari Street precinct.


Commercial Development

Council have completed the acquisition of 23 properties for the provision of public infrastructure, including open space, drainage and road purposes. The acquisitions have involved land in Austral, Edmondson Park and Middleton Grange. In addition to developer proposed dedications Council is prioritising acquisition of detention basin and open space sites.

Highlights for the period include:


- Purchase of 600 Cowpasture Road, Len Waters Estate as a Circular Economy resource site
- 31 Rickard Road Moorebank (Moorebank Voluntary Acquisition Scheme).
- Road widening acquisition of Stage 1 road widening properties (Governor Macquarie Drive, Warwick Farm).
- 62 Kelly Street, Austral.
- Agreement finalised on compensation for Basin 14, Edmondson Park properties.

3.2 Traffic and Transport Planning

Strategic Objective	Service Area Description	Overall Status
Evolving, Prosperous, Innovative Liveable, Sustainable, Resilient	Council's Transport Management service plans for the safe and efficient movement of traffic on Council's local road network. The service works in collaboration with Transport for NSW (TfNSW) to improve regional transport infrastructure and services in the LGA.	 On track


Comment
<ul style="list-style-type: none"> • Council continues to manage traffic on the local road network in consultation with Transport for NSW, the Police, and the Liverpool Local Traffic Committee. Responses with identified solutions continue to be provided within required timeframes. • Council is working on options to deliver Kurrajong Road upgrade and seeking further funding. • Council continues to progress the Governor Macquarie Drive staged upgrade from a two-lane road to a four-lane road. • Council continues to undertake the detailed design of the proposed Bernera Road upgrade between Yarrowa Street to Kurrajong Road including Yarrunga Street and Yato Road intersection upgrade. • Council has handed over the delivery of Fifteenth Avenue to Transport for NSW to complete the design and delivery of the project. • A total of three Liverpool Local Traffic Committee meetings were held during the reporting period.

4.1 Customer Service

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	Council's Customer Service team provides support services to the community and aims to deliver quality customer service by resolving enquires, processing applications, submissions, bookings and payments relevant to all of Council services in an efficient and effective manner.	 On track

Comment
<ul style="list-style-type: none"> • Council commenced implementation of its first Customer Experience Framework and Transformation Program. The Framework commits the organisation to providing its customers with seamless quality experiences by understanding and prioritising their needs, while engaging meaningfully and delivering service, operational and planning excellence. The Program includes new reporting practices for customer requests and timeliness for actioning as well as the drafting of a new Customer Experience Policy. Actions in the coming year include increasing capability in effective writing for customers and developing customer personas to help inform engaging meaningfully. • During the period, Council answered 74,337 phone calls with an average handling time of three minutes. A total of 41,309 customer requests were logged for actioning. • Council increased its face-to-face services to the community by increasing its customer service hubs from two to three, with the addition of the Moorebank hub. The hubs now include: <ul style="list-style-type: none"> - Location 1 - Lower ground floor of Yellamundie Library at number 52 Scott Street Liverpool. - Location 2 - Carnes Hill Library at number 600 Kurrajong Road Carnes Hill; and - Location 3 - Moorebank Community Centre on the corner of Maddecks Avenue and Nuwarra Road Moorebank.


4.2 Governance and Corporate Management

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	Council's Governance and Corporate Management services plan and co-ordinate Council's internal operations to ensure that Council is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable, and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan.	 On track

Comment
<ul style="list-style-type: none"> • Council increased the delivery of Civic Events to engage the local community and elevate the brand and reputation of Council. • Council reviewed and enhanced current Civic Events to ensure compliance, and elevated experience and community awareness to attract visitation. • There was an increase in the number of Park and capital works openings in collaboration with Media and Council's Communication department to ensure good news stories are achieved to elevate Council's brand and reputation. • Highlights in this area for the period include: <ul style="list-style-type: none"> ○ Increase attendance and customer satisfaction at 2024 ANZAC Day Dawn Service. ○ Increase attendance numbers and frequency of Citizenship Ceremony delivery. ○ Council Meeting transition to Civic Tower new multipurpose room and Council Chamber. New configuration of Chamber setting, available technology providing a more sophisticated delivery, and reporting and archiving. ○ Review of Community Forum delivery and enhancements made to ensure increased information available for residents, as well as a personalised and catered experience. ○ Inclusion of First Nations cultural dancers and story tellers into Council's Citizenship Ceremonies, to highlight and celebrate local history.


- Council's Workforce Management Strategy is tracking as expected. Initiatives for Liverpool City Council's workforce improvement programs are at various stages of completion in line with internal project planning.
- Council maintains a register of all complaints which are managed in accordance with Council's Customer Service and Communication Policy.
- Council's Public Interest Disclosures Policy was adopted on 10 May 2024 which includes maintaining a Public Interest Disclosure Register.
- Council's Privacy Policy outlines how Council will manage its privacy obligations which includes a Draft Data Breach Policy, Data Breach Response Plan and Data Breach Register to comply with the mandatory data breach notification scheme (MNDBS).
- Council continued to ensure its procurement standards and guidelines are current and adhered to.
- The Audit, Risk and Improvement function plays a pivotal role in facilitating and embedding best practice risk processes, ensuring that decision-making is informed by a comprehensive understanding of potential threats and opportunities. Through regular audits, the Audit, Risk and Improvement function provides an independent insight into the efficient and effective functioning of strategic and operational matters. During the period, Council implemented a Risk and Audit System. It also ensured full compliance with newly legislated Audit and Risk requirements.
- Council continued to focus on ensuring availability of all Council's Information Technology systems and strengthening its cybersecurity position. Projects that Council delivered in the reporting period included the establishment of technology systems for the operation of the new home for Council at Liverpool Civic Place and set up for all staff. The set up of other Council sites including Edmondson Park Preschool, Cowpasture Road Depot and the former Liverpool Courthouse.
- Council met its Integrated Planning and Reporting requirements for the period including the delivery of the Delivery Program 2022-2026 and Operational Plan 2024-2025 and Biannual Report January-June 2024 which will be presented to Council at its meeting in August 2024.
- Council is co-ordinating the review of the Community Strategic Plan and accompanying documents for the new Council term. In addition, Council is progressing with the State of Our City Report and Annual Report 2023-2024 which will be presented to Council at its meeting in November 2024.

4.3 Financial Management

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	The Financial Management service provides Council financial accounting and support services relating to the development and implementation of financial policies and procedures, statutory reporting, budgeting and management reporting, Goods and Services Tax (GST) and Fringe Benefits Tax (FBT) accounting and reporting, banking, investments, debt collection, accounts payable and financial systems.	 Needs Attention

Comment
<ul style="list-style-type: none"> • Council did not breach any legislative obligations in the reporting period. • Financial sustainability is an industry wide challenge with increasing cost of services and inability for councils to proportionately increase rates and other user charges. It is anticipated that strategic decisions will be made as part of service reviews in future years which will achieve a positive operating ratio. The current long term financial plan 2025-2034 indicates positive operating results in 2029/30 and onwards.

4.4 Communications

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	The Communications service delivers promotional and communication strategies to support Council's projects, events, initiatives and strategies through media releases, commissions, video, photographic, print, online and other promotional material. This service area is also responsible for Council's social media accounts, undertaking research functions, overseeing internal communications to staff and actively supporting the Mayor as the official spokesperson for Council and the Chief Executive Officer as the operational spokesperson.	 On track

Comment

The Communications Marketing and Brand Team have demonstrated a positive improvement in community sentiment due to activities this period and remains focused on its efforts for continuous improvement in communications which place community satisfaction, innovation and best practice at the centre of all operations and that position Council as an industry leader that plans and delivers services for its growing city.