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MESSAGE FROM THE MAYOR

It is with great pride that I present Liverpool City Council’s long-term Community Strategic Plan – Our Home, Liverpool 2027. This plan defines the vision and priorities of the community and is designed to improve life in Liverpool and the wellbeing of its residents.

It follows extensive consultation with residents, including community forums, surveys and mail-outs.

The plan captures the priorities identified by residents, such as social inclusion, protecting our environment, generating opportunity and collaborative leadership. These priorities inform our directions which outline what the community wants and the measures that will allow us to determine our progress.

As Mayor of Liverpool City Council one of my main goals is to make our community more inclusive. This means Council will be working hard to improve accessibility for all residents by implementing a Disability Inclusion Action Plan.

Council will strive to create more events that highlight the diverse range of cultures within our community.

Council will also work towards improving the aesthetics of the area, with clean, attractive spaces for people to gather. Another key component of the plan is to make our city more sustainable. This means more green spaces, cleaning up the Georges River and improving the access and usability of our waterways.

My goal as Mayor is to make Liverpool a proud, inclusive city where everyone can enjoy the benefits and opportunities of our booming local economy, as well as a place where we celebrate cultural diversity while honouring the traditional owners of the land.

Our Home, Liverpool 2027 is a major stepping stone towards achieving this goal.

Mayor Wendy Waller
MESSAGE FROM THE CEO

Over the next 10 years, Liverpool will undergo immense change. Our population will increase, construction on Western Sydney Airport will begin and Liverpool will develop into a major strategic centre within Sydney.

Liverpool City Council is positioned to lead the community through this change. We are committed to collaboration with residents and stakeholders, ensuring that our actions reflect their priorities and goals for the future. Council will deliver innovative and practical services to ensure best practice.

As Liverpool grows and changes, so does our Community Strategic Plan. Our Home, Liverpool 2027 builds upon our previous plan Growing Liverpool 2023. Our thanks goes to the hundreds of residents from all ages, stages and walks of life who took the opportunity to be involved.

The four directions outlined in the plan are based upon the quadruple bottom line and highlight the priorities that have been identified by the community. Each of these directions outlines what the community wants and the measures that will allow us to determine our progress.

Liverpool has always been a welcoming place. Council and residents place a high value on this tradition of diversity and inclusion. We will continue to work across all our service areas to cultivate a place and community that is connected and strengthened by its diversity.

Council staff and I are honoured to have the opportunity to fulfil the community’s vision. We look forward to implementing the directions of this plan and continuing to work closely with our community.

CEO, Kiersten Fishburn
STATEMENT OF COMMITMENT

Liverpool City Council acknowledges the original inhabitants of the Liverpool Local Government Area, the Dharug, Gandangara and Tharawal Aboriginal people.

We celebrate the survival of Aboriginal people and we acknowledge their right to live according to their own beliefs and culture. We acknowledge that Aboriginal culture continues to strengthen and enrich our community.

We commit ourselves to preserve past, present and future identified Aboriginal sites and cultural landscapes, and to recognise and accept the significance of the Georges River as a meeting place for the Dharug, Gandangara and Tharawal Aboriginal people.

We accept Aboriginal history as an integral part of Australian history.

We acknowledge the contribution of Aboriginal service men and women in the defence of our country.

Liverpool City Council supports and encourages Aboriginal and non-Aboriginal people working together towards reconciliation.

We recognise the diversity of many cultures who share the values of tolerance and respect for one another, and their rights together with all Australians to live according to their own beliefs and culture.
Liverpool City Council adopts the Council for Aboriginal Reconciliation’s Vision Statement:

“A united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage; and provides justice and equity for all.”
Liverpool is a large local government area that features city, suburban and rural living. Liverpool has a large and proudly diverse population with a range of birthplaces and languages spoken.

As part of South West Sydney’s major growth area, Liverpool is set to be the home for Sydney’s second airport. The development of an international airport at Badgerys Creek means that Liverpool will thrive on opportunities for employment, connections and industry.

Western Sydney airport will support greater Sydney’s growth and demand for both travel opportunities and services. The first class infrastructure, including road and transport connections, will be a valuable addition to Liverpool and cement our future as a well-linked city in Sydney’s South West.

Fit for the Future

In June 2015 Liverpool City Council endorsed a detailed ‘Council Improvement Proposal’ arguing to stand alone. The Council’s proposal listed strategies and actions to improve Liverpool City Council’s financial sustainability which would enable Council to meet the Fit for the Future benchmarks by 2019/20. These include focussing on the budget to meet several financial performance benchmarks. There were also related management proposals.

Creating a financially sustainable Council will involve ongoing attention to budget and efficiency improvements. The government requires that these initiatives are included in the Council’s Delivery Program and Resourcing Strategy and Council will use the community engagement process for the Delivery Program to seek community feedback on strategies that will impact on the community.
ABOUT OUR HOME

THE ORIGINAL INHABITANTS OF LIVERPOOL ARE THE DHARUG, GANDANGARA AND THARAWAL ABORIGINAL PEOPLE

FOUNDDED IN 1810

305 SQ KM

42 SUBURBS

POPULATION IN 2015

204,594

TOP LANGUAGES SPOKEN
ENGLISH, ARABIC, VIETNAMESE, HINDI, ITALIAN

40% BORN OVERSEAS

50% SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

4 LEISURE AND AQUATIC CENTRES

6 LIBRARIES

7 COUNCIL-OPERATED CHILDCARE CENTRES

TOP LANGUAGES SPOKEN
ENGLISH, ARABIC, VIETNAMESE, HINDI, ITALIAN

50% SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME
13,514
NUMBER OF REGISTERED BUSINESSES

SITE OF THE NEW WESTERN SYDNEY AIRPORT AT BADGERYS CREEK

LARGEST STAND-ALONE HOSPITAL IN AUSTRALIA

2 UNIVERSITIES

74,563
LOCAL JOBS

5 RAIL STATIONS

Medial House Price
$730,000

Medial Unit Price
$420,000

$450 MEDIAN WEEKLY HOUSE RENT

$380 MEDIAN WEEKLY UNIT RENT
CHALLENGES

As a growing area Liverpool and our community will be faced with numerous challenges. In this section we have identified key areas that will require input from many different stakeholders and the community to ensure a prosperous place for all. Some of these challenges already have solutions such as economic development, which will be enhanced by the construction of the airport, while others will require innovative thinking.

COMMUNITY PRIDE AND HERITAGE

Liverpool has a rich heritage with a major cultural and arts focus. There are a number of significant heritage buildings and places which are protected at the local and state levels, including Rosebank Cottage, Pioneers’ Memorial Park, the Casula Powerhouse Arts Centre, the TAFE college building which is formerly Liverpool Hospital (1820-1958), and St Luke’s Church (1810-present). These historical and cultural attributes all contribute to Liverpool’s identity.

Maintenance of historic buildings often involves significant building works which are at a higher cost than normal works. At times grants are available to assist with funding such works but these are limited and are subject to State and Federal budget constraints. A challenge for Council is balancing the need to protect its community identity and heritage with alternate demands on its income.

SOCIAL CONNECTION

Liverpool is one of the most culturally diverse cities in NSW with almost one in three people born overseas and almost half the population speaking a language other than English at home. It also has a significant Aboriginal community. Liverpool needs to continue efforts to create a harmonious society where differences are appreciated and celebrated. There is also a challenge for the Council to ensure its services reach a broad range of citizens in an equitable way while still accommodating those most in need, such as people with disabilities.

Finding social connection within a community has become increasingly complex with the numerous demands of everyday life. We are a time poor society with commitments to work, family, friends, health, fitness and many other activities that demand our attention. In addition, we are increasingly relying on technology and social media to communicate, which changes the frequency and nature of our social interactions and brings new challenges.

ECONOMIC DEVELOPMENT

Liverpool continues to experience growth in commercial and industrial development. Its status as a strategic commercial centre of South West Sydney, and its good transport links to other areas of Sydney, place it in prime position to attract a range of industries. This is heightened with the development of the Western Sydney Priority Growth Area and the new Western Sydney airport at Badgerys Creek.

The revitalisation of the city centre is a key Council priority. Council has implemented several strategies which are aimed at revitalising the city centre, developing key economic, cultural, recreational and entertainment precincts and creating a place which draws people from across the South West Sydney region.

ENVIRONMENTAL SUSTAINABILITY

Liverpool has a wide variety of plants, animals and ecosystems, including a significant number of threatened species. Approximately one third of Liverpool is covered in vegetation including more than 500 open space reserves. Liverpool is also home to a significant portion of the Georges River. Council has increased bushland restoration to ensure native areas are maintained.

Expanding urban development in Liverpool can place considerable pressure on the natural environment including the waterways and air quality. Liverpool’s environment is exposed to a range of pollutants from industrial, commercial and household waste and increased traffic. Council has introduced systems for sustainable water and energy consumption in new developments, however the challenge continues with existing dwellings.

The growth in Liverpool, while increasing opportunities for the community, also places pressure on the environment and will be a challenge over the coming years for Council to balance.
Liverpool's growing population places demands on our existing infrastructure and has caused a high traffic volume that is prominent throughout Sydney. Additionally, the construction of the Moorebank Intermodal and Western Sydney Airport will further create pressure on our transport networks.

Liverpool has good access to Sydney's major motorways, including the M5 and M7. However, congestion during peak periods is a major challenge. Many residents own and use cars as opposed to public transport.

“Council will continue to advocate for new and improved infrastructure and grants to improve our transport networks to accommodate increasing demand.”
OUR VISION
LIVERPOOL
Rich in nature
Rich in opportunity
Creating community;
our place to share and grow
The Community Strategic Plan (CSP) is a ten-year plan that defines the vision and priorities of the community. The CSP is the overarching plan that sets the direction not only for Council but for all stakeholders, including government, business, the not-for-profit sector and residents. The directions from the CSP provide a guide for stakeholders to work together and to capitalise on the opportunities which will keep Liverpool moving forward. This means Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community, and the delivery of the CSP is dependent upon contributions from all stakeholders.

Our Home, Liverpool 2027, has been created through extensive community consultation and review of our previous CSP. The consultation for this plan involved the active engagement of more than 1,500 members of the community, and an estimated 150,000 other members who were contacted for their opinions. Engagement activities included stalls at community events, community forum activities, rates mail-outs, a phone survey and numerous outreach activities through social media. Through this community consultation we have identified the community’s key priority areas and captured these priorities in four directions, based on the quadruple bottom line (social, economic, environmental, and civic leadership).
MAYOR AND COUNCILLORS
Elected for a four-year term (2016-2020)
by residents to represent their vision and interests. Councillors support and endorse the Community Strategic Plan.

Mayor Wendy Waller
Cr Tina Ayyad
Cr Gus Balloot
Cr Tony Hadchiti
Cr Mazhar Hadid
Cr Nathan Hagarty
Cr Peter Harle
Cr Ali Karnib
Cr Charishma Kaliyanda
Cr Karress Rhodes
Cr Geoff Shelton

From left: Clr Balloot, Clr Ayyad, Clr Hagarty, Deputy Mayor Karnib, Clr Hadchiti, Mayor Wendy Waller, Clr Harle, Clr Hadid, Clr Shelton, Clr Kaliyanda, Clr Rhodes.
The CSP is supported by a suite of documents that outline how Council will deliver the community’s vision and the activities and actions that will be undertaken. The following documents are part of the Integrated Planning and Reporting framework:

- **THE DELIVERY PROGRAM** outlines the principal activities that Council will deliver over four years to implement the 10-year Community Strategic Plan.

- **THE OPERATIONAL PLAN** is the annual plan that describes the specific actions that Council will undertake and its budget for completing these.

- **THE LONG-TERM FINANCIAL PLAN** is about our money and the financial resources needed over the next 10 years to ensure the plans can be delivered and Council continues to operate in a financially sustainable manner.

- **THE WORKFORCE MANAGEMENT PLAN** is about our people and details the four year staffing, skills and human resources that are required in Council to achieve the outcomes documented in the plans.

- **THE ASSET MANAGEMENT PLAN** is about our infrastructure and outlines the 10-year plan for ensuring that our assets are developed, managed and maintained effectively and efficiently to meet current and future community needs.

In addition to the Integrated Planning and Reporting documents other plans and strategies which support the CSP are:

- **THE DISABILITY INCLUSION ACTION PLAN** will assist Council to address existing or potential barriers, provide equity of access to premises, open space, services, programs, information, communication and employment processes and systems. The plan is designed to ensure that organisational practices are proactive in meeting the needs of people of all abilities and that Council’s services and facilities are inclusive and accessible to all.

- **THE RECREATION, OPEN SPACE AND SPORTS STRATEGY** provides a new framework for open space management and infrastructure investment. The plan focuses on creating places that meet the preferences and aspirations of current and future generations, promoting active living, greening our city and strengthening our local sport sector.

- **THE COMMUNITY FACILITIES STRATEGY** aims to transform Liverpool City Council’s ageing stock of community facilities into a world-class network of modern facilities that are attractive, flexible, address community need, and become hubs for community interaction – a focal point for community life.

- **THE ECONOMIC DEVELOPMENT STRATEGY 2013-2023** outlines the key economic priorities, actions and targets that will guide the growth of Liverpool’s economy.

- **THE RECONCILIATION ACTION PLAN 2017-2020** provides a strategic platform to improve the social and economic opportunities for Aboriginal and Torres Strait Islander residents.
The four directions, Creating Connection, Leading through Collaboration, Generating Opportunity and Strengthening and Protecting our Environment, form the structure for the community’s priorities. These priorities have been identified through community consultation and are outlined in the directions with the addition of measures that will allow us to determine our progress. The four directions not only provide structure but also address key principles required in the CSP.

During the creation of the CSP we have strived to ensure that we have addressed the four key areas of social justice, equity, access, participation and rights. In the engagement period, we have sought out community members from all localities, walks of life, and cultures, specifically engaging with different community groups to ensure we have taken all perspectives into account. These perspectives have been included in our directions, which will feed into our Delivery Program and Operational Plan.

Disability Inclusion Action Plan

In this review of the CSP, a new action plan has been developed that specifically targets improving inclusion and access for people with a disability. This action plan will help to expand on our social justice principles, for people with a disability. We have included targeted questions within our questionnaire as well as specifically engaging with community members within this group to ensure the priorities we have identified within our directions include their perspectives. Our CSP is a long-term plan and as such does not identify specific actions, these instead will be included in our Delivery Program and Operational Plan.
Liverpool City Council is committed to collaboration with our stakeholders to ensure we are moving towards a collective goal. Working with our partners means that we can integrate our plans and work to achieve the best results possible.

The 10-year Community Strategic Plan has strong links to the Greater Sydney Commission draft South West District Plan and the draft Towards Our Greater Sydney 2056 plan. It also encompasses plans from our partners, which creates a holistic vision for our home in Liverpool.

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<td>• NSW State Government Priorities</td>
<td>• Greater Sydney Commission Draft South West District Plan</td>
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<td>• Multicultural Access and Equity Policy Guide</td>
<td>• State Environmental Planning Policy (SEPP) (Affordable Rental Housing)</td>
<td>• Liverpool City Council Disability Inclusion Action Plan</td>
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<td>• National Disability Strategy 2010-2020</td>
<td>• Multicultural Policies and Services Program</td>
<td>• WSROC Future Directions 2030</td>
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<td>• Road Safety Strategy 2011-2020</td>
<td>• Creative Industries Industry Action Plan</td>
<td>• A Plan For Growing Sydney</td>
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<td>• Draft Towards Our Greater Sydney 2056</td>
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<td>• Australia’s Biodiversity Conservation Strategy 2010-2030</td>
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DIRECTION 1
CREATING CONNECTION

WHAT YOU SAID
Say it loud, proud and publicly that we embrace diversity
This direction emphasises the importance of connections within Liverpool to create a harmonious community.

THE COMMUNITY WANT:
- An area where connection is created between all people in the community
- More community activities and events
- Facilities to be well maintained and multipurpose
- Access provided to all (youth, seniors, people with disability)
- Our history to be respected

LIVERPOOL CITY COUNCIL WILL:
- Celebrate diversity, promote inclusion and recognise heritage
- Deliver a range of community events and activities
- Implement access and equity for all members of the community
- Provide community facilities which are accessible to all
- Create a dynamic, inclusive environment, including programs to support healthy living

THE COMMUNITY CAN HELP TO ACHIEVE THEIR VISION BY:
- Participating in events, programs and activities
- Building connections with the community
- Being active and using Council facilities
- Participating in community forums and groups
- Participating in Council’s social media platforms

THIS WILL BE MEASURED BY:
- Increase in utilisation of Council facilities
- Attendance at Council-run events, activities and programs
- Sense of community
- Happiness index
DIRECTION 2
STRENGTHENING AND
PROTECTING OUR ENVIRONMENT

WHAT YOU SAID

Create greener, cleaner and more family-oriented communities.
This direction is about planning high-quality, sustainable urban environments to create a great place to live, work and play.

**THE COMMUNITY WANT:**
- Clean public places
- Creation of more green spaces
- Increased use of renewable energy
- Well-managed development
- Creation of well-planned, attractive and people-friendly urban environments
- Improvement to access and safety in public areas

**LIVERPOOL CITY COUNCIL WILL:**
- Manage the community’s disposal of rubbish
- Protect and enhance bushland, rivers and the visual landscape
- Encourage sustainability, energy efficiency and the use of renewable energy
- Exercise planning controls to create high-quality, inclusive, urban environments
- Develop, and advocate for, plans that support safe and friendly communities

**THE COMMUNITY CAN HELP TO ACHIEVE THEIR VISION BY:**
- Participating in events aimed at improving natural environments
- Planting and preserving trees on your own property
- Learning more about environmental issues and how to improve your environmental sustainability
- Following guidelines on rubbish recycling
- Reporting illegal dumping of rubbish in a timely manner
- Taking your rubbish home or placing it in bins
- Participating in the creation and use of community gardens

**THIS WILL BE MEASURED BY:**
- Use of energy by the Council
- Percentage of diverse housing options in new developments
- Water quality
- Air quality
- Public safety ratings
- Recycling and waste statistics
DIRECTION 3
GENERATING OPPORTUNITY

WHAT YOU SAID
A hub for small and large business, a centre for education where knowledge is key and attitudes are changed
This direction underlines the need for Council to support economic growth, including employment and investment options.

**THE COMMUNITY WANT:**

- To attract more jobs and businesses to the area
- To upgrade shopfronts
- Improved traffic management
- Small business to be supported

**LIVERPOOL CITY COUNCIL WILL:**

- Meet the challenges of Liverpool’s growing population
- Attract businesses for economic growth and employment opportunities
- Create an attractive environment for investment
- Advocate for, and develop, transport networks to create an accessible city

**THE COMMUNITY CAN HELP TO ACHIEVE THEIR VISION BY:**

- Participating in business initiatives and providing feedback
- Getting involved in local activities, such as sponsoring grass-roots initiatives or having a stall at a Council event
- Support Council’s advocacy
- Support local businesses

**THIS WILL BE MEASURED BY:**

- Number of new and expanding businesses in the Local Government Area (LGA)
- Employment rate
- Improved transport connections
- Reporting on Fit for the Future financial obligations
DIRECTION 4
LEADING THROUGH COLLABORATION

WHAT YOU SAID
Ensure that State and Federal Government are being lobbied to assist with the growth of Liverpool
This direction highlights the importance of a Council proactively leading the community, while continually engaging the community to ensure an aligned vision.

THE COMMUNITY WANT:
- More collaboration
- Stakeholders who listen and actively seek out their opinions
- To be led to achieve the best outcomes
- Well managed use of their resources

LIVERPOOL CITY COUNCIL WILL:
- Seek efficient and innovative methods to manage our resources
- Increase community engagement
- Encourage community participation in decision-making
- Strive for best practice in all Council processes

THE COMMUNITY CAN HELP TO ACHIEVE THEIR VISION BY:
- Contributing ideas during community consultation events
- Participating in community groups, events and activities
- Keeping updated through our website, social media sites and mail-outs

THIS WILL BE MEASURED BY:
- Increased community engagement
- Implementation of improved Council processes
- Continued development of communication tools used by Council
- Increased participation on Council’s social media platforms
The 10-year Community Strategic Plan is a product of collaboration between Liverpool City Council and a range of stakeholders.

Liverpool City Council would like to acknowledge and thank all those who contributed to the development of the 10-year Community Strategic Plan by visiting our engagement booths, participating in our forums and workshops and surveys, and having their say through social media and online forums.

Thank you to the residents, ratepayers, community groups, local businesses and visitors who gave their opinions to shape our plan for the future. Council encourages everyone in the community to become more involved and welcomes further contributions to the 10-year Community Strategic Plan.
If you do not understand this document, please ring the Telephone Interpreter Service (131 450) and ask them to contact Council (1300 362 170). Office hours are 8.30am to 5.00pm, Monday to Friday.

ARABIC
إذا لم تستطع فهم هذا الطلب، الرجاء الاتصال بخدمة الترجمة الهاتفية على رقم 450 131 وسأسأل أن يتم حل بلدية رقم 362 170 1300. يوم ساعات العمل من الساعة 8.30 صباحاً إلى 5.00 بعد الظهر من الاثنين إلى الجمعة.

CHINESE
如果您看不懂此信/申请书，请拨打电话给“电话翻译服务台”(131 450)，请他们联络市政厅(市政厅电话1300 362 170)。市政厅办公时间，星期一至星期五，上午八时三十分至下午五时。

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

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

GREEK
Ἀν δὲν καταλαβαίνετε αὐτὴ τὴν επιστολή/αιτήσεως, σας παρακαλούμε να τηλεφωνήσετε στην Τηλεφωνική Υπήρεση Διερμηνευτών (131 450) και να τους ζητήσετε να επικοινωνήσουν με το Δημοτικό Συμβούλιο (1300 362 170). Τα γραφεία του είναι ανοιχτά από τις 8.30 μμ. μέχρι τις 5.00 μμ. από Δευτέρα μέχρι και Παρασκευή.

HINDI
अगर आप इस पत्र/आवेदन को पढ़कर समझ नहीं पा रहे हैं तो फोन नंबर 131 450 के माध्यम से आपको मदद के लिए एक वही काउंसलर से जुड़कर बात कर सकते हैं। काउंसलर की समय सीमा में दुकान तक प्रातः 8:30 बजे से सारे दिन 17:00 तक है।

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

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

Phone
1300 36 2170
Calling from interstate: (02) 9821 9222
National Relay Service (NRS): 133 677
(for hearing and speech impaired customers)

Email
lcc@liverpool.nsw.gov.au

Post
Locked Bag 7064, Liverpool BC, NSW 1871

Fax
(02) 9821 9333

Website
www.liverpool.nsw.gov.au