



FOR PUBLIC EXHIBITION
DRAFT DELIVERY PROGRAM
2022-2026

ACKNOWLEDGEMENT OF COUNTRY

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

DRAFT

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Mayor's Message

As Mayor of Liverpool, I'm honoured to serve the people of Liverpool to deliver a better City – for residents, businesses, workers, and students.

I am pleased to present the **Delivery Program** for my term of office, reflecting Liverpool City Council's statement of commitment to the community.

This important document outlines the services we will provide, fees and charges and the significant capital works projects Council has committed to undertake. These projects include:

- Construction, completion and commissioning of Liverpool Civic Place;
- Redevelopment of Lighthorse Park, Liverpool;
- Construction of a state-of-the art sporting facility at Sinozich Park, Edmondson Park; and
- Construction of Council's own animal holding facility at the Liverpool Animal Shelter, Rossmore.



The Delivery Program is designed to work hand in hand with the objectives outlined in Council's Community Strategic Plan (CSP).

Liverpool is undergoing great transformation and becoming a more modern, sustainable, and better-connected City, and it is important our people are with us every step of the way.

Therefore, I encourage you to read and reflect on this Program and provide feedback to ensure what we deliver aligns with the key initiatives, programs and activities our City needs.

Council will keep you informed of our progress via the biannual reports on our website: <https://www.liverpool.nsw.gov.au/council/corporate-information>

You can also request a report by contacting Council's Customer Service Team on 1300 36 2170.

I hope the contents of this Program will further ignite your excitement for the future of Liverpool and the opportunity to be a part of it.

Mayor of Liverpool
Ned Mannoun

WHAT IS THE DELIVERY PROGRAM?

The Delivery Program is a statement of commitment to the community from a newly elected Council outlining the Principal Activities it will deliver to implement the 10-year Community Strategic Plan during the term of office.

The Delivery Program cascades down from the Community Strategic Plan and identifies actions that Council must undertake to deliver the vision and aspirations of the community.

The Delivery Program addresses social justice principles of access, equity, participation and rights and outlines how Council will engage with the community and other stakeholders to determine service level expectations and identify appropriate measures. It also identifies major projects and addresses ongoing improvements to the efficiency, productivity, financial management and governance of Council.

Council has a custodial role in initiating, preparing and maintaining the Delivery Program on the behalf of the community and will monitor the progress and delivery of actions as legislated under the *Local Government Act (1993)* through Biannual Progress Reports.

INTERGRATED PLANNING AND REPORTING

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

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

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

The IP&R Framework requires that Council integrates all its plans to achieve community outcomes, cascading up to the Community Strategic Plan and down to the Operational Plan.

INTERGRATED PLANNING AND REPORTING FRAMEWORK



DELIVERY PROGRAM

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

OPERATIONAL PLAN

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

REPORTING

The IP&R framework requires Council to report on the progress of its plans that form the IP&R framework to monitor progress and performance. The reports include the State of our City Report, prepared at the end of the Council term and the Annual Report that reports on Council's Operational Plan. Biannual Progress Reports on the Delivery Program and Operational Plan are also prepared for the community and publicly available.

RESOURCING STRATEGY

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

The Resourcing Strategy comprises the following plans;

- **Long-Term Financial Plan**
The 10-year Long-Term Financial Plan (LTFP) ensures Council stays financially sustainable and resources can be allocated to deliver the Delivery Program and Operational Plan.
- **Workforce Management Strategy**
The four-year Workforce Management Strategy outlines the skills, staffing and human resources required to achieve the actions detailed in the Delivery Program and Operational Plan.
- **Asset Management Strategy and Plans**
The 10-year Asset Management Strategy and Plans ensure Council's assets are well managed and maintained to meet the needs of the current community and support future growth.

Workforce Management Strategy 2022-2026

Council's 2022-2026 Workforce Management Strategy (WMS) has been developed to address the human resource requirements of Council's service delivery program for the same period.

The Workforce Management Strategy aligns with the Delivery Program and Long-Term Financial Plan.

The strategy ensures that Council's workforce can deliver the actions in the Delivery Program and has the capacity to deliver the community's strategic objectives as outlined in the Community Strategic Plan during the Council term.

Workforce Vision

***Our community, our workplace, one team.
We celebrate difference and are inspired by new ways of working.***

Workforce Priorities

Belonging at Liverpool

Living our Liverpool values to fulfil our purpose and create an engaging and inclusive environment for everyone.

Building stronger connections

Facilitating formal and informal networks to build workforce connections.

Inspiring leadership and learning in everyone

Supporting individuals to lead themselves, lead others and the community.

Growing for the future

Supporting our people leaders and employees to reach their full potential.

Workforce management goals and four-year initiatives

It is important to note the initiatives outlined below are contingent on the continued availability of funding within Council.

1. Belonging at Liverpool	
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 1.1. Revisit our purpose and direction to ensure our values are aligned and there is clarity on expected behaviours across Council. • 1.2. Co-create a description of our aspirational culture and a road map on how to get there. • 1.3. Advance our inclusion and belonging agenda. • 1.4. Regularly measure, action and monitor the employee experience and engagement levels of the workforce. • 1.5. Develop universal employee value proposition (EVP) principles and messages that can be tailored by People Leaders to meet individual needs, especially in roles that are difficult to fill.
2. Building strong connections	
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 2.1. A refreshed onboarding experience suitable for a hybrid, fast growing workforce. • 2.2. A post pandemic support campaign for People Leaders and their teams to: <ul style="list-style-type: none"> ○ Create a suitable and Council aligned post-pandemic working environment for example, this may include helping teams understand the 'why' and the 'what's in it for me' to embedding new/different ways of working. ○ Implement localised changes with their teams. • 2.3. Introduce progressive ways of working practices into relevant workplace consultations. • 2.4. Evaluate and evolve the existing health and wellbeing program. • 2.5. Establish and pilot a mentoring and coaching network to support development. • 2.6. Enhancement of the People and Organisational Development (POD) business partnering model to enable proactive advice and support, specifically in the large and complex directorates. • 2.7. Strengthen the specialist POD capability to work with people leaders to link talent, succession and transition and design bespoke talent strategies (attraction and retention), for example for hard to fill job families.

3. Inspiring leadership and learning in everyone	
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 3.1. Design and pilot the Liverpool Leadership program and talent management framework, the design will be based on an endorsed leadership capability framework. • 3.2. Pilot self-directed, digital learning experiences for selected organisational-wide capabilities. For example: <ul style="list-style-type: none"> ○ Understanding team dynamics ○ Strategic workforce planning ○ Leading through change ○ Coping with change ○ Understanding Council ○ Developing others ○ People Achieving framework and me ○ Giving and receiving feedback. • 3.3. Update the Learning Management System to increase its functionality to facilitate an individual's holistic development journey at Council.

4. Growing for the future	
2022-2026 Initiatives	<p><i>What will we do in the next four years to reach our goals?</i></p> <ul style="list-style-type: none"> • 4.1. A review of our organisational structure and supporting organisational design elements to ensure there is clear alignment to Council strategy and direction. • 4.2. Strengthen our specialist (internal) support in the areas of organisational design and resource planning (including vacancy strategy). • 4.3. Strengthen our business partnering model for across corporate services and improve collaboration for standard services such as the Delivery Program and Operational Plan workforce budgeting process • 4.4. Refresh the People Achieving framework to ensure it is aligned with changes to other workforce practices and Council culture. • 4.5. Reset the classification, remuneration and reward framework. • 4.6. Incorporate a 70:20:10 approach to our workforce development practices. • 4.7. Enhance the trainee/cadet program by aligning it to Council's aspirational culture. • 4.8. Advance the reporting, analytics, and insights capability within Council.

In addition to the IP&R suite of documents, there are several Council resolved plans and strategies that also support the CSP including:

LOCAL STRATEGIC PLANNING STATEMENT - CONNECTED LIVERPOOL 2040

Connected Liverpool 2040 is Council's Local Strategic Planning Statement (LSPS), the long-term plan to shape Liverpool's future which will help guide the development of suburbs and balance the need for housing, jobs and services as well as parks, open spaces and the natural environment.

LIVERPOOL CITY COUNCIL DISABILITY INCLUSION ACTION PLAN 2022-2026

The Liverpool Disability Inclusion Action Plan (DIAP) seeks to address access and inclusion for people living with disability in Liverpool. The DIAP includes a comprehensive action plan which outlines Council's goals and objectives in order to improve access and inclusion for older people, people with a disability, their carers and families. The DIAP ensures Liverpool is an inclusive community, where difference and diversity is celebrated and people with disability, older people and their carers and families can fully participate in and contribute to their community socially and economically.

LIVERPOOL CITY COUNCIL RECONCILIATION ACTION PLAN 2022-2026

The Liverpool Reconciliation Action Plan (RAP) reinforces Council's commitment to working alongside our First Nations communities to improve the lives of the local community and celebrate the rich First Nations cultures of Liverpool. The RAP goals reflect key national, state and local priorities in working towards reconciliation. The plan outlines key strategies and goals for Council to implement when working with First Nations communities to ensure positive outcomes for individuals and community groups, acknowledge and celebrate culture and heritage, and promote the advancement of First Nations people in Liverpool.

RECREATION, OPEN SPACE AND SPORTS STRATEGY

The Recreation, Open Space and Sports Strategy 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.

COMMUNITY FACILITIES STRATEGY

The Community Facilities Strategy aims to transform and upgrade Liverpool City Council's community facilities so that they are attractive, flexible, address community needs, and become hubs for community interaction.

LIVERPOOL ECONOMIC DEVELOPMENT STRATEGY

The Liverpool Economic Development Strategy outlines the key economic priorities, actions and targets that will guide the growth of Liverpool's economy, reflecting the business and residential community's aspirations of generating employment and investment opportunities across the LGA.

LIVERPOOL CITY CENTRE PUBLIC DOMAIN MASTER PLAN

The Liverpool City Centre Public Domain Master Plan is Council's 10-year vision to guide the development of public space and pave the way to a greener, more vibrant and active city centre while fostering an 18-hour economy. The plan provides a cohesive approach to development in the city centre and a set of standards for Council, private developers and local businesses.

LIVERPOOL HERITAGE STRATEGY

The Heritage Strategy provides guidance to Council in implementing a Local Heritage Management Program, and assist Council in the responsible, effective management of its own heritage assets.

MAYOR'S 100 DAY REVITALISATION PLAN

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

Whereas the initiation of these projects will commence in the first half of 2022, the development of these initiatives will be carried out throughout the term of the Community Strategic Plan.

Highlights from the Mayor's 100-day plan include:

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

WORKING WITH OUR PARTNERS

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

The Delivery Program aligns with and contributes to the plans of key national state and regional bodies for a coordinated and integrated approach to strategic planning for the region.



COMMUNITY VISION FOR LIVERPOOL

“A vibrant global city of lifestyle and opportunity”

STRATEGIC OBJECTIVES

Social	Environmental	Economic	Civic Leadership
Healthy Inclusive Engaging	Liveable Sustainable Resilient	Evolving Prosperous Innovative	Visionary Leading Responsible

10-YEAR STRATEGIES

Council has developed 10-year strategies which align to each strategic objective, identified through feedback from the community, stakeholders, businesses, and leaders and incorporate state and regional plans that relate to Liverpool. The 10-year strategies clearly define Council’s commitment to meeting its goals set by the community.

The table below outlines the 10-year strategies for the city. This document outlines the services that Council will deliver to achieve these strategies.

STRATEGIC OBJECTIVE 1

HEALTHY, INCLUSIVE, ENGAGING

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

10-YEAR STRATEGIES:

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

10-YEAR COMMUNITY STRATEGIC PLAN GOALS:

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

KEY PARTNERS:

- NSW Sports and Recreation
- Local sports and recreation clubs

STRATEGIC OBJECTIVE 2

LIVEABLE, SUSTAINABLE, RESILIENT

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

10-YEAR STRATEGIES:

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

10-YEAR COMMUNITY STRATEGIC PLAN GOALS:

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

KEY PARTNERS:

- Environmental Protection Authority
- Sydney Water
- Local environmental groups
- Endeavour Energy
- Department of Planning, Industry and Environment
- Cities Power Partnership
- Resilient Sydney Office

STRATEGIC OBJECTIVE 3

EVOLVING, PROSPEROUS, INNOVATIVE

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

10-YEAR STRATEGIES:

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

10-YEAR COMMUNITY STRATEGIC PLAN GOALS:

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

KEY PARTNERS

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

STRATEGIC OBJECTIVE 4

VISIONARY, LEADING, RESPONSIBLE

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

10-YEAR STRATEGIES:

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

10-YEAR COMMUNITY STRATEGIC PLAN GOALS:

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

KEY PARTNERS

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

YOUR MAYOR AND COUNCILLORS

Liverpool City Council's elected body consists of a Mayor and 10 Councillors elected by residents to represent each of the two wards in Liverpool (North and South). As members of the elected body, Councillors have endorsed the draft Delivery Program on behalf of the community and will continue to work directly with the community to refine priorities and ensure that strategic goals are delivered in the coming term.



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

NORTH WARD



Councillor Mazhar Hadid

0414 726 273 | ClrHadid@liverpool.nsw.gov.au

Councillor Hadid was born in Lebanon and has a Diploma in Business Management and Public Relations. He has been a Councillor since 2008 and sits on many boards and committees in Liverpool. Councillor Hadid is committed to improving the Liverpool Local Government Area and he previously served as Deputy Mayor from 2012 to 2014 and 2020 to 2021.



Councillor Mel Goodman

1300 36 2170 | ClrGoodman@liverpool.nsw.gov.au

Councillor Goodman is a father of two who has grown up in Liverpool for most of his life. Councillor Goodman is passionate about helping young people and has played a leading role in numerous youth initiatives and fundraising activities. He is motivated to ensure all young people have the opportunity to thrive and reach their full potential. Councillor Goodman's aim is to use his experience to help deliver a better Liverpool for everyone.



Councillor Nathan Hagarty

0428 313 374 | ClrHagarty@liverpool.nsw.gov.au

First elected in 2016, Councillor Hagarty has spent his entire life in and around the Liverpool area, now living in Green Valley with his family. He has worked across the financial services, education and public sectors in operations, product management and information technology roles. Councillor Hagarty currently sits on several boards in the community services, local government, and superannuation industries. He is passionate about ensuring all of Liverpool's residents and ratepayers benefit from the opportunities that lie ahead.



Councillor Peter Harle

0412 736 956 | ClrHarle@liverpool.nsw.gov.au

Councillor Harle was elected to Council in 2008 and has lived in Liverpool since 1954. He studied and taught at TAFE colleges and was persuaded by students and residents to become actively involved in the direction and growth of our City. Councillor Harle wants to make Liverpool a city that our residents can be proud of and the best possible place for his four daughters and twelve grandchildren. Councillor Harle has previously served as Deputy Mayor from 2008 to 2009.



Councillor Ali Karnib

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Councillor Karnib is from Green Valley and is a former teacher-trainee who has served as president of the Lebanese Community Council. Councillor Karnib has also previously served as Deputy Mayor from 2016 to 2017, 2018 to 2019, and 2019 to 2020.



SOUTH WARD



Deputy Mayor Karress Rhodes

0478 834 121 | CllrRhodes@liverpool.nsw.gov.au

Councillor Rhodes has lived in and around Liverpool since 1974 and has been involved with Liverpool City Council in various ways since the 1980s. She has served on the boards of numerous Liverpool community organisations and has run her own business since 1977, including publishing a Liverpool community magazine. She is passionate about Council engaging and collaborating with the community.



Councillor Richard Ammoun

1300 36 2170 | CllrAmmoun@liverpool.nsw.gov.au

Councillor Ammoun has been a Liverpool resident since the early 1990s and graduated from Casula High. He had a 16-year career with one of Australia's leading car audio, mobile and digital retailers, Strathfield Group Limited, starting at Strathfield Car Radios, Liverpool, and working across various positions. In 2009, Councillor Ammoun established his own company. He would love to see Liverpool become the second city of Sydney due to its cultural diversity, great opportunities, and potential for its residents.



Councillor Fiona Macnaught

1300 36 2170 | CllrMacnaught@liverpool.nsw.gov.au

Councillor Macnaught has lived in Moorebank with her family for more than ten years. She is a registered Sonographer and has worked at Liverpool Hospital and radiology practices locally. Over many years, Councillor Macnaught has been involved in numerous community projects advocating strongly for the best outcomes for residents. She believes passionately in a Council that not only provides quality services but listens to and acts on community concerns.



Councillor Charishma Kaliyanda

0466 020 544 | CllrKaliyanda@liverpool.nsw.gov.au

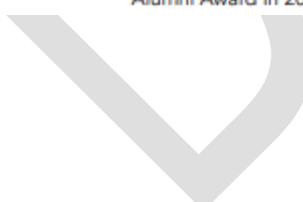
Councillor Kaliyanda was raised in Liverpool after migrating to the area with her family as a young girl. She is a registered Occupational Therapist and currently works for Headspace – the national youth mental health foundation, to build awareness of and reduce stigma around mental health and well-being. She has worked with young people across many industries to build skills and capacities in the last 10 years and has a passion and commitment to moving Liverpool forward.



Councillor Betty Green

1300 36 2170 | CllrGreen@liverpool.nsw.gov.au

Councillor Green has lived and raised her family in Liverpool for over 40 years and has worked in the women's community health sector locally for 28 years. The principles of social justice have guided her practice in various positions including counsellor, health promotion educator, group facilitator and domestic violence advocate. Currently a doctoral candidate, Councillor Green's work in domestic violence was recognised with the Western Sydney University Community Champion Alumni Award in 2016.



Liverpool City Council corporate vision and values

Council strives to maintain and deliver high standards of service to its residents whilst meeting its strategic objectives in the Delivery Program. Council encourages its staff to demonstrate and display its core values in every aspect of service delivery to create a professional, accessible and reliable working environment.



LIVERPOOL CITY COUNCIL

LIV

THE GREAT SOUTH WEST

Our vision:

Aspiring to do great things – for ourselves,
our community and our growing city.

Our values:

- Ambitious**
- Authentic**
- Collaborative**
- Courageous**
- Decisive**
- Generous**

COUNCIL SERVICES TO THE COMMUNITY

Council's responsibility is to understand and deliver a range of services the community wants, the service standards expected and the infrastructure that will be required to improve liveability. Council will assess and monitor its service delivery over the Council term to determine efficiency, effectiveness, financial sustainability and encourage continuous improvement across its operations. Council conducts annual customer satisfaction surveys to gauge community feedback and identify areas for improvement. Council is committed to delivering high-quality services to the community through the following overarching services areas.

Healthy Inclusive Engaging	Liveable Sustainable Resilient	Evolving Prosperous Innovative	Visionary Leading Responsible
<ul style="list-style-type: none"> • Libraries and Museum • Events • Recreation and Community Facilities • Community Development and Planning • Children's Services • Arts and Culture • City Planning and Urban Design • Animal Management • City Infrastructure Delivery and Construction 	<ul style="list-style-type: none"> • City Waste and Recycling • City Maintenance • Strategic Town Planning • Regulatory Compliance • Development Assessment • Environmental Planning and Management • Infrastructure and Floodplain Planning and Management 	<ul style="list-style-type: none"> • Economic and Commercial Development • Traffic and Transport Planning 	<ul style="list-style-type: none"> • Customer Service • Governance and Corporate Management • Financial Management • Communications

HOW TO READ THE DELIVERY PROGRAM

STRATEGIC OBJECTIVE 1 - *Healthy, Inclusive, Engaging*

The Council service area is linked to one of the four strategic objectives listed in the Community Strategic Plan and is a key focus area from which relevant strategies were developed to clearly define where the community wants to be in 10 years. The plan identifies the Council directorate responsible for ensuring the service is improved, maintained and delivered. Council's listed related plans, strategies and business relationships with external agencies collaboratively assist Council in achieving its long-term goals.

Libraries and Museum	
<p>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.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Providing a variety of collections including physical and digital formats and specialised collections in community languages, English learning and disability access; • Developing programs and events including children's storytime, holiday programs, HSC preparation, wellbeing workshops, technology classes, English conversation groups, book groups, author talks and creative workshops; • Facilitating public spaces for study, recreation, group activities and access to technology; and • Developing Museum and Heritage events, programs and research collections about Liverpool's past and present. 	
Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. • Promote a harmonious community that celebrates its diversity. • Embrace the city's heritage and history. • Support an inclusive community by fostering access and equity for all. • Deliver great and exciting events and programs for our people and visitors.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • ALIA Standards and guidelines for Australian Public Libraries 2020 	<ul style="list-style-type: none"> • Community groups and partners • State Library • Liverpool District Historical Society • Liverpool Genealogical Society

Council sets Key Performance Indicators (KPIs) to measure the ongoing progress of what Council has set to achieve. The quantifiable measure demonstrates how Council is achieving its key objectives in the service area and its progress and delivery is reported biannually.

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.1.1 Enhance literacy opportunities for targeted communities	<ul style="list-style-type: none"> Increase annual usage of literacy collections by 5% 80% utilisation of literacy services and programs 	<ul style="list-style-type: none"> Library Management system Program attendance for early childhood, digital classes, English learning 	Manager Library and Museum Services
H.1.2 Provide spaces and opportunities for passive leisure activities including craft, child and family activities	<ul style="list-style-type: none"> Annual visitations increase by 5% Regular activities delivered across 5 target groups including children, youth, adults, seniors and Multicultural 	<ul style="list-style-type: none"> People counters at locations Library events calendar and attendance figures 	
H.1.3 Enhance and promote Liverpool's history collection with greater opportunities for community access	<ul style="list-style-type: none"> Increased engagement in heritage programs by 10% Increase heritage collection that is accessible by 250 items 	<ul style="list-style-type: none"> Museum and Heritage program attendance Library management system 	

Council's planned projects and activities it aims to deliver within the Council term. A report on the projects/activities progress is reported biannually.

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Support access and equity across key targeted community areas to enhance program delivery within Culturally and Linguistically Diverse (CALD), disability, First Nations, seniors and educational groups.	Operating Budget	2022-2026	Manager Library and Museum Services

Council has committed a service level to each service transaction to ensure it delivers the service in a timely manner and meets community expectations.

Service Levels 2022-2026
Respond to customer enquiries within one working day.
Respond to collections requests within one week.
Respond to heritage research requests within one working day.

STRATEGIC OBJECTIVE 1 - Healthy, Inclusive, Engaging

Libraries and Museum	
<p>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.</p> <p>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.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Providing a variety of collections including physical and digital formats and specialised collections in community languages, English learning and disability access; • Developing programs and events including children's storytime, holiday programs, HSC preparation, wellbeing workshops, technology classes, English conversation groups, book groups, author talks and creative workshops; • Facilitating public spaces for study, recreation, group activities and access to technology; and • Developing museum and heritage events, programs and research collections about Liverpool's past and present. 	
Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. • Promote a harmonious community that celebrates its diversity. • Embrace the city's heritage and history. • Support an inclusive community by fostering access and equity for all. • Deliver great and exciting events and programs for our people and visitors.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • ALIA Standards and guidelines for Australian Public Libraries 2020 	<ul style="list-style-type: none"> • Community groups and partners • State Library • Liverpool District Historical Society • Liverpool Genealogical Society

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.1.1 Enhance literacy opportunities for targeted communities	<ul style="list-style-type: none"> • Increase annual usage of literacy collections by 5% • 80% utilisation of literacy services and programs 	<ul style="list-style-type: none"> • Library Management system • Program attendance for early childhood, digital classes, English learning 	Manager Library and Museum Services
H.1.2 Provide spaces and opportunities for passive leisure activities including craft, child and family activities	<ul style="list-style-type: none"> • Annual visitation increase by 5% • Regular activities delivered across 5 target groups including children, youth, adults, seniors and Multicultural 	<ul style="list-style-type: none"> • People counters at locations • Library events calendar and attendance figures 	
H.1.3 Enhance and promote Liverpool's history collection with greater opportunities for community access	<ul style="list-style-type: none"> • Increased engagement in heritage programs by 10% • Increase heritage collection that is accessible by 250 items 	<ul style="list-style-type: none"> • Museum and Heritage program attendance • Library management system 	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Support access and equity across key targeted community areas to enhance program delivery within Culturally and Linguistically Diverse (CALD), disability, First Nations, seniors and educational groups.	Operating Budget	2022-2026	Manager Library and Museum Services

Service Levels 2022-2026
Respond to customer enquiries within one working day.
Respond to collections requests within one week.
Respond to heritage research requests within one working day.

Events

This service delivers Council's community and civic events program with the aim to deliver activities that will showcase Liverpool as a vibrant global city for major events, tourism and social interaction whilst promoting local businesses, artisans, talent, facilities, and recreation spaces.

Key functions include:

- Delivering and coordinating of major events for the community;
- Delivering city activations and small business events;
- Approving event, filming, busking and mobile food truck applications;
- Delivering civic ceremonies including citizenship, ANZAC Day Dawn Service, Australia Day awards ceremony, Remembrance Day and Order of Liverpool awards; and
- Coordinating park openings.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Promote a harmonious community that celebrates its diversity. • Deliver great facilities, events and programs for our people and visitors.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Mobile Food Truck Policy • Busking Policy • Open For Business Activated CBD Proposal • Australian Citizenship Code 	<ul style="list-style-type: none"> • Department of Planning and Environment • Gandangara and Tharawal Aboriginal Land Councils • Australasian Performing Right Association Limited (APRA)/One Music • Local Businesses • NSW Local Government

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.2.1 Attendee satisfaction and experience	Satisfaction performance scale and open-ended response (>80% satisfied/very satisfied)	Survey data on-site and post-event	Strategic Events Lead

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Deliver business events to improve the long-term reputation of Liverpool and South-West Sydney.	\$100,000	2022-2026	Strategic Events Lead

Service Levels 2022-2026
Approve external event applications within 15 days (respond to applicant within two days).
Approve filming, busking and mobile food truck permit applications within 10 days (respond to applicant within two days).

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Major Projects

Starry Sari Night

This major project aims to embrace culture and social cohesion, connection and pride of place while showcasing tourism assets and increasing Liverpool’s visitor economy. The Starry Sari Night event will provide opportunities for local businesses and artists to showcase themselves and their offerings to a greater audience and enhance opportunities for the local community and provide an accessible and inclusive outlet.

Project Delivery Responsibility - Director Community and Culture

Estimated Cost - \$200,000

Project Timing - The event will be held annually.

Key Stakeholders

- Local residents
- CBD Businesses
- External vendors and suppliers
- Artists/Performers
- Sponsors and media partners

2022-2026 Major Project Actions

Actions	Project Lead
Plan and coordinate the event to be delivered on George Street, Liverpool.	Strategic Events Lead

Macquarie Mall and CBD Night Market Program

This project aims to bring the community together and develop pride of place by providing opportunities for local businesses and artists to showcase their offerings to a greater audience. The aim is to improve the long-term reputation of Liverpool and South-West Sydney as a means of increasing investor potential and driving economic growth through visitation and local spend. This will raise the profile of Liverpool and deliver a vibrant city with dynamic events programs.

Project Delivery Responsibility - Director Community and Culture

Estimated Cost - Approximately \$500,000 per annum for a monthly market.

Project Timing - This event is scheduled to run from 2023-2025.

Key Stakeholders

- Local residents
- CBD Businesses
- External vendors and suppliers
- Performers

2022-2025 Major Project Actions

Actions	Project Lead
Plan and coordinate the event to activate the CBD and Macquarie Mall.	Strategic Events Lead

Recreation and Community facilities

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 with more than 1.5 million residents and visitors annually.

Key functions include:

- Maintaining Council Leisure Centres;
- Providing passive, Recreation and Open Spaces for the community
- Maintaining Council Sporting Grounds;
- Providing access to Community Centres;
- Providing a Community Bus service; and
- Cleaning of Council's public amenities buildings.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. • Support an inclusive community by fostering access and equity for all. • Communicate, listen, engage and respond to the community by encouraging community participation.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Liverpool City Council Disability and Inclusion Action Plan 2022-2026 • Liverpool City Council Reconciliation Action Plan 2022-2026 • Liverpool City Council Connected Liverpool 2050 • Liverpool City Council Community Facilities Plan • NSW Office of Sport Strategic plan 2020-2024 • Management Contract ST2494 • Liverpool City Council Recreation, Open Space and Sport Strategy 2018-2028 • Liverpool City Council Aquatic and Leisure Centre Strategy 2018 • Liverpool City Council Positive Ageing Action Plan 2022-2026 	<ul style="list-style-type: none"> • State and Federal government grant administrators • Gandangara Aboriginal Land Council • Department of Planning Infrastructure and Environment • NSW Office of Sport • South Western Sydney Local Health District • South West Sydney Academy of Sport • Sporting Clubs and Associations • Royal Life Saving Society of NSW • NSW South West Academy of Sport • Western Parkland City Authority • Department Education and Training

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.3.1 Provide opportunities for community groups, residents and emerging businesses to maximise the level of facility and venue occupancy utilisation within community facilities and sporting grounds	Total of 80% utilisation through peak operating hours	Facility Booking System (currently Zipporah)	Manager Community Recreation
H.3.2 Delivery high quality customer experience to meet community and customer service satisfaction	Net Promoter Score of 30% achieved	Customer Satisfaction Surveys	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Deliver sporting grants and donations program.	Operating Budget	2022-2026	Manager Community Recreation
Provide responsive and effective internal mechanism to support sporting clubs and Non-Government Organisations (NGO) applications.	Operating Budget	2022-2026	

Service Levels 2022-2026
Responded to facility hire applications within two business days.
Respond to repair and maintenance requests within one business day.

Community Development and Planning

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.

Key functions include:

- Developing and implementing community strategies, program and initiatives;
- Undertaking community consultation for key strategic projects;
- Convening of sector networks and interagencies;
- Convening of community committees including Youth Council, Aboriginal Consultative Committee, Community Safety and Crime Prevention Advisory Committee, Access Committee and District Forums
- Facilitating Council's grants, donations and community sponsorship program;
- Delivering the 2168 Children's Parliament Project;
- Undertaking Social Impact Assessments;
- Delivering the Recreation, Open Space and Sport Strategy and Action Plan and Strategic Projects and Priority Program; and
- Delivering the Community Facilities Strategy and Action Plan and Strategic Projects and Priority Program.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Promote a harmonious community that celebrates its diversity. • Embrace the city's heritage and history. • Support an inclusive community by fostering access and equity for all. • Support active and healthy lifestyles by improving footpaths, cycleways and walkways. • Communicate, listen, engage and respond to the community by encouraging community participation.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Disability Inclusion Action Plan 2022 - 2026 • Reconciliation Action Plan 2022 - 2025 • Community Safety and Crime Prevention Strategy 2023 - 2027 • Youth Strategy 2022 - 2026 • Homelessness Strategy – 2023 - 2027 • Culturally and Linguistically Diverse (CALD) Strategy 2022 - 2026 • Positive Ageing Plan 2022-2026 • Social Impact Assessment Policy and Guidelines 2022-2024 	<ul style="list-style-type: none"> • Department of Communities and Justice • Department of Social Services • Department of Planning and Environment • NSW Health • School Infrastructure NSW • Greater Sydney Parklands Trust • Gandangara Aboriginal Land Council • South Western Sydney Local Health District • Greater Sydney Commission

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.4.1 Lead the delivery of the Disability Inclusion Action Plan	Deliver 70% of actions over four years	Disability Inclusion Action Plan 2022-2026	Manager Community Development and Planning
H.4.2 Lead the delivery of the Reconciliation Action Plan	Deliver 90% of actions over three years	Reconciliation Action Plan 2022-2025	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Deliver 70% of actions from the Community Safety and Crime Prevention Plan and Positive Ageing Plan	Operating Budget	2022-2026	Coordinator Community Development
Deliver programs and actions from strategies including the Culturally and Linguistically Diverse (CALD), Youth, Homelessness, and Community Safety and Crime Prevention Strategies to build community capacity and social cohesion	Operating Budget	2022-2026	
Expend 80% of funding available within the Grants, Donations and Community Sponsorship Program	Operating Budget	2022-2026	

Children's Services

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.

Key functions include:

- Operating Early Education and Care Centres;
- Delivering Early Childhood Education and Care;
- Operating the Community Based Preschool;
- Providing child and family Outreach Programs; and
- Providing educational and social programs to the community to support social cohesion and pathways into Early Childhood.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Support an inclusive community by fostering access and equity for all. • Communicate, listen, engage and respond to the community by encouraging community participation.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Children's Services strategy 2021-2022 • Future Demands Report 2019 	<ul style="list-style-type: none"> • Miller TAFE • Western Sydney University and University of Wollongong • Western Sydney Migrant Resource Centre • Community Early Learning Australia • Early Childhood Australia • Early Childhood Advisory Group • Local Government NSW • Department of Education • Department of Education, Skills and Employment (DESE)

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
H.5.1 Manage the financial viability of Children's Services	A net cost of zero to council	Tech 1	Manager Children's Services
H.5.2 Effectively manage the utilisation of services to ensure operational effectiveness	97% utilisation	Hubworks	

Arts and Culture

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 Western Sydney communities.

Key functions include the delivery of:

- Public exhibitions;
- Public programs;
- Concerts and performances featuring local and international artists; and
- Cultural festivals.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Promote a harmonious community that celebrates its heritage and diversity. • Support an inclusive community by fostering access and equity for all. • Deliver great facilities, events and programs for our people and visitors.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Cultural Plan • Public Art Policy • South Western Sydney Health and Arts Strategic Plan 2018-2023 	<ul style="list-style-type: none"> • Western Sydney University • South Western Sydney Area Health Service • Sydney Festival • Film Festival • Italian Institute of Culture • Department of Education • Liverpool Hospital • Settlement Services International • Liverpool Art Society Inc., Macarthur Disability Services, NAVITAS, Amity College, Mil-Pra Aboriginal Education Consultative Group (Mil-Pra AECG).

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Blake Prize Exhibition. This prestigious national exhibition and one of the largest art prizes in the country aims to give exposure to Liverpool	\$65,000	2022 and 2024	Director Casula Powerhouse Arts Centre

City Planning and Urban Design

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.

Key functions include:

- Preparing policies, plans, strategies, studies, standards, guidelines, manuals, and other strategic documents;
- Preparing grant funding applications and providing planning and design services for Council-led infrastructure and public domain projects;
- Providing specialist advice on development applications and Federal, State, and Council-led planning and infrastructure projects and programs of work and within Liverpool city; and
- Convening heritage related advisory panels and working groups.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. • Embrace the city's heritage and history.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Liverpool Public Art Strategy • Liverpool 'Connected Liverpool 2040, Local Strategic Planning Statement (LSPS) • Liverpool City Activation Strategy 2019-2024 • Liverpool Destination Management Plan 2018-19 – 2022-2023 • NSW Government Cultural Infrastructure Plan 2025+ • NSW Government - A Strategy for the Arts in Western Sydney • Greater Sydney Commission, 'Greater Sydney Region Plan - A Metropolis of Three Cities 2018 • NSW Government, South Western Sydney Health and Arts Strategic Plan 2018 – 2023 • NSW Government Create NSW Aboriginal Arts and Culture Protocols • Liverpool Heritage Strategy • Unexpected Finds Policy 	<ul style="list-style-type: none"> • Gandangara Local Aboriginal Land Council (GLALC), and other First Nations stakeholders • Create NSW • Heritage NSW • NSW Department of Planning and Environment • Greater Cities Commission • Western Parkland City Authority • Transport for NSW • Sydney Metro Authority • NSW Department of Education • Schools Infrastructure NSW • Infrastructure NSW • NSW Health, South Western Sydney Local Health District (SWSLHD) • Council's Heritage Advisory Committee • Council's Civic Advisory Committee • Heritage NSW

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Deliver priority projects identified within the Liverpool City Centre Public Domain Master Plan	Operating Budget	2022-2026	Manager City Planning
Review and implement as appropriate the Western Sydney Street Design Guidelines	Operating Budget	2022-2026	
Review and update Council's Existing Tree Management Policy and develop a Tree Management Strategy, Tree Management Plan, and update Tree Management Controls within the Liverpool Development Control Plan (DCP)	Operating Budget	2022-2026	
Develop a Character Area Study for the Liverpool LGA	Operating Budget	2022-2026	

Service Levels 2022-2026
Convene monthly meetings of the Liverpool Design Excellence Panel (DEP).
Assess applications for Heritage Minor Works Exemptions within 14 business days.
Assess applications for the Liverpool Heritage Assistance Fund within 14 business days.
Respond to heritage related enquiries within 14 business days.
Convene quarterly meetings of the Heritage Advisory Committee.
Provide heritage and design comments on development applications with 10 business days.

Animal Management

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.

Key functions include:

- Managing the Liverpool Animal Shelter;
- Caring for lost and stray animals;
- Reuniting animals with their owners; and
- Rehoming unclaimed animals.

Strategic Objective

Healthy, Inclusive, Engaging

Relevant Strategies

Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities.

Responsibility

Director Planning and Compliance

Related Documents, Plans and Strategies

N/A

Relationships

- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Rescue Groups
- Companion Animals Advisory Committee
- Community

Key Performance Indicator (KPIs)

Target

Data Source

Responsibility

H.6.1 Rehome dogs

75% of homeable dogs

HPE Content Manager

Manager Community Standards

H.6.2 Rehome cats

40% of homeable cats

HPE Content Manager

Infrastructure Delivery and Construction

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 local government area.

Key functions include:

- Managing existing assets through planning and delivery of asset renewal and replacement programs for council's entire portfolio of assets encompassing roads and transport, buildings, drainage systems and open space;
- Improving access and mobility by providing new footpaths and shared paths across the LGA to improve pedestrian access;
- Improving safety of pedestrians and motorists by providing traffic control devices to improve safety for road users; and
- Planning and delivering new infrastructure encompassing road and transport assets, community facilities, recreation, open space and sporting infrastructure and stormwater management infrastructure.

Strategic Objective	Healthy, Inclusive, Engaging
Relevant Strategies	<ul style="list-style-type: none"> • Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. • Support active and healthy lifestyles by improving footpaths, cycleways and walkways.
Strategic Objective	Evolving, Prosperous, Innovative
Relevant Strategies	<ul style="list-style-type: none"> • Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.
Responsibility	Director Infrastructure and Environment
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Liverpool Council Community Facilities Strategy • Liverpool Council Recreation, Open Space and Sports Strategy 2018/2028 • Liverpool Council Asset Management Policy and Strategy • Liverpool Council Asset Management Plans (Building, Transport, Drainage and Open Space) • Liverpool Council Disability Inclusion Action Plan 2022-2026 	<ul style="list-style-type: none"> • Transport for NSW • Department of Planning and Environment • Department of Infrastructure • Heritage NSW • NSW Environmental Protection Authority • SafeWork NSW • Utility Service Providers

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
H.7.1 Delivery of approved annual program of asset renewal works	<ul style="list-style-type: none"> • Less than 15% of approved capital works program budget as carry over • Expenditure not to exceed approved budget 	<ul style="list-style-type: none"> • Measured through Council's Finance System. • Monthly Capex Reporting • Quarterly Budget Reviews 	Manager Infrastructure Delivery
H.7.2 Delivery of annual strategic projects program of works	<ul style="list-style-type: none"> • Less than 15% of approved works program as carry over • Expenditure not to exceed approved budget 	<ul style="list-style-type: none"> • Measured through Council's financial system. • Monthly Capex Reporting 	Manager Strategic Projects Construction

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Major Projects

Lighthouse Park, Liverpool – Major Park Redevelopment

The Light Horse Park Redevelopment will transform a currently underutilised park into an active and vibrant public space. Stage 1 of the redevelopment includes the implementation of upgraded landscape and new tree planting, the construction of a new playground, water play, outdoor gym areas, sports oval, picnic shelters, walking path, and lighting upgrades. This stage also includes the revitalisation of the Georges River foreshore area by restoring the riverbanks, and the constructing river viewing platforms and a jetty and floating pontoon for kayak launch within the park.

Stage 2 of this project includes the provision of a new community building with outdoor sports courts, public toilets, spaces for young people, kiosk/café, general community hireable space, learning spaces and spaces for children and outreach services. This project is part of the Lighthouse Park precinct improvement program and aims to improve the connectivity from the CBD to the river to reactivate the foreshore area, the rail station and the adjacent neighbourhoods, while encouraging both physical and visual connections to the Georges River foreshore area.

Project Delivery Responsibility - Director Infrastructure and Environment

Estimated Cost - \$34 million (\$24M for Park Redevelopment and \$10M for community Hub)

Project Timing - This project is scheduled to run from 2023-2025.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Crown Lands
- Gandangara Aboriginal Land Council
- NSW Rail and Transport NSW
- Department of Planning and Environment
- NSW Department of Premier and Cabinet
- Utility Authorities

2023-2025 Major Project Actions

Actions	Project Lead
1. Complete detailed design and tender documentation; 2. Obtain relevant approvals from external stakeholders; 3. Procurement of construction works; 4. Construction and embellishment of Light Horse Park; and 5. Design and construction of Community Facility including DA approval.	Manager Strategic Projects Construction

Note: Project timelines may be subject to change due to unforeseen circumstances.

Lighthorse Park - Lift Connection and Pedestrian Overpass to Railway Station (Detailed Design)

The detailed design is for the station pedestrian overpass and the lift from the station into the park. This project is part of the Lighthorse Park Precinct improvement project and will provide connectivity between Lighthorse Park / Georges River foreshore area to the CBD, Rail Station, and neighbouring communities. This project will also provide important access to the park. Construction of this project will be planned for once funding has been secured.

Project Delivery Responsibility - Director Infrastructure and Environment

Estimated Cost - \$1.5 million (design and approvals only)

Project Timing - This project is scheduled to run from 2023-2024.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Crown Lands
- Gandangara Aboriginal Land Council
- NSW Rail
- Department of Planning and Environment
- Transport NSW
- NSW Department of Premier and Cabinet
- Utility Authorities

2023-2025 Major Project Actions

Actions	Project Lead
<ol style="list-style-type: none">1. Develop design options.2. Obtain external agency approvals.3. Prepare detailed design.4. Prepare tender documentation for construction.	Manager Strategic Projects Construction

Sinozich Park, Edmondson Park – Major Sporting Facility

This project aims to provide a state-of-the-art sporting and recreation precinct that offers sports ovals and amenities, children’s play space and outdoor gym, car park, lighting and pathway networks along Cabramatta Creek in Edmondson Park.

Project Delivery Responsibility - Director Infrastructure and Environment

Estimated Cost - \$20 million

Project Timing - This project is scheduled to run from 2023-2025.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Dept of Planning & Environment,
- NSW Department of Premier and Cabinet

2023-2025 Major Project Actions

Actions	Project Lead
1. Complete masterplan, detailed design and tender documentation; 2. Obtain relevant approvals from external stakeholders; 3. Land acquisitions and DA approval; 4. Procurement of construction works; and 5. Construction of Sinozich Park.	Manager Strategic Projects Construction

Liverpool Animal Shelter, Rossmore

This project aims to establish Council's own animal holding facility at Rossmore Grange comprising 2000sqm facility for housing animals and 13,000sqm site area to accommodate 120 dogs, cats and other pets.

Project Delivery Responsibility - Director Infrastructure and Environment

Estimated Cost - \$12 million

Project Timing - This project is scheduled to run from 2023-2025.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Dept of Planning and Environment
- NSW Department of Premier and Cabinet

2023-2025 Major Project Actions

Actions	Project Lead
1. Undertake conceptual masterplanning for the Liverpool Animal Shelter, Rossmore; 2. Complete detailed design and tender documentation; 3. Obtain relevant approvals from external stakeholders and DA approval; 4. Procurement of construction works; and 5. Construction of the animal shelter	Manager Strategic Projects Construction Manager Property

Edmondson Avenue Upgrade, Austral

This project aims to develop existing two-lane rural road to a new four-lane road, including cycleways, landscaping, share pathways and new signalling.

Project Delivery Responsibility - Director Infrastructure and Environment.

Estimated Cost - \$71.43 million (Design of Stage 1 - Bringelly Road to Seventh Avenue and Stage 2 - Seventh to Fifteenth Avenue, land acquisition and construction of Stage 1 – Bringelly Road to Seventh Avenue).

Project Timing - This project is scheduled to run from 2023-2025.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Dept of Planning and Environment
- Transport NSW

2023-2025 Major Project Actions

Actions	Project Lead
1. Complete detailed design and tender documentation; 2. Obtain relevant approvals from external stakeholders; 3. Land acquisition; 4. Procurement of construction works; and 5. Construction of Edmondson Avenue.	Manager Strategic Projects Construction

Basin 14, Edmondson Park – Flood Detention Basin and Parkland

This project aims to provide a flood detention basin with storage capacity of 48 megalitres to support the development within Edmondson Park. This project further includes the development of an open space recreational area, with walking paths, footbridges, viewing platforms, carpark, access park, playground and a dog park providing much needed green space and public recreational space for this new area.

Project Delivery Responsibility - Director Infrastructure and Environment

Estimated Cost - \$34.2 million

Project Timing – This project is scheduled to run from 2023-2025.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Dept of Planning & Environment

2023-2025 Major Project Actions

Actions	Project Lead
1. Land acquisition; 2. Procurement of construction works; and 3. Construction of Basin 14.	Manager Strategic Projects Construction

Middleton Drive extension / M 7 Underpass and Cycling Bridge, Middleton Grange

This project aims to develop detailed design and approvals for the Middleton Drive extension / M7 Underpass and Cycling bridge. This project provides the much-needed additional access road to and from Middleton Grange, allowing additional emergency access, access to shops, neighbouring developments and important traffic routes. This project also includes the provision of a bridge over Middleton Drive for a continuous cycleway.

Project Delivery Responsibility– Director Infrastructure and Environment

Estimated Cost - \$1.2 million (design only)

Project Timing – This project is scheduled to run from 2023-2024.

Key Stakeholders

- All Council directorates
- Local Community and Residents
- Dept of Planning & Environment

2023-2025 Major Project Actions

Actions	Project Lead
1. Complete investigations	Manager Strategic Projects Construction
2. Prepare detailed design	
3. Land acquisition (TBC)	
4. Approvals	
5. Prepare construction documents	

Macquarie Street, Liverpool - Streetscape Improvements

This project aims to provide a vibrant and active public space along Macquarie Street between Moore and Scott Streets to promote and stimulate local businesses.

Project Delivery Responsibility – Director Infrastructure and Environment

Estimated Cost - \$2.5 million

Project Timing – This project is scheduled to run from 2022 – 2023.

Key Stakeholders

- Infrastructure and Environment
- Planning and Compliance
- City Presentation
- Department of Planning and Environment
- Commercial Business Owners

2022-2025 Major Project Actions

Actions	Project Lead
<ol style="list-style-type: none">1. Complete concept design documentation;2. Undertake community consultation;3. Complete detail design and tender documentation;4. Procurement and engagement of contractor to undertake construction;5. Construction of streetscape improvements and surrounding works; and6. Final reporting of project completion to Department of Planning and Environment.	Manager Infrastructure Delivery

Governor Macquarie Drive (GMD) and Hume Highway, Warwick Farm - Intersection Upgrade

This project aims to provide improved traffic flows and reduce congestion at the intersection of Governor Macquarie Drive and Hume Highway, reducing travel times for the community.

Project Delivery Responsibility – Director Infrastructure and Environment

Estimated Cost - \$7 million

Project Timing – This project is scheduled to run from 2022 – 2023

Key Stakeholders

- Infrastructure and Environment
- Planning and Compliance
- Economy and Commercial Development
- City Presentation
- Transport for NSW
- Department of Infrastructure

2022-2025 Major Project Actions

Actions	Project Lead
1. Complete land acquisitions with adjoining landowners; 2. Procurement and engagement of contractor to undertake construction; 3. Construction of intersection upgrade and associated works; and 4. Final reporting of project completion to Transport for NSW.	Manager Infrastructure Delivery

McGirr Park, Miller – Green Space and Park Development

This project aims to provide modern and vibrant open space and recreational facilities at McGirr Park, including new playground, gym equipment and pathway connections for the community

Project Delivery Responsibility – Director Infrastructure and Environment

Estimated Cost - \$1.5 million

Project Timing – This project is scheduled to run from 2022- 2023

Key Stakeholders

- Infrastructure and Environment
- City Presentation
- Local Community and Residents

2022-2025 Major Project Actions

Actions	Project Lead
1. Complete concept design documentation; 2. Undertake community consultation; 3. Complete detail design and tender documentation; 4. Procurement and engagement of contractor to undertake construction; and 5. Construction of playground and surrounding works.	Manager Infrastructure Delivery

Pye Hill Reserve, Cecil Hills – District Park Development

This project aims to provide a modern and vibrant open space and recreational facilities at Pye Hill Reserve, including new playground, landscaping and lighting improvements and pathway connections for the community.

Project Delivery Responsibility– Director Infrastructure and Environment

Estimated Cost - \$2.3 million

Project Timing – This project is scheduled to run from 2022 - 2025

Key Stakeholders

- Infrastructure Delivery Business Unit
- City Environment Business Unit
- City Works Business Unit
- Department of Infrastructure
- Local Community and Residents

2022-2025 Major Project Actions

Actions	Project Lead
<p>Stage 1 – Playground and landscaping works</p> <ol style="list-style-type: none"> 1. Complete concept design documentation; 2. Undertake community consultation; 3. Complete detail design and tender documentation; 4. Procurement and engagement of contractor to undertake construction; and 5. Construction of playground and surrounding landscaping works. <p>Stage 2 - Recreational infrastructure and embellishments</p> <ol style="list-style-type: none"> 1. Complete concept design documentation; 2. Complete detail design and tender documentation; 3. Procurement and engagement of contractor to undertake construction; and 4. Construction of recreational infrastructure and surrounding embellishments. 	<p>Manager Infrastructure Delivery</p>

STRATEGIC OBJECTIVE 2 - Liveable, Sustainable, Resilient

City Waste and Recycling	
<p>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 all of Liverpool's residents including the collection and processing of recycling, green waste, bulk waste, and various problem waste streams.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Managing the community's disposal of rubbish; • Managing the Community Recycling Centre and household problem waste; • Maintaining the cleanliness of public spaces; and • Educating the community in waste disposal. 	
Strategic Objective	Liveable, Sustainable, Resilient
Relevant Strategies	<ul style="list-style-type: none"> • Deliver a beautiful, clean and inviting city for the community to enjoy. • Manage waste effectively and maximise recycling opportunities.
Responsibility	Director City Presentation
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Innovation Strategy 2027 	<ul style="list-style-type: none"> • NSW Environment Protection Authority (EPA) • Western Sydney Regional Organisation of Councils (WSROC)

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
L.1.1 Household Waste Collection including booked clean up services e.g. general, white goods, mattresses	Increase landfill diversion rate to 80% by 2030	Tonnages reported from facilities	Manager Resource Recovery
L.1.2 Domestic Waste Management including household waste collection e.g., red garbage bin, green waste and yellow recycling bin	Increase waste diversion rate to 80% by 2030	Tonnages reported from facilities	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Develop the Food Organics and Garden Organics (FOGO) implementation plan that allows food to be added to the green lid garden waste bin so it can be recycled into compost.	\$35,000	2025	Manager Resource Recovery
Implementation of Education Strategic plan.	\$35,000	2024	

Service Levels 2022-2026
Respond to customer requests regarding domestic waste management (household waste collection e.g., red garbage bin, green waste and yellow recycling bin) within 7 days.
Manage household waste collection (booked clean up service e.g., general, white goods, mattresses): <ul style="list-style-type: none"> • 2m² of waste collected on the day it was booked; and • 95% of household waste collected within timeframe.
Investigate and collect 95% of illegal waste within the required timeframe.

City Maintenance

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 local government area to ensure that Council services remain operational when an emergency arises.

Key functions include:

- Repairing damaged road surfaces, footpaths, kerb and gutter;
- Delivering the parks maintenance schedule;
- Undertaking the tree planting and replacement program;
- Delivering the bushland environmental restoration program;
- Maintaining Council's Plant, Fleet and stores; and
- Provide emergency support to the State Emergency Services.

Strategic Objective	Liveable, Sustainable, Resilient
Relevant Strategies	<ul style="list-style-type: none"> • Deliver a beautiful, clean and inviting city for the community to enjoy. • Manage waste effectively and maximise recycling opportunities.
Responsibility	Director City Presentation
Related Documents Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Heritage Conservation Management Plan • Fleet Management Policy 	<ul style="list-style-type: none"> • Local residents • Roads and Maritime Services (RMS) • State Emergency Services (SES) • NSW Rural Fire Service (RFS) • Local utilities providers • Transport for NSW • Airport Authority • Environmental Protection Authority • Department of Primary Industries

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Collaborate with the State Emergency Service and NSW Rural Fire Service to respond to reactive and emergency incidents in the local government area.	\$210,000	By 2025	Manager City Works - Civil

Service Levels 2022-2026

Undertake 45sqm of road patching per day.

Undertake 25sqm of footpath maintenance twice a week.

Maintain Council sportsgrounds once a week.

Undertake general parks maintenance in a three week cycle.

Strategic Town Planning

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.

Key functions include:

- Maintaining required updates of the LSPS;
- Planning proposals (LEP amendments);
- Development Control Plan (DCP) amendments;
- Prepare and implement land use strategies;
- Review and advocate for improvements to State Government controlled planning policy and legislation;
- Inform the preparation of Planning Certificates;
- Progress street naming requests; and
- Represent strategic planning on district and forums and relevant committees where required.

Strategic Objective

Liveable, Sustainable, Resilient

Relevant Strategies

- Deliver effective and efficient planning to deliver the best outcomes for a growing city.

Responsibility

Director Planning and Compliance

Related Documents, Plans and Strategies

Relationships

- Liverpool Local Strategic Planning Statement
- Liverpool Local Environmental Plan 2008
- Liverpool Development Control Plan 2008
- Liverpool Community Participation Plan
- Liverpool Bike Plan 2018 - 2023
- Liverpool Contributions Plans
- Liverpool Local Housing Strategy
- Liverpool Centres and Corridors Strategy
- Liverpool Industrial and Employment Lands Strategy

- Greater Cities Commission
- Department of Planning and Environment
- Transport for NSW
- Relevant State Agencies
- State and Federal politicians;
- Built Environment professionals / developers
- Proponents

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
L2.1 Progress proponent-led planning proposals efficiently and effectively	<ul style="list-style-type: none"> • Make a decision as to whether to support a proponent led planning proposal as soon as practical and no longer than 90 days • Submit a proponent led planning proposal for a Gateway determination as soon as practical and no longer than 90 days after having indicated its support • Make a LEP, which has been delegated to the Council, in the timeframes specified in a Gateway determination. <p><i>*the above KPIs are stipulated under the Environmental Planning and Assessment (Statement of Expectations) Order 2021.</i></p>	Pathway	Manager City Planning

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Develop a Rural Lands Strategy.	Operating Budget	2022-2026	Manager City Planning
Stage 2 Review of the Liverpool LEP to implement actions of the LSPS.	Operating Budget	2022-2024	
Review Liverpool DCP 2008	Operating Budget	2024-2025	

Regulatory Compliance

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.

Key functions include:

- Undertaking regulatory inspections of food and beauty premises, swimming pools and onsite sewage management systems;
- Assessing and determining applications;
- Assessing and determining construction certificate applications;
- Ensuring building and development compliance through inspections;
- Investigating customer complaints and issuing regulatory notices, orders or fines and other enforcement action under relevant legislation;
- Managing building approvals and monitoring construction;
- Managing non-compliant development consents; and
- Ensuring buildings have adequate fire safety levels and fire safety services are annually certified.

Strategic Objective	Liveable, Sustainable, Resilient
Relevant Strategies	Deliver a beautiful, clean and inviting city for the community to enjoy.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Enforcement Standard • Animal Management Standard • Onsite Sewage Management Standard • Overgrown Vegetation Enforcement Standard 	<ul style="list-style-type: none"> • Office of Local Government • Department of Planning and Environment • NSW Health • NSW Food Authority • Environmental Protection Authority (EPA) • Legal Services and legal firms • NSW Fire and Rescue • Community

Key Performance Indicator (KPIs)	Target	Data Source	Responsibility
L.3.1 Carry out primary regulatory inspections	Inspect 80% of the annual scheduled premises	Pathway	Manager Community Standards
L.3.2 Determine Construction Certificates applications	60% of applications determined within 40 business days	Pathway	
L.3.3 Action customer requests	80% within 21 days of receipt	Pathway	

Development Assessment

The Development Assessment service delivers statutory planning and engineering services to the community and 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.

Key functions include the delivery of:

- Assessing and determination of development applications, subdivision work certificates and subdivision certifications;
- Providing development related advice to the community;
- Pre-Development Application (Pre-DA) advice;
- Providing expert planning and engineering reporting and advice to internal and external stakeholders; and
- Working with the Local and Regional Planning Panels and the Land and Environment Court.

Strategic Objective	Liveable, Sustainable, Resilient
Relevant Strategies	Deliver effective and efficient planning to deliver the best outcomes for a growing city.
Strategic Objective	Evolving, Prosperous, Innovative
Relevant Strategies	Implement planning controls to create high quality, inclusive urban environments
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • State Environmental Planning Policies • Liverpool Local Environmental Plan • Liverpool Development Control Plans • Liverpool Development Contributions Plans 	<ul style="list-style-type: none"> • Department of Planning and Environment • Regional and Local Planning Panels • Integrated Development Approval Agencies • Infrastructure Agencies • Land and Environment Court • Developers and Applicants • Community

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
L.4.1 Assessment of Development Applications	<ul style="list-style-type: none"> • Prepare assessment reports and refer regionally significant developments to the Sydney Western City Planning Panel for determination within 250 days of lodgement for 90% of applications • Determine development applications where Council is the consent authority within 180 days from lodgement for 90% of applications • Report Development Applications to the local planning panel within four weeks from receipt of a request from the panel chair • Determine Development Applications of a minor nature (dwellings, secondary dwellings, ancillary residential structures) with 40 business days for 90% of applications <p><i>*the above KPIs are stipulated under the Environmental Planning and Assessment (Statement of Expectations) Order 2021</i></p>	Pathway, NSW Planning Portal	Manager Development Assessment
L.4.2 Pre-Development Application (pre-DA) meetings and minutes	Provide meeting minutes to applicants within 10 business days of meeting date for 90% of applications	Pathway	
L.4.3 Subdivision Works Certificates	Complete Subdivision Work Certificates within 60 business days for 90% of applications	Pathway, NSW Planning Portal	
L.4.4 Subdivision Certificates	Complete Subdivision Certificates within 25 business days for 90% of applications	Pathway, NSW Planning Portal	
L.4.5 Development advice (planning inquiries)	Respond to development advice requests within 10 business days for 90% of applications	Pathway	

Environmental Planning and Management

Management of Council's natural environment to meet legislative requirements and improve Council's Environmental sustainability performance.

Key functions include:

- Managing biodiversity;
- Managing energy and water efficiencies;
- Delivering key Environment Restoration Plan (ERP) projects and programs; and
- Managing contaminated lands, removal of illegally dumped asbestos waste and management of asbestos in Council's assets.

Strategic Objective	Liveable, Sustainable, Resilient
Relevant Strategies	<ul style="list-style-type: none"> • Deliver and advocate for a sustainable, clean, cool and green city. • Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses. • Manage waste effectively and maximise recycling opportunities.
Responsibility	Director Infrastructure and Environment
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Environment Restoration Plan April 2007 • Implementation Strategy • Sustainable Resilient Liverpool Strategy • Liverpool Climate Action Plan (LCAP) • Climate Change Policy • Liverpool's Biodiversity 2019 • Integrated Pest Management Policy • Integrated Pest Management Strategy • Various procedures and guidelines on managing asbestos and soil contamination in the LGA. 	<ul style="list-style-type: none"> • Residents • Community groups and volunteers • Education service providers • Other Councils • State Government Organisations • NSW Environmental Protection Authority • SafeWork NSW

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Deliver the Liverpool Climate Action Plan to manage climate change through emissions reduction actions across Council's operations and our community.	Operating budget	Ongoing	Manager City Environment

Infrastructure and Floodplain Planning and Management

This service includes the provision of:

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.

Key Functions include:

- Infrastructure management and maintenance of Council's infrastructure;
- Floodplain management of flood prone lands;
- Stormwater management; and
- Provision of investigation and design services.

Strategic Objective

Liveable, Sustainable, Resilient

Relevant Strategies

- Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.
- Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.

Responsibility

Director Infrastructure and Environment

Related Documents, Plans and Strategies

- NSW Floodplain Development Manual
- Liverpool Council Flood Risk Management Studies and Plans
- Liverpool Council Water Management Policy and Strategy
- Liverpool Council Asset Management Policy and Strategy
- Liverpool Council Asset Management Plans (Building, Transport, Drainage and Open Space)

Relationships

- Residents
- Community groups
- Department of Planning and Environment (DPE)
- Western Sydney Planning Partnership
- Infrastructure NSW (INSW)
- Office of Local Government

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Undertake property purchase from Moorebank voluntary acquisition scheme to reduce the risk of flooding.	\$4,500,000	2022-2025	Manager Infrastructure Planning
Provide investigation and design services to support delivery of capital works program.	Capitalised Labour	2022-2025	
Develop a guideline for the management of naturalised drainage channels and waterways.	Operating Budget	2022-2023	
Deliver the following asset related statutory reports by their due date: <ul style="list-style-type: none"> • Condition of public infrastructure report including SS7; • Special rate variation report; • Stormwater management service charge report; and • Environment restoration plan report; and grants commission annual return. 	Operating Budget	2022-2025	Manager Infrastructure Planning

STRATEGIC OBJECTIVE 3 - *Evolving, Prosperous, Innovative*

Economic and Commercial Development	
<p>The Economic and Commercial Development service is committed to working with businesses and stakeholders to provide an environment that supports sustainable economic growth and business opportunities. This assists Council in developing projects which include commercial components, development and master planning and manages Council's owned and managed commercial properties. This service also manages Council's key parking assets including on-street parking, car parks, parking equipment, parking permit schemes and is responsible for acquisitions, grants of easements, road and laneway closures, access agreements for service authorities and sales/review of any surplus Council land.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Positioning Liverpool as a thriving city of culture and collaboration; • Investigating opportunities to leverage Council's position to bring early delivery of community facilities; • Long-term master planning of complex site to meet strategic plan and ensure long-term sustainability of Council assets, operations and delivery; • Design, develop and manage delivery of strategic projects; • Council property leasing and management; • Management of Council's parking assets; • Acquisition of land for delivery of capital works and community facilities; • Owner Initiated Acquisition Hardship applications; • Grant of easements for provision of services and access; • Road and Laneway closure requests; • Request for access to Council land; • Owner's consent involving Council land; • Disposal of surplus properties; and • Telecommunication lease rentals. 	
Strategic Objective	Evolving, Prosperous, Innovative
Relevant Strategies	<ul style="list-style-type: none"> • Market Liverpool as a business destination and attract investment. • Develop the economic capacity of local businesses and industries. • Maintain strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the city.
Responsibility	Director Economy and Commercial Development
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • City Activation Strategy • Economic Development Strategy • Small Business Strategy • LEP Amendment 52 • Public Domain Masterplan • Community Facilities Strategy • Recreation and Open Space Strategy • Asset Management Plan 2017 	<ul style="list-style-type: none"> • Investment NSW • Greater Cities Commission • Western Parkland City Authority • Service NSW • Western Sydney International Airport • Scentre Group • Australian Turf Club • Liverpool Innovation Precinct

<ul style="list-style-type: none"> • Connected Liverpool 2050 • Parking Strategy • Land Acquisition Program • S7.11 Contributions Plan • Liverpool LEP 2008 • State and Environmental Planning Policy (Sydney Region Growth Centres) 2006 	<ul style="list-style-type: none"> • Business Western Sydney • Southern Strength • Property Council of Australia • Western Sydney Leadership Dialogue • Deloitte • Sydney Water • Office of Local Government • Department of Planning Infrastructure and Environment • Built Development Group • University of Wollongong • Transport for NSW • Endeavour Energy
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Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Facilitate solutions on major employment-creating projects; <ul style="list-style-type: none"> • Facilitate 1200 job opportunities within the Liverpool LGA • Secure five project partnerships • Secure \$150,000 grants and sponsorships 	Operating Budget	2022-2026	Manager City Economy
Partner with Liverpool Innovation Precinct to deliver the Liverpool Innovation Precinct Masterplan.	Operating Budget	2022-2026	

Service Levels 2022-2026
Tenancy leases renewed prior to expiry, and if not possible, premises marketed for lease prior to or at expiry date.
National Australian Built Environment Rating System (NABERS) rating reviewed annually for 33 Moore Street, Liverpool.
Respond to 90% of requests concerning city centre carparks within 14 business days.
Respond to owners consent requests within 28 business days.

Major Projects

Liverpool Civic Place

Liverpool Civic Place, located at 52 Scott Street, Liverpool, is a proposed mixed-use development which will incorporate Council offices, Council chambers, Library, Childcare and Commercial Office Space. Liverpool Civic Place has been identified as a key site, anchoring and providing the catalyst for further development at the southern end of Liverpool CBD and once completed will activate and develop vibrant places that attract residents, visitors and workers to Liverpool.

Project Delivery Responsibility - Director Economy and Commercial Development

Estimated Cost - \$195.5 million

Project Timing - Complete construction and commissioning of the Liverpool Civic Place is scheduled for mid-2023

Key Stakeholders

- All Council directorates
- Local Community and Residents
- State Government Agencies (Water NSW, DPIE, OLG, T Corp)
- Development Partners (Built Development Group).
- JLL Leasing Agents
- University of Wollongong
- Adjoining landowners

2022-2026 Major Project Actions

Actions	Project Lead
Complete project within agreed time frame and budget.	Director Economy and Commercial Development
Leasing of surplus space at Liverpool Civic Place.	Director Economy and Commercial Development

Liverpool City Council Western and Rose Street Depots Masterplan

Improve existing Rose Street Depot and future proof depot service standard and facility requirements to accommodate population growth in the new released areas and further west.

Project Delivery Responsibility - Director Economy and Commercial Development

Estimated Cost - \$3.5 million (Stage 1)

Project Timing - 2022-2026

Key Stakeholders

- All Council directorates
- Local Community and Residents

2022-2026 Major Project Actions

Actions	Project Lead
<ul style="list-style-type: none">• Depot Masterplan and Staged Implementation.• Resolution on land acquisition and rezoning (pre-requisite for Stage 2 and 3 works)• Committed Staged 1 (Rose Street) and Stage 2 works (Western Depot).	Property Development Manager

Traffic and Transport Planning

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 Local Government Area.

Key functions include:

- Preparing and implementing transport strategies;;
- Providing transport impact assessments for development applications and planning proposals;
- Advocating for and providing input on regional transport infrastructure and service improvements in consultation with Transport for NSW and Sydney Metro;
- Administering the Liverpool Local Traffic Committee and providing expert advice on transport related customer requests;
- Assessment of road activity permit applications;
- Administering the provision of public street lighting in consultation with Endeavour Energy
- Preparing and implementing parking strategies;
- Implementing road safety programs;
- Submitting grant funding applications for transport improvements including the Special Infrastructure Contribution (SIC) Scheme, Western Sydney Infrastructure Program and NSW Safer Roads; and
- Providing input into the delivery of Federal Blackspot projects.

Strategic Objective	Evolving, Prosperous, Innovative
Relevant Strategies	Promote and advocate for an integrated transport network with improved transport options and connectivity.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Liverpool City Centre Integrated Transport Strategy • Liverpool City Centre Parking Strategy • Future Transport Strategy 2056 • NSW Freight and Port Plan • Transport for NSW Guide to Traffic Generating Developments • Liverpool Local Environmental Plan • Liverpool Development Control Plan • Liverpool Local Strategic Planning Statement • Liverpool Bike Plan 2018 - 2023 	<ul style="list-style-type: none"> • Department of Planning and Environment • Transport for NSW • Sydney Metro • Local Buses providers – Transit Systems, Interline Bus Service, and Transdev • Local and Federal Members of Parliament • Endeavour Energy

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
E.1.1 Manage traffic and road safety on the local road network	Respond to 90% of transport and road safety requests within 21 business days	HPE Content Manager/Pathway	Service Manager Transport Management
E.1.2 Assess and determine road permit applications	Assess 90% of applications within 10 business days	HPE Content Manager /Pathway	
E.1.3 Provide advice and make representations on regional traffic and transport planning and improvements	Provide advice and make representations on regional traffic and transport planning and improvements within 21 business days	HPE Content Manager /Pathway	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Investigate and provide design advice on the Kurrajong Road Staged Improvement Strategy.	\$3.35million – Grant funding.	2022-2026	Service Manager Transport Management
Hold two online “ <i>Helping learner drivers become safer drivers</i> ” workshops annually.	Operating budget	2022-2025	
Hold four child restraint checking events annually.	Operating budget	2022/2025	
Investigate and provide design advice on the Governor Macquarie Drive upgrade – Implementation of the stage upgrade.	\$8.30 million – Grant funding	2022-2026	
Investigate and provide design advice on Bernera Road, Kurrajong Road to Yarrowa Street, upgrade.	\$2.2 million – Grant funding	2022-2026	

Service Levels 2022-2026
Review new street light designs within 14 day of the request and works with Endeavour Energy to replace faulty streetlights.
Hold four child restraint checking events annually.

STRATEGIC OBJECTIVE 4 - *Visionary, Leading, Responsible*

Customer Service	
<p>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.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Providing Customer Service, Monday to Friday during business hours 8.30am to 5pm. Afterhours service enquiries can be logged online or for limited assistance, call the after-hours service (inclusive of weekend); • Inbound mail management; • Managing Councils records and archives; and • Management of Council rates. 	
Strategic Objective	Visionary, Leading, Responsible
Relevant Strategies	<ul style="list-style-type: none"> • Place customer satisfaction, innovation and best practice at the centre of all operations. • Position Council as an industry leader that plans and delivers services for a growing city.
Responsibility	Director Community and Culture
Related Documents, Plans and Strategies	Relationships
N/A	<ul style="list-style-type: none"> • Developers • Local businesses • Residents and non-residents of the local government area

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
V.1.1 Answer calls made to Council's 1300 36 2170 phone number and attempt to resolve at first call resolution.	95% calls answered	Mitel	Manager Customer Experience

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Manage customer requests and transactions in line with best practice.	Operating Budget	2022-2026	Manager Customer Experience

Governance and Corporate Management

Council's Governance and Corporate Management services plan and coordinate 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 and Delivery Program and Operational Plan.

Key functions include:

- Coordinating and delivering of Council meetings, briefing sessions, business papers, meeting agendas and minutes;
- Coordinating of Councillor requests, Councillor mobile office and Council election;
- Managing Work Health and Safety and self-insurance for Council;
- Managing enterprise risk management and internal audits;
- Facilitating Audit, Risk and Improvement Committee meetings;
- Providing governance, legal and procurement services to internal Council clients;
- Providing Council information to the general public under the *Public Interest Disclosure Act 2010*;
- Developing, implementing and reviewing of Council's strategic documents in accordance with legislative requirements;
- Delivering legislative reporting;
- Delivering workforce planning, organisational design, talent engagement and development and management of Council's payroll; and
- Providing information technology to the organisation.

Strategic Objective	Visionary, Leading, Responsible
Relevant Strategies	<ul style="list-style-type: none"> • Place customer satisfaction, innovation and best practice at the centre of all operations. • Position Council as an industry leader that plans and delivers services for a growing city. • Demonstrate a high standard of transparency and accountability through a comprehensive governance framework. • Embrace 'Smart City' initiatives by improving digital connectivity and smart technology.
Responsibility	Chief Executive Officer Director Corporate Services
Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> • Procurement Policy and Standards • LCC WHS Management Systems • Enterprise Risk Management Strategy • Risk Management Plan • Workforce Management Plan • Integrated Planning and Reporting Guidelines for NSW 	<ul style="list-style-type: none"> • Office of Local Government NSW • NSW Electoral Commission • Mayor and Councillors • Local Government Procurement • Council Suppliers • SafeWork NSW • Self-Insurance Regulatory Authority • Audit, Risk and Improvement Committee • External Auditors • Local Government Internal Auditors Network (LGIAN) • NSW Ombudsman, Office of Local Government • Customer Experience

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
V.2.1 Deliver Council's statutory reporting including the Community Strategic Plan, Delivery Program, Operational Plan, Annual Report, State of our City report and Biannual Progress Reports	100% of reports delivered within legislated timeframes	InfoCouncil	Manager Corporate Strategy and Performance
V.2.2 Undertake service reviews and provide progress reports.	Service reviews completed and reported	InfoCouncil	Manager Corporate Strategy and Performance/Chief Financial Officer
V.2.3 Deliver on Audit, Risk and Improvement Committee responsibilities.	95% of actions completed	<ul style="list-style-type: none"> Audit, Risk and Improvement Committee Charter. ARIC Workplan and ARIC Reports. 	Head of Audit, Risk and Improvement
V.2.4 Develop and implement a risk-based Strategic Internal Audit Plan	80% of plan implemented	<ul style="list-style-type: none"> Strategic Internal Audit Plan. Internal Audit Reports. 	
V.2.5 Develop and implement a risk management improvement program to enhance Council's overall enterprise risk management maturity	80% of program implemented	<ul style="list-style-type: none"> Risk Management. Plan Enterprise Risk Management Reports. 	

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Coordinating the 2024 Council election with NSW Electoral Commission or other external election provider.	\$1.2 million	2024-2025	Manager Council Executive Services
Implement a new audit and risk management enterprise solution.	\$100,000	2022-2026	Head of Audit, Risk and Improvement
Coordinating the review of the Community Strategic Plan and accompanying documents.	Operating Budget	2024-2025	Manager Corporate Strategy

Service Levels 2022-2026

Preparation of Council Agenda papers at least three days before Council meetings.

Minutes of Council meetings within 48 hours of Council meeting.

Ensure 80% of actions related to workplace Work Health and Safety (WHS) are completed within the required timeframe.

Coordinate Code of Conduct and privacy complaints and public interest disclosure:

- Acknowledge receipt of complaint within five working days;
- Provide response within two weeks or four weeks for complex issues; and
- Privacy complaints response turnaround in line with Privacy Commission guidelines.

Financial Management

The Financial Management service provides Council wide 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.

Key functions include:

- Developing and implement Council's financial management policies and procedures;
- Preparing Council's annual operating and Capital program budget;
- Develop and maintain Council's long term financial planning model;
- Preparing and delivering statutory reports and statements; and
- Managing accounts payable and receivable functions.

Strategic Objective

Visionary, Leading, Responsible

Relevant Strategies

Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.

Responsibility

Director Corporate Services

Related Documents, Plans and Strategies

- Office of Local Government/ NSW T-Corp performance benchmarks
- Australian Accounting Standards
- Office of Local Government Code of Accounting Practice

Relationships

- Office of Local Government
- NSW Audit Office
- Investment Advisors
- Financial Institutions
- Australian Taxation Office
- Office of State Revenue

Key Performance Indicators (KPIs)	Target	Data Source	Responsibility
V.3.1 Manage Operating Performance Ratio	Greater than 0% (as an average over three years)	Technology One	Chief Financial Officer
V.3.2 Manage Own Source Operating Revenue Ratio	Greater than 60% (as an average over three years)		
V.3.3 Manage Debt Service Ratio	Less than 20% (as an average over three years)		
V.3.4 Manage Real Operating Expenditure	Decrease per capita over time		
V.3.5 Manage accounts Receivable	Debts outstanding less than 5%		

Planned Projects and Activities 2022-2026	Budget	Timeline	Responsibility
Develop and Maintain Council's long term financial plan.	Operating Budget	2022-2026	Chief Financial officer

Communications	
<p>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 (CEO) as the operational spokesperson.</p> <p>Key functions include:</p> <ul style="list-style-type: none"> • Delivery of Council publications, videos, campaigns including <i>Liverpool Life</i>; • Delivery of Council's official social media channels across Facebook, Instagram, LinkedIn to raise Council's profile and increase its brand reputation; • Media monitoring and social media commentary; and • Advertising requirements including exploring Culturally and Linguistically Diverse (CALD) publications and mainstream media. 	
Strategic Objective	Leading, Visionary, Responsible
Relevant Strategies	<ul style="list-style-type: none"> • Place customer satisfaction, innovation and best practice at the centre of all operations. • Position Council as an industry leader that plans and delivers services for a growing city.
Responsibility	Office of the Chief Executive Officer
Related Documents, Plans and Strategies	Relationships
N/A	<ul style="list-style-type: none"> • Mayor and Councillors • The local community • Community groups • Local State and Federal Elected Officials • Medical/ Education Business Stakeholders • Western Sydney International Airport

Planned Projects and Activities 2022-2025	Budget	Timeline	Responsibility
Develop a Communications Strategy to support the delivery of Council's Community Strategic Plan, Mayor's 100 Day Revitalisation Plan and Environment Education Centre community facility at Casula Parklands.	Operating Budget	2022-2026	Manager Communications

Service Levels 2022-2025
Respond to media releases within 24 hours.
Deliver quarterly editions of Liverpool Life.
Update Council's website within seven days (depending on complexity).
Respond to direct messages via Council's email inbox in 48 hours.

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