

A woman in a black tank top, black shorts, a black cap, and sunglasses is jogging on a paved path. She is surrounded by lush greenery, including tall grasses and vibrant orange flowers. Large trees with dense foliage are in the background, and a building is partially visible through the leaves. The scene is captured in a soft, natural light, suggesting a pleasant day in a park.

BIANNUAL PROGRESS REPORT

July - December 2023

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 1 July to 30 December 2023.

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 December 2023, Council reported on 22 service areas. A total of 20 service areas were reported as on track, and two (2) 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 July-December 2023

Opening of new library Yellamundie

Council's new state-of-the-art Civic Place Library and Gallery, Yellamundie opened on 2 December welcoming more than 7000 people.

The building is transformative for the Liverpool CBD, as the public face of the Civic Place precinct. It provides the community with one of the most sophisticated libraries in Australia with extensive research facilities including two kilometres of bookshelves and dedicated floors of youth and children's books.

Its sustainable design, with a 6 Star Green Star building rating offers six levels catering to a wide variety of needs from the community.

The new library also offers:

- Space for STEM and creative programs;
- Comfortable and quiet places to work;
- A heritage research room;
- Public computers, Wi-Fi, and printing;
- A gallery for ongoing exhibitions;
- Group study rooms; and
- The Create Space to support STEM and Robotics education.



Images of Civic Place Library and Gallery, Yellamundie.

Mattress Shredder “The Crocodile”

Council purchased a mattress-shredding machine that will save ratepayers an estimated \$500,000 a year in tipping costs and dramatically reduce land fill by recycling the materials it extracts.

The machine can shred a mattress a minute and extract the flock and metal it contains for separate sale. It is the latest in technology and the only one in South-West Sydney.

The machine is located at Council’s new Cowpasture Road Recycling and Operational Depot.



Image of the mattress shredder ‘The Crocodile’.

Experience the World program

Council celebrated its diversity by hosting seven major cultural events as part of the Experience the World program attracting close to 400,000 residents and visitors to the Liverpool CBD.

The events took place in Macquarie Mall and showcased different cultures, performances, traditional cuisine and colourful traditions. The events included Primavera, Pasifika Summer, Winterblast European Night Markets and the return of Starry Sari Nights.



Experience the World Program images (L-R) Pasifika Primavera, Starry Sari Nights.

Fifteenth Avenue Upgrade

Council handed over the design and delivery of Fifteenth Avenue, Cowpasture Road to Devonshire Road to Transport for NSW (TfNSW) to manage. In addition, TfNSW is continuing design investigations for the section between Devonshire Road to the Bradfield City Centre to a four-lane road with dedicated transit lanes.

Following representations from Council and the Member for Leppington, the State Government allocated \$50 million, in the September 2023 state budget towards the first stage upgrade of the road.

Council received funding from the NSW Department Planning, Housing and Infrastructure to continue to provide design inputs and options for the road upgrade.



Widened road section at the Fifteenth Avenue and Cowpasture Road intersection.

After-Dark Events - CPAC

Council commenced its free after-dark fun and entertainment program as part of the State Government's \$195,954 investment through Create NSW's Culture Up Late (Western Sydney).

The program was delivered at Casula Powerhouse from September 2023 to February 2024 allowing residents to access high-quality entertainment options in the evening.

Events include, Casula Up Late, Dazzle After Dark, Cultura Italiano Up Late, Xmas Artists & Makers Market, Fright Night: Art After Dark and Ghostly Encounters and Exhibitions After Dark.



After Dark Event CPAC.

Young Achievers Awards

Mayor Ned Mannoun and Councillors Richard Ammoun, Charishma Kaliyanda and Karress Rhodes presented the Liverpool Young Achievers Awards at Lurnea Community Hub.

The awards recognise local primary and high school students who have demonstrated academic excellence, sporting proficiency, outstanding citizenship, and artistic and musical brilliance in 2023.



Mayor Ned Mannoun and Councillors Richard Ammoun, Charishma Kaliyanda and Karress Rhodes.

Neighbourhood Family Fun Day

Council hosted its monthly Neighbourhood Family Fun Days at five locations during the period bringing fun and family entertainment to the community.

More than 7000 people attend the events and enjoyed recreational activities and entertainment at various locations including Michael Wenden Aquatic Centre, Miller, Lt Cantello Reserve, Hammondville, WV Scott Memorial Park, Austral, Schoeffel Park, Horningsea Park and Lakeside Park Wattle Grove.



Family Fun Day Lt Cantello Reserve, Hammondville.

The Community Hub One Year Anniversary

Council celebrated the one-year anniversary of the Lurnea Community Hub at Phillips Park. The celebration included free activities and live performances with more than 1000 people in attendance.

During the event, Mayor Ned Mannoun unveiled a plaque and officially renamed the Community Hub in honour of the late Harry Hunt for his contributions to the local community.



Mayor Ned Mannoun and representatives of the Gandangara Local Aboriginal Land Council unveiling a plaque in recognition of the precinct's Indigenous history.

Litter Prevention/Clean Waterways Award

Council took part in the Zero Litter in Georges River project and was awarded the winner of the Litter Prevention/Clean Waterways category at the Keep Australia Beautiful NSW 2023 Sustainable Cities Awards.

The accolade recognises Council's commitment to safeguarding the Georges River's health through a comprehensive catchment-wide strategy.

The project targets the reduction of litter entering the river via stormwater and is a collaboration between local councils, Georges Riverkeeper, primary schools including Wattle Grove Public School, and local communities.



Council staff (L-R) Maruf Hossain, Michelle Playford, Robert Werne, and Joseph Gregg.

Order of Liverpool Awards

Liverpool's most outstanding citizens were recognised at the Order of Liverpool Awards ceremony at Lt Cantello Reserve, Hammondville which also served as Liverpool's 213th birthday.

A total of 12 people were recognised, and their names added to the roll of honour for good will toward their fellow citizens.



Mayor Ned Mannoun and recipients of the Order of Liverpool Awards.

New Year Welcome

Liverpool welcomed the new year with fireworks and a free concert at Warwick Farm Racecourse. More than 20,000 people attended the event and enjoyed live entertainment, carnival rides, a kids zone and food trucks.



New Year welcome Warwick Farm Racecourse.

City Maintenance

- More than 6000 sqm of road pavement were repaired and resurfaced at various locations;
- More than 59 km of road shoulder areas were regraded and maintained
- Approximately 5800 linear meters of concrete footpaths and 835 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 \$430,000;
- 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 1280 customer requests were received and actioned for various maintenance works;
- More than 1300 driveway inspections were undertaken; and
- More than 770 Road Opening applications were processed and respective permits issued.



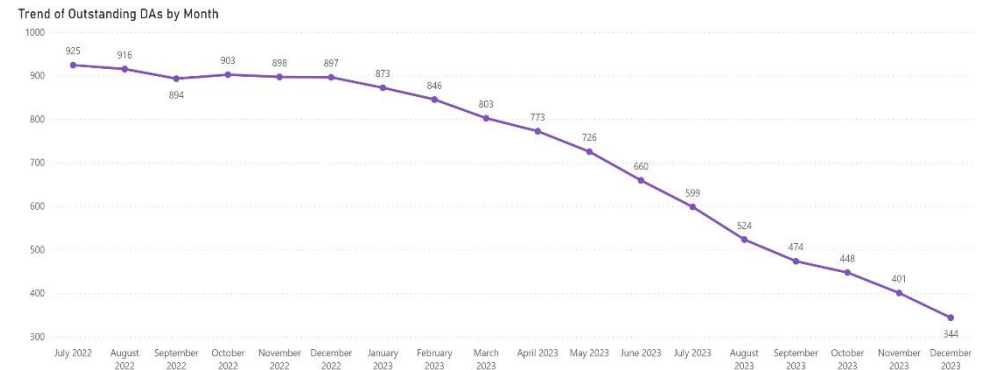
Drainage maintenance works along North Avenue, Rossmore.



Stormwater pipe repair Grand Flaneur Beach, Chipping Norton.

Development Applications

Council continued to progress with the backlog of Development Applications (DAs) and as of 31 December 2023, Council reported 344 outstanding DAs. This number significantly decreased from 660 DAs as of 1 July 2023, indicating a drop of 316 outstanding DAs during the period.



Funding


Council secured \$10,652,434 in funding across 10 grant submissions during the period for various projects including;

- Former Liverpool Courthouse heritage interpretation/exhibition;
- Former Liverpool Courthouse conservation works;
- The Homestead stormwater and earthworks upgrades;
- Conservation works at Collingwood House;
- Connecting with Country Heritage design guide;
- Park upgrades across the Werriwa electorate;
- Local roads and community infrastructure maintenance and repairs;
- 2024 Council Australia Day event;
- Repairs to Powerhouse Road Casula following the 2022 major flooding event, and
- Koala Vehicle Strike Mitigation Project on Heathcote Road.



Former Liverpool Courthouse.

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

- Council's new Civic Place Library and Gallery, Yellamundie opened on 2 December 2023. More than 7000 people attended the opening and engaged in activities including live music, storytimes, roaming performers, greenscreen photo opportunities and kid's craft.
- During the period, Council libraries delivered a range of services to the community. More than;
 - 55,477 people were active members of Liverpool Libraries, with 6392 new members;
 - 283,995 people visited a physical library and online services were used 366,939 times via the website or app;
 - 439,093 items were borrowed including digital and physical loans; and
 - 26,776 people attended 1370 programs across Council libraries.
- 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.
- Literacy programs were expanded with the introduction of Saturday Storytime on weekends. 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 libraires annual survey results were published on the library website and indicate that customer satisfaction with library services remains consistently high.
- Liverpool stories were made available to the community through various projects including:
 - Hammondville School 90th Anniversary booklet;
 - Learning Lurnea project - two oral histories, 50 images and six documents were available to access digitally on the library catalogue;
 - Heritage display panels for Lurnea Community Hub at Philips Park. (draft in consultation phase);
 - Our Stories website - History of Liverpool's suburbs including the history of Lurnea was updated;
 - Heritage items - 133 heritage items were digitised, and 33 photographed for digital access.
- Liverpool Regional Museum launched two exhibitions during the period including;
 - Our home in Liverpool, partnered with Council's Early Childhood centres to showcase children's view of their communities; and
 - Turbans 4 Australia Our South-West Sikhs exhibition at the Regional Museum in October. The exhibition celebrates Sikh heritage, arts, culture and values. A shortened version was also presented at the new Preview Gallery, Yellamundie, Liverpool City Library coupled with a virtual walkthrough on the library website.
- The Museum delivered a total of 46 programs and welcomed 1108 attendees.
- Council increased its focus on public programs, including structured learning for home-schooled groups, monthly pre-school programs, and expanded engagement with disability groups and retirement homes. In addition, regular adult programs including talks, arts and crafts, and professional museum practice workshops were delivered.


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 |
|---|
| <ul style="list-style-type: none"> • Council delivered a broad program of events and activations, introducing new events including monthly Family Fun Days, Primavera Latin American Festival and Pasifika Summer Festival to the calendar. These events attracted more than 400,000 visitors and residents to Liverpool. • The Experience the World series of events held in the Liverpool CBD brought vibrancy and great benefits to the local economy with neighbouring businesses trading later into the evening and taking advantage of significant increases in foot traffic during these festival periods. The series of four events toured several continents and nations, celebrating Liverpool's rich multicultural identity. The events were part-funded by Multicultural NSW and provided local businesses a platform for enhancing their profile, improving revenue streams and trailing temporary food vending. Council's events also provided opportunities for local artists, performers, artisans and community partners to participate in the coordination and delivery of these events. • Council activated suburban parks and locales as part of the monthly Neighbourhood Fun Day series of events which saw affordable and accessible activities put on for families across the Local Government Area. Activations took place in Wattle Grove, Horningsea Park, Austral, Hammondville and Miller and featured food stalls, amusements, petting zoos, musicians, kids activities and facepainting while promoting Liverpool's green spaces. • Council delivered New Years Eve celebrations at Warwick Farm Racecourse. More than 20,000 people attended which included a wide variety of food vendors, free family-friendly activities, a dedicated kid's stage, main stage entertainment, amusement rides and a firework spectacular. |

- Council is progressing design of the Light Horse Park redevelopment, precluding the need for an activation program at this time.
- Council delivered the Order of Liverpool Awards and Remembrance Day commemoration.
- Council held 11 citizenship ceremonies on behalf of the Department of Home Affairs during the period, welcoming more than 2000 new Australian citizens to the Liverpool LGA.

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 |
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| <ul style="list-style-type: none"> • Council's Sporting and Community venues continue to support the delivery of social, physical and mental wellness programs to the community and maintain their position as valuable community assets. • Council's community facilities delivered more than 4000 individual bookings to community groups and residents with approximately 60 per cent of these booking supporting services to marginalised community groups. • More than 500,000 attendances have been recorded to Council's three leisure centres, demonstrating a year-on-year increase in visitations. Notably, there have been 51,000 attendances recorded to programs supporting vulnerable members of the community. • Sportfields maintain high demand with utilisation exceeding key performance indicators. |


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 |
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| <ul style="list-style-type: none"> • Council delivered several diverse and exciting community building initiatives and implemented innovative measures to continue delivering key programs to the Liverpool community services sector. Highlights during the period include: <ul style="list-style-type: none"> - Delivering school holiday activities to support and encourage participation in physical activity for children in January and April; - Grants, Donations, and Community Sponsorship programs supported 57 projects, programs, and events, totalling \$225,134 in contributions to the Liverpool community up to 31 December 2023; - Delivering community safety programs including Coffee with a Cop in partnership with Liverpool City Police Area Command (LPAC); - Convening and co-convening Liverpool interagencies and networks including the Liverpool Youth Workers Network, Fairfield/Liverpool Homelessness Interagency, Liverpool Refugee and Migrant Interagency, and the South West Sydney Ageing Forum; - Revitalising the South West Sydney Disability Forum, in partnership with Fairfield and Canterbury-Bankstown councils; - Facilitating four Council community committees including the Liverpool Youth Council, Liverpool Access Committee, Aboriginal Consultative Committee and the Liverpool Community Safety and Crime Prevention Advisory Committee; - Facilitating the Community Hubs Australia program in three local schools providing education, employment and social support to refugee and migrant women with pre-school aged children; - Supporting the Liverpool Uniting Church Community Hub and Loves and Fishes Restaurant to provide food and community assistance to vulnerable members of the Liverpool community; |

- Providing support and guidance to Council on key initiatives related to First Nations people including place naming including the new Yellamundie Library and Civic Place development, and other key Council projects and developments;
- Delivering community activation and engagement initiatives across the LGA in collaboration with the community services sector including Homelessness Week, Anti-Poverty Week, NAIDOC, Domestic Violence awareness initiatives, International Day of People with Disability;
- Delivering the Liverpool Young Achievers Awards, which acknowledges and celebrates local young people who are excelling in the fields of sporting proficiency, academic achievement, arts and citizenship;
- Delivering the Celebrating Community Success event for the first time since 2019. This event acknowledges and celebrates grant recipients for 2022/23; and
- Delivering the 2168 Children's Parliament program in partnership with Mission Australia and 11 local schools in the 2168 postcode area.
- Council progressed the delivery of social infrastructure planning projects including:
 - Preparation of the Hammondville Park Plan of Management in consultation with the community and sporting groups;
 - Preparation of the Hammondville Park Masterplan including the new Hammondville Aquatic and Leisure Centre as a major component to the proposed concepts. The Aquatic and Leisure Centre is proposed to integrate seamlessly with the surrounding sporting facilities and maximise connections with the sporting recreation and open spaces;
 - Community and stakeholder engagement for the Collingwood Visitation Precinct;
 - Planning for the Austral Masterplan including priority parks, Craik Park, Scott Memorial Park and playground concept plans. Community consultation was undertaken at the Community Open Day, Mayoral Forums and online surveys; and
 - Update of the Plan of Management Priority Program. Key sites and Crown Lands, including Phillips Park were publicly exhibited and included a Public Hearing.

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 |
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| <ul style="list-style-type: none"> • Council's Early Childhood Programs continues 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'. • In October 2023, Council opened Edmondson Park Preschool in collaboration with Schools Infrastructure in response to Liverpool's growing population and community demands for places within Council operated services. Edmondson Park Preschool provides a high-quality preschool curriculum, strong connections with Edmondson Park Public School and a seamless transition to school. • Supported playgroups continued to be delivered in partnership with community partners and aim to support socially isolated families and children to create connections with the community. The playgroups are delivered under the NSW Government Start Strong Funding Model, aiming to support children's pathways to formal early childhood education. • Transition to school programs were delivered at Carnes Hill and Casula libraries and aim to support children aged 4 - 5 years who may not have access to quality Early Childhood Education. 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, Childrens, 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 trial and roll out the Brighter Beginnings initiative in which all children will have comprehensive health and development checks prior to commencing school.

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 |
|---|
| <ul style="list-style-type: none"> The Casula Powerhouse Arts Centre delivered a wide range of exhibitions with a key focus on local artists and community. Exhibitions included the Liverpool Arts Society, Mil-Pra AECG Prize and Exhibitions, and solo exhibitions from contemporary artists including Eddie Abd, Leanne Tobin, Katy B Plummer. The exhibition 'Artists in Volatile Landscapes,' engaged 30 artists from across 15 NSW regions and asked for artworks that responded to the prompt 'what does the future look like in your regions?' The program also included three additional exhibitions of contemporary art by 15 local, young and emerging artists. Council held its inaugural exhibitions for the new gallery spaces at Yellamundie Civic Place and Library. These exhibitions included 'Howard Arkley: At Home' a survey of Australia's most important Pop Artist and 'NEXT '23', Casula Powerhouse's annual showcase of the major works by graduating HSC student from the Liverpool LGA. NEXT 2023 featured the works of 12 promising Liverpool artists from nine local schools. Casula Powerhouse Arts Centre hosted the 'Way Out West' Festival for Children and Young People and welcomed 2700 to the centre to partake in an array of children's activities including role play, art classes and theatre shows. The Centre also delivered a wide range of public programs and events including Casula Up Late which included Cultura Italiano Italian Film and Dining evenings, a Christmas Art Makers Markets, the 'Exhibitions After Dark' public program, School Holiday arts workshops, Casula Comedy Club, and the annual Matinee Series. |

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 |
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| <ul style="list-style-type: none"> • Council met its ongoing measures within the required timeframes, including the provision of Urban Design, Public Domain, Heritage and Public Art advice for development occurring across the Liverpool Local Government Area (LGA), and completion of development application referrals. • Specialist Urban Design Heritage and Public Art advice continued to be provided on major Federal, NSW Government, and Council-led planning and infrastructure projects occurring within and/or impacting the Liverpool LGA. • The Design Excellence Panel (DEP) and Heritage Advisory Committee meetings were held in accordance with adopted Charters and Procedures. Extraordinary meetings were held as required. • Urban Design, Heritage, and Public Art projects and initiatives progressed to schedule. Work on the development of the Liverpool City Centre Public Domain Technical Manual continues. • Council submitted grant applications for various Urban Design, Heritage and Public Art related projects and initiatives. Successful grant applications resulted in new projects, delivering better design outcomes and activation of the public domain. • Council continues to manage and apply contribution plans in accordance with governing legislation and will continue to work collaboratively with State agencies in the identification and delivery of public infrastructure for growth areas. • Council has focused on lifting the legislative contribution cap in Austral and Leppington to minimise the financial impacts associated with infrastructure delivery and prepare a new draft interim contribution plan for the Aerotropolis Precincts, allowing for development associated with the benefits created by the new Western Sydney Airport. |

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 |
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| <ul style="list-style-type: none">Council continues to meet its rehoming targets for dogs and cats. |


1.9 City Infrastructure Delivery and Construction

| Strategic Objective | Service Area Description | Overall Status |
|--|---|---|
| Healthy, Inclusive, Engaging Evolving, Prosperous, Innovative | 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. |  On track |

| Comment |
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| <ul style="list-style-type: none"> • Delivery of Council's annual program of asset renewal works is 50 per cent complete and has met the identified target for 2023-24. • Major Projects: <ul style="list-style-type: none"> - Community Centre Rehabilitation Program - Delivery in progress and scheduled for completion by June 2024. - Leisure Centre Upgrade Program - Delivery in progress and scheduled for completion by June 2024. - Governor Macquarie Drive (GMD) and Hume Highway Intersection Upgrade - Works have commenced and are progressing. Some design changes were required due to land acquisition on the Southern side of the intersection. A compulsory land acquisition process has commenced. - Macquarie Street, Liverpool - Streetscape improvements - Procurement process is underway. It is anticipated that the tender will be awarded by end of February 2024. - Pye Hill Reserve - Playground equipment has been ordered and manufacturing contract to be awarded by January 2024 for construction to commence. - Affleck Gardens Park - Park development works to include new playground, footpaths, outdoor gym and carpark. Council is finalising tender documents for procurement of works. - McGirr Park - Construction of children's playground and outdoor gym area. Council is finalising tender documents for procurement of works. - Collimore Park - Playground upgrade to include installation of new children's inclusive play space. Council is finalising tender documents for procurement of works. |


- Sinozich Park – Major Sporting Facility - Pre-design planning and investigations are on-going, and Council is preparing a brief and Masterplan for endorsement.
- Edmondson Avenue Upgrade - Design complete. Land acquisition is progressing with survey of the lands complete. Detailed design is scheduled for completion in February 2024.
- Basin 14, Edmondson Park - Land acquisition process is 95 per cent complete with one property outstanding, detailed design is in progress, with procurement of construction activities to commence upon completion of land acquisition.
- Basin 29, Austral – Land acquisition is underway with three drainage easements on two private properties outstanding, procurement of construction activities to commence upon completion of land acquisition.
- 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.
- Construction of the Middleton Drive extension works and the construction of the shared path bridge along M7- Project is being redesigned to incorporate M7 widening works.
- Michael Wenden Aquatic and Leisure Centre upgrade – Project has been deferred pending development of master plan for the leisure centre.
- Council's three streetscape projects and Carnes Hill Aquatic Centre, Light Horse Park and Brickmakers Creek are underway following receipt of funding from the Western Sydney Infrastructure Grant Program.
- Council will commence works on Light Horse Park in early 2024.
- Council is undertaking procurement of an architect to commence detailed design of Light Horse Park Community Facility.
- Remaining projects funded from the Western Sydney Infrastructure Grant Program are at early-stage design and will be delivered over the next three to four years.

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 |
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| <ul style="list-style-type: none"> • Council continued to progressively deliver its waste services and projects identified in Council's Waste Strategy to the community. • The average service times in respect to household clean-ups improved, with extra days being opened for collections. • Council is meeting its key performance indicators in respect to the cleanliness of the city. • Council's CRC welcomed 24,906 visitors during the period. • An application to open Council's Community Recycling Centre (CRC) for extended operating hours is progressing towards completion. • Council Masterplans for both Rose Street and Western Depots will need to be redeveloped. Initial plans have now been superseded given the recent purchase and establishment of Council's Circular Economy Centre at 600 Cowpasture Road. |


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 |
|--|
| <ul style="list-style-type: none"> • More than 6000 sqm of road pavement was repaired and resurfaced at various locations, including 59 km of road shoulder areas that were regraded and maintained. • Approximately 5800 linear meters of concrete footpaths and 835 linear meters of kerb was 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, valued at \$430,000. • 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 1280 customer requests were received for various maintenance works. The requests were inspected, and necessary actions taken within the specified time frame. • Council carried out more than 1300 driveway inspections. • More than 770 Road Opening applications were processed, and respective permits issued in a timely manner. • Council continued its maintenance of Council park assets, including playgrounds, park areas, bushland, creeks, rivers, roads, footpaths, and sportsfields. • A total of 13 Council medium and high profile sportsfields were aerated, scarified and fertilised prior to growing season. • Winter mulching occurred for the first time in three years. Prior winters were too wet and suitable quality mulch was unavailable. |


- Council continued to maintain tree assets and focused on increasing tree canopy within the Local Government Area.
- A total of 1050 tree assessments were completed.
- A mini windstorm on 31 October across the LGA resulted in over 85 fences/houses and assets requiring immediate servicing which significantly impacted service delivery for Council's Trees and Parks teams.

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 |
|--|
| <ul style="list-style-type: none">Council has met its KPIs for the reporting period. |

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 |
|---|
| <ul style="list-style-type: none">Council exceeded performance targets in most areas. |

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. |  Needs Attention |

| 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, along with existing team vacancies, and recruitment challenges. • 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 use of external consultant planners. • Council continues to work towards improving processing times of Subdivision Work Certificates and Subdivision Certificates and has appointed additional resources to support service delivery. • Council monitors the lodgement of applications and implement internal processes to ensure that necessary information is uploaded prior to lodgement through the NSW Planning portal. |


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

- 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 Ernie Smith Reserve, Rose Street Depot and commencement at Hammondville Oval Sports Field.
- Cleanup of properties recently acquired by Council were completed, including demolition of dilapidated structures and remediation of legacy contamination issues.

2.7 Infrastructure and Floodplain Planning and Management

| Strategic Objective | Service Area Description | Overall Status |
|----------------------------------|---|---|
| Liveable, Sustainable, Resilient | <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. |  On track |

| Comment |
|---|
| <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 • The update of Council's Transport Asset Management Plan commenced. 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. The project is being jointly funded by Council and the NSW Government under the |

State Floodplain Management Program. All the structures on this property will be removed and the site will be 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. Work on the detailed design has commenced and is expected to be completed by 30 June 2024.

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

- Council secured \$10,652,434 in funding across 10 grant submissions during the period for various projects including the former Liverpool Courthouse heritage interpretation/exhibition and conservation works, The Homestead stormwater and earthworks upgrades, conservation works at Collingwood House, Connecting with Country Heritage design guide, park upgrades across the Werriwa electorate, local roads and community infrastructure maintenance and repairs, the 2024 Council Australia Day event, repairs to Powerhouse Road Casula following the 2022 major flooding event, and the Koala Vehicle Strike Mitigation Project on Heathcote Road.
- Council supported the facilitation of approximately 1000 new jobs in Liverpool and more than \$100 million in new investment including the Australian Rail Track Corporation (Cabramatta Loop project), William Inglis Hotel expansion in Warwick Farm, a new private hospital in Liverpool, new business and expansions for transport and logistics providers in Prestons/Moorebank, new warehouses in Hoxton Park/Moorebank/Prestons, proposed retail business expansions in Prestons and Moorebank and future new retail for Austral.
- In addition, Council continues to support the delivery of more than \$1.5 billion of development projects.
- The Small Business Strategy was further implemented, and 50 local small businesses were provided with free Business Health Checks and ongoing referrals.
- A total of three new businesses were supported in their move to Liverpool and 25 existing businesses were assisted with their expansion plans.


- Major skills development programs targeting sectors experiencing critical skills shortages were conducted during the period. These programs focussed on STEM and manufacturing related careers and the care sector. A total of eight local schools, 10 local businesses and five regional partners participated in these programs.
- Council is progressing with the management and completion of leases in accordance with the Crown Land Management Act 2016.
- Council continues investigative work on the possible redevelopment of the Bathurst Street and Northumberland Street car parks.
- Council is progressing its land acquisition program, including the acquisition of properties in Austral, Edmondson Park and East Leppington for the provision of infrastructure. This includes acquisitions for land required for road widening, including sections of Lyn Parade/Kurrajong Road, Prestons, Bernera Road/Yarrunga Street, Prestons and Edmondson Avenue, Austral.

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 endorsed the Kurrajong Road Staged Improvement Strategy including the short-term improvement works for Kurrajong Road/Lyn Parade/Beech Road intersection and Kurrajong Road/Mowbray Street intersection upgrades to signalised intersections. Funding has been secured for these upgrades and designs are underway. The projects are scheduled to be delivered in the next 18 months. • Council is progressing with the Governor Macquarie Drive staged upgrade from a two-lane road to a four-lane road. • Federal Government funding has been secured for the upgrade of two road sections between Hume Highway and the ATC Access Road and Alfred Road to Childs Road over the next two years. • 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. Following representation, the State Government has allocated \$50 million towards the first stage upgrade. • Council delivered three child restraint checking events during the period. More than 70 vehicles were inspected, and 107 car seats checked. • 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's satellite service at Carnes Hill Library continues to service the community and enable connection with residents in their local area.• Council received 75,588 phone calls and engaged with 97.2 per cent of enquiries.• A total of 35,158 customer requests were received. |

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

- During the reporting period six Council meeting agendas and respective meeting minutes were prepared within the required timeframes and posted on Council's website. There were two meeting minutes that required further clarity and were posted later.
- A total of 217 resolutions from Council meetings were assigned to relevant officers for action within 48 hours of the meeting.
- Councillor requests were allocated to relevant Council officers for response and reported to the Executive Team.
- Support was provided to various Council committee meetings including the facilitation of four Governance Committee meetings.
- Council continued to progress actions in the Workforce Management Strategy 2022-2026.
- Initiatives in the current financial year are at various stages of either planning, development or implementation including;
 - development of a Council aspirational culture and associated culture enhancement program of work;
 - development of an Employee Value Proposition to attract and retain Council staff;
 - an updated onboarding program;
 - new sourcing solutions for attracting staff;
 - a review of Council's People Achieving Program for measuring staff performance
 - expansion of the Liverpool Leadership Academy (LILA) program of courses; and
 - a new annual corporate learning program.


- Council is taking steps to implement changes to legislation in relation to public interest disclosures and mandatory privacy disclosures.
- Council continues to ensure its procurement standards and guidelines are adhered to.
- Council has delivered its key performance indicators for the period and has finalised implementation of a new audit and risk software solution.
- Council's primary Customer Service Management (CRM) software is being upgraded. Implementation has been rescheduled for completion by June 2024.
- Cloud migration of corporate applications has commenced with expected completion by the end of 2024.
- Council focused on strengthening its cybersecurity posture and supporting the development of Liverpool Civic Place, Edmondson Park Preschool and Cowpasture Road Depot.
- Progress against the actions has been updated to reflect a baselining of the Information Technology portfolio of work in the context of the new organisational structure. It reflects the current state of the relevant areas.
Council rates notices were issued as scheduled during the period.
- Council has met its Integrated Planning and Reporting requirements for the period.
- The Annual Report 2022/23 and Development Assessment Service Review were reported within legislated timeframes.
- Council is preparing the Biannual Report for July-December 2023 which will be presented to Council at its meeting in February 2024.
- Council is reviewing the Delivery Program 2022/26 and Operational Plan 2024/25 and continues to progress its service review of nominated service areas identified in the Delivery Program.

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 met its legislative requirements in the reporting period. |

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 |
|--|
| <ul style="list-style-type: none"> • Council expanded its program of communications designed to increase community awareness of Council programs, initiatives and opportunities and to increase positive sentiment about Liverpool more broadly through proactive PR, media releases and interviews, printed and digital publications, web and social media. • This comprehensive communications strategy and integrated marketing plan saw Council win the 2023 Business Campaign Award from Multicultural NSW which recognises internal marketing and creative teams in organisations, including the public service. The award was awarded for Council's Experience the World events which are marketed end-end by the Council Communications Team and attended by more than 60,000 people monthly. • Council's communications strategy achieved broadcast exclusives on both Channel 9 and Channel 7, attracting more than 220,000 viewers for each broadcast and grew Council's owned audiences to more than 67,000 followers on social, 53,000 users on web and 78,000 households in print. • Council continued to produce a significant program of communications through its social media platforms including Facebook and Instagram, distribution of media releases, media responses and marketing collateral. |