

A woman in a black tank top, black shorts, a black cap, and sunglasses is jogging on a paved path. She is surrounded by lush greenery, including large trees and vibrant orange flowers. The scene is captured in a soft, slightly blurred style, suggesting motion. A purple rectangular box is overlaid on the right side of the image, containing the title and date.

BIANNUAL PROGRESS REPORT

January - June 2023

Introduction

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 30 June 2023.

A Snapshot of Integrated Planning and Reporting Documents

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

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

By the end of June 2023, Council reported on 22 service areas. A total of 20 service areas were reported as on track, and two (2) needed attention.



Action on Track
Overall measures
and projects are
being delivered



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



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

Highlights January - June 2023

Play It Forward Program

Liverpool was the first Council in South-Western Sydney to partner with Play It Forward Australia, Liverpool Chamber of Commerce, local businesses and local schools to provide upgraded facilities to 14 playgrounds across the Liverpool local government area.

Council invited local businesses to show their support by sponsoring the replacement of 14 low-backed infant swings with new high-backed updated versions for children of all abilities with the aim of driving social inclusion across local communities.



Councillor Karress Rhodes and community members launching the first high-backed disability-friendly swing at Casula Parklands, Casula

FLIGHT Exhibition Casula Powerhouse and Arts Centre

The FLIGHT retrospective launched in January 2023 at the Casula Powerhouse and Arts Centre. More than 200 people attended the exhibition which was formally opened by the then Minister for the Arts Hon Ben Franklin.

The exhibition was a detailed exploration of aviation, developed in anticipation of the opening of the Western Sydney International (Nancy-Bird Walton) Airport and the surrounding Aerotropolis.



FLIGHT Exhibition, Casula Powerhouse Arts Centre, Liverpool

Liverpool City Council and Gandangara Local Aboriginal Land Council Deed of Agreement

Liverpool City Council and the Gandangara Local Aboriginal Land Council (GLALC) signed a deed of agreement to formalise the partnership between the two organisations.

Historically, Liverpool Council and the Land Council have worked closely on key initiatives to support and encourage the advancement of First Nations people in Liverpool.



Deed of Agreement signing by Mayor Ned Mannoun, Liverpool Council CEO John Ajaka, Chairman of the Land Council Tony Scholes, Land Council CEO Melissa Williams along with Councillors Karress Rhodes, Nathan Hagarty, Betty Green, Charishma Kaliyanda and Peter Harle at Phillips Park, Lurnea

Major Cultural Events

Council hosted four major cultural events between February and June attracting more than 420,000 residents and visitors to the Liverpool CBD.

The events included the three-day Lanterns and Lights night market celebrating the delights of Asia and its traditional foods, live performances and roaming entertainment. Most Blessed Nights returned for its second year, transforming the city centre into a bazaar with a variety of food and entertainment. The Motherland African Festival celebrated African music, dance, food, customs and fashion. Liverpool's Winter Blast European Night Market also returned featuring an open-air ice rink.



Lanterns and Lights event, Macquarie Street, Liverpool

Local Development Grants

State Treasurer, the Hon Matt Kean on behalf of the NSW Government's financial arm WestInvest, awarded Council more than \$153 million in funding.

Council plans to transform Liverpool into a showpiece of Sydney's South West and build swimming pools, beautify parks and upgrade key access roads.

The funding will support major projects including a Carnes Hill Aquatic and Leisure Centre upgrade, Scott Street, Railway Street and Macquarie Street upgrades and the redevelopment of Woodward Park at Brickmakers Creek and Light Horse Park.



Professional render of the proposed Carnes Hill Leisure Centre

Launch of Mini Community Recycling Stations

Council launched mini community recycling stations at its Casula, Carnes Hill, Green Valley, and Moorebank libraries making recycling more accessible to the community.

Small appliances without batteries including X-rays, smoke detectors and ink/toner cartridges can now be responsibly disposed of locally.



Mini community recycling bin at Casula Library, Casula

Railway Street Liverpool Activation

Council launched an activation in Liverpool's Railway Street in March transforming the street into an activated shared space as part of a shared spaces trial.

The event featured local performers, roving entertainment, garden games, face painting, balloon art, giveaways, and food trucks.

Shared spaces improve pedestrian access, activity and enliven otherwise underused communal spaces for more people to enjoy.



Open Day of Railway Street, Liverpool

Volunteer Planting Initiatives

Council delivered multiple planting initiatives in the Local Government Area and hosted 90 volunteers. The volunteers planted more than 1200 plants at three parks including Greenway Park (Francis Lake area), West Hoxton, McLeod Park and Harvard Park, Prestons to cool communities and provide valuable habitat for wildlife.



A volunteer planting a plant in the Liverpool LGA

Playground Replacement Program

Council delivered upgraded equipment to El Alamein Park, Liverpool, Kotlash Park, Lurnea and Apex Park, Liverpool as part of its Playground Replacement Program.

The parks now feature a mix of new generation outdoor exercise equipment, monkey bars, slides and rubber softfall surfaces.



El Alamein Park, Liverpool

Liverpool Innovation Precinct Prospectus

Liverpool Mayor Ned Mannoun welcomed NSW Treasurer, Hon Daniel Mookhey MLC who launched the Liverpool Innovation Precinct Prospectus in June.

The Liverpool Innovation Precinct is a unique partnership of 10 major stakeholders in the City of Liverpool who have come together to advocate for, and support, public and private sector investment in the local government area. The Prospectus showcases Liverpool's capabilities in health, education, research, and innovation.

Liverpool Innovation Precinct has secured agreements with companies including Hitachi Australia, GE Health, Samsung, Johnson & Johnson, Circuitwise Electronics, Biomed Technology Australia, Pharmalex, Consortium for Medical Device Technologies, New Zealand and many others.



Mayor Ned Mannoun, Councillor Nathan Hagarty, Councillor Charishma Kaliyanda and Holsworthy MP Tina Ayyad helping celebrate the launch of the Liverpool Innovation precinct

Council Libraries

Council's library network received more than 600,000 in-person and virtual visitors and provided digital literacy programming, with computer basics classes and Tech Help one-on-one sessions.

Decodable Readers were added to the library collection and are designed by educators to encourage children in early stages of reading to acquire core knowledge and build strong foundations of literacy.



Children enjoying programs at Liverpool Library, Liverpool

Lurnea Community Hub First Nations Artwork

Council collaborated with Gandangara Local Aboriginal Land Council (GLALC) to deliver two pieces of First Nations Artworks at the Lurnea Community Hub, Phillips Park.


Wiradjuri artist Brett Groves, and graphic designer Amy Allerton a Gumbaynggirr and Bundjalung nation descendant, held a workshop with 25 First Nations people representing local elders, Tharawal Land Council members, and younger generations.

Participants painted on two large canvases. Their ideas, images and themes were transformed by Brett and Amy into an artwork on two perforated metal sheet lightboxes. The artworks titled 'The Meeting Place – Where All Are Welcome' were unveiled in June.



Mayor Ned Mannoun, Land Council CEO Melissa Williams, Land Council Director Gail Smith and Liverpool City Council CEO John Ajaka unveiling First Nations artwork at Phillips Park, Lurnea


1.1 Libraries and Museum

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

| Comment |
|--|
| <ul style="list-style-type: none"> • Council libraries delivered a wide range of services to people across Liverpool, receiving more than one million in-person and virtual visitors between July 2022-June 2023. <ul style="list-style-type: none"> - More than 55,000 people were active members of Liverpool Libraries, with 9593 new members; - More than 518,530 people visited a physical library and online services were used 509,140 times via the library website or app; - More than 743,170 items were borrowed including digital and physical loans; and - More than 33,173 people attended 1930 programs across Council libraries. • Council received six grants to fund library infrastructure and programs including; <ul style="list-style-type: none"> - NSW Government Public Libraries Infrastructure grant - \$450,000 for Civic Place Library Fit out; - NSW Government Public Library Priority grant - \$50,000 for technology to increase access to library services; - Tech Savy Seniors grants to deliver technology training in four community languages and a pilot project for First Nations Seniors; and - NSW Seniors Festival and National Science Week activities. • Council libraries saw an increased interest in Digital Literacy programming, with Computer Basics classes and Tech Help one-on-one sessions increasing in enrolment. • Literacy collections focused on early primary students continue to be in high demand. Decodable Readers were added to the Library Collection, designed by educators to encourage children at early stages of reading. • More than 12,693 people visited Liverpool's museum, nearly three times more than the last year reporting period. |


- The museum delivered 104 programs and were attended by 1941 people.
- Museum programs focused on education and families has created a significant increase in attendance. This has included project-based learning for home schooled groups, pre-schools, high school interns, high school curator programs and the training and pilot delivery of primary school's programs aligned with school curriculums.

1.2 Events

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

| Comment |
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| <ul style="list-style-type: none"> • Council delivered major events and activations to support its objective to activate key precincts and assets, support the local economy, facilitate CBD revitalisation, and promote visitation. • During the period, more than 420,000 people attended events held including Lanterns and Lights, Most Blessed Nights and Motherland African Festival. These events were curated to showcase Liverpool's rich multicultural identity and explore its diversity. • Council progressed with its delivery of the 'Experience the World' series of events and activations in the CBD. The events have been successful in enhancing visitation, reputation and boosting the local economy. • Additional community events included Australia Day and ANZAC Day commemorations and the commencement of a food truck program to activate parklands across the LGA. • Council held 13 citizenship ceremonies on behalf of the Department of Home Affairs from January to June 2023, welcoming 1541 new Australian citizens to the Liverpool LGA. |

1.3 Recreation and Community Facilities

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

| Comment |
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| <ul style="list-style-type: none"> • Council achieved a high volume of attendances at its sport, leisure and community facilities. Through the implementation and refining of the Zipporah booking system, Council can capture participation data that estimates more than 3.5 million activations across Council bookable facilities. Council's venue utilisation was at 76 percent, that while falls slightly short of the utilisation targets of 80 percent, reflects a positive post-covid recovery. • Council made significant progress in the planning of future aquatic centre provision with the adoption of the Future Provision of Aquatic and Leisure Centre Report. The report provides insight into the future demand for provision of aquatic, leisure and indoor sports facilities across the community, and highlights the necessity for a municipal approach to facility provision. WestInvest funding of \$55 million for the aquatic centre at Carnes Hill will represent the first step in infrastructure provision. • Council continued to support the advancement of community sport with an investment in sportsperson and athlete development through its sponsorship and donations program. • Council will focus on enhancing its mechanisms to assist sporting clubs, community groups and associations in improving and expanding on the services, programs and embellishing sporting infrastructure that supports community engagement club development. • Council introduced the Zipporah booking system for all sport, recreation, and community facilities early in the reporting period. The Customer Service Net Promoter Survey intended to be integrated into the Zipporah booking system has been deferred to the next reporting period. The Customer Service Net promoter survey will monitor community satisfaction. |

- Council developed an Implementation Plan for the future provision of aquatic and leisure centres across the LGA. The implementation of the Plan was deferred however as Council during the period was successful in gaining grant funding from WestInvest prompting a Council Resolution for the design of a new aquatic centre. The focus of the implementation plan has evolved. Council continues to progress with implementation plans for future provision of leisure centres and is currently underway with community engagement on the first project.


1.4 Community Development and Planning

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

| Comment |
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| <ul style="list-style-type: none"> • Council delivered several diverse and exciting community building initiatives and implemented innovative measures to continue delivering key programs to the Liverpool community services sector. Highlights during the period include: <ul style="list-style-type: none"> - Delivery of school holiday activities to support and encourage participation in physical activity for children in January and April; - Delivery of Youth Week activities to acknowledge and celebrate young people in the Liverpool community; - Grants, Donations, and Community Sponsorship programs supported 69 projects, programs, and events, totalling \$390,840 in contributions to the Liverpool community in the 2022/2023 financial year; - Delivery of community safety programs including Coffee with a Cop in partnership with Liverpool City Police Area Command (LPAC); - Convening and co-convening Liverpool interagencies and networks including the Liverpool Youth Workers Network, Fairfield/Liverpool Homelessness Interagency, Liverpool Refugee and Migrant Interagency, and the South West Sydney Ageing Forum; - Revitalising the South West Sydney Disability Forum, in partnership with Fairfield and Canterbury-Bankstown Councils; - Facilitating four Council community committees including the Liverpool Youth Council, Liverpool Access Committee, Aboriginal Consultative Committee and the Liverpool Community Safety and Crime Prevention Advisory Committee; - Facilitation of Community Hubs Australia program in three local schools providing education, employment and social support to refugee and migrant women with pre-school aged children; |

- Support Liverpool Uniting Church Community Hub and Loves and Fishers Restaurant to provide food and community assistance to vulnerable members of the Liverpool community;
- Providing support and guidance to Council on key initiatives related to First Nations people including place naming and key Council projects and developments;
- Delivery of community activation and engagement initiatives across the LGA in collaboration with the community services sector including Refugee Week, Memories in the Mall, Sorry Day, Youth Week and Harmony Week;
- Collaboration with Play For All Australia (PFAA) via the Play It Forward program, delivering the installation of inclusive swing seats for children with disabilities in 11 parks across the Liverpool LGA; and
- Delivery of the 2168 Children's Parliament program in partnership with Mission Australia and 11 local schools in the 2168 postcode area.
- Council progressed the delivery of social infrastructure planning projects including:
 - Partnerships with relevant stakeholders for the Miller Social Infrastructure Masterplan and Implementation Plan;
 - Consultation with the community on the Collingwood Visitation Precinct;
 - Lodgement of the revised Masterplan for Carnes Hill Aquatic and Leisure Centre resulting in \$55 million in WestInvest Grant funding for the delivery of the plan;
 - Consultation with the community on the Cabramatta Creek and Brickmakers Creek Masterplan. The final draft Masterplan will be on public exhibition in 2023/24.
 - Prioritised foreshore access to Light Horse Park and Angle Park under the Georges River Spatial Framework, funded by the Places to Swim Program;
 - Opportunities for land acquisition in Austral for priority parks and basins. Master planning for priority parks will commence in 2023/24; and
 - Update of the Plan of Management Priority Program with key sites and Crown Lands, including Phillips Park and Hammondville Oval sites.

1.5 Children's Services


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

| Comment |
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| <ul style="list-style-type: none"> • Council's Early Childhood Programs continues to be a benchmark for quality service provision within the Liverpool Local Government Area. Recent data shows that Liverpool City Council's Early Childhood Services make up 27 percent of education and care centres in the LGA which have received a rating of 'Exceeding National Quality Standards'. • Council's Early Childhood Programs is working in collaboration with Schools Infrastructure to support a growth agenda in response to Liverpool's growing population and community demands for places within Council operated services. • Edmondson Park Preschool is due to commence operation in term three and will provide a high-quality preschool curriculum, strong connections with Edmondson Park Public School and a seamless transition to school. • Supported playgroups continue to be delivered in partnership with community partners and aim to support socially isolated families and children to create connections with the community. The playgroups are delivered under the NSW Government Start Strong Funding Model, aiming to support children's pathways to formal early childhood education. • Transition to school programs were delivered in Carnes Hill and Casula libraries and aim to support children aged 4-5 years who may not have access to quality Early Childhood Education. The program is designed and delivered by Council's Early Childhood Teachers, strengthening both the social and academic skills of children prior to heading to school. • Council's Early Education and Care Centres partnered with Western Sydney University, Macquarie University and Wollongong University in various research projects, "EMU" Early Language Milestones: Toddler Talking and Understanding Study and "ORICL - |

Observe, Reflect, Improve, Childrens, Learning" and "LEEEP, Aboriginal Early Literacy program". Research projects provide mutual benefits to both the universities and Council services as it allows Council to gain valuable knowledge in a broad range of research subjects. This year studies have focused on the acquisition of language in a literacy rich environment and the use of observation and data tools to record how educator interactions and the learning environment influence young children's development.

- In response to the newly released Australian Early Development Census Data (AEDC), Children's Services has partnered with Liverpool City Library to create outreach libraries within Council centres containing quality fiction and non-fiction literature. To enhance literature offerings, the outreach libraries now stock adult fiction and nonfiction titles for families, in addition, families within Council services can access Parent TV, on demand videos to support the parenting of children from birth to teens.
- Council is part of a pilot Transition Partnership Program with the Department of Education that aims to develop and strengthen connections between Early Childhood Education and Primary School, supporting effective transitions for children. As part of this program reciprocal service visits have taken place between Council's early education and care centres and local schools to allow Council educators and school teachers to observe the programs being implemented and identify areas of support.
- The researched, informed STEM curriculums in Early Childhood project was cancelled as Council perused other partnerships in alignment with a change in strategic direction.


1.6 Arts and Culture

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

| Comment |
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| <ul style="list-style-type: none"> The FLIGHT exhibition was launched in January at Casula Powerhouse Arts Centre (CPAC) by Hon. Ben Franklin, then Minister for the Arts and was included in the prestigious Sydney Festival program. The exhibition received over \$100,000 in funding support for Create NSW and featured local, national, and international artists and included major art loans from national collecting institutions including the Museum of Applied Arts and Sciences (Powerhouse Museum). The exhibition was the subject of an in-depth review by national publication Artist Profile and was included in an article in the Sydney Morning Herald. The exhibition delivered several public programs and events during the April School Holiday period including Barbie Ken and Friends High Tea, Felt Banner Making Workshop and Take Flight Ceramics Workshop. CPAC also partnered with Western Sydney University to deliver a range of public programs including Welcome Aboard! A Fashionable History of the Flight Attendant and Migrants flight towards dreams in the horizon. During the exhibition Council offered tours during the weekday. The Looking at Gold exhibition tour was developed in response to the number of gold stores in Liverpool. It included newly commissioned artworks by local Green Valley artists Monica Rani Rudhar and Tom Yousif. The exhibition created additional professional opportunities for both artists. The tour included the strategic sharing of resources, which saw major works held in Tamworth's permanent collection shown in this exhibition. The Looking at Gold exhibition will tour Tamworth in April 2023, bringing Liverpool artists across NSW. |


- A professional development program targeted at local artists was delivered. The program titled Generator: the artist's handbook was funded by CREATE NSW and created networking and skills development for local artists. This period also welcomed three artists in residency. Each artist was supported to develop ideas for new work that will speak to Liverpool's unique community in direct ways.
- A diverse range of public and educational programs including theatre, film screenings, matinees, comedy nights, community engagement and a diverse range of craft and art workshops was facilitated at CPAC.
- The theatre program offered a diverse range of productions bringing a range of shows for audiences to engage in storytelling, music comedy, film screenings and dance. Traditional theatre productions commenced in January in partnership with Sydney Festival.
- CPAC's partnership with Treehouse Theatre returned with a new cast of students who presented the show 13 Suitcases, revealing personal and powerful refugee stories to school groups and our community.
- CPAC's local performing arts ensemble returned with a modern Shakespeare adaptation, The Merchant of Venice - Narissa Spills the Tea for the community to enjoy and local high school students to get a better grasp of the poetic language and relevant themes.
- Community partnerships with the Korean Cultural Centre and Cultura Italiano Sydney transformed the theatre into a dynamic cinema, taking audiences on captivating international film journeys through language and culture.
- Local comedians transformed the Performance Space into a monthly Comedy Club Cabaret Lounge.
- A selection of creative workshops including, book making, natural skin care, flower arranging, and arty parties was held for all ages and a Barbie themed High Tea was held at the Bellbird Dining and Bar.
- During the period the development of a new major Arts and Health exhibition and related public programs continued with the support of the South Western Sydney Health and Arts Reference Group.

1.7 City Planning and Urban Design

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


| Comment |
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| <ul style="list-style-type: none"> • Council met its ongoing measures within the required timeframes, including the provision of Urban Design, Public Domain, Heritage and Public Art advice for development occurring across the Liverpool Local Government Area (LGA), and completion of development application referrals. • Specialist Urban Design Heritage and Public Art advice continued to be provided on major Federal, NSW Government, and Council-led planning and infrastructure projects occurring within and/or impacting the Liverpool LGA. • The Design Excellence Panel (DEP) and Heritage Advisory Committee meetings were held in accordance with adopted Charters and Procedures. Extraordinary meetings were held as required. • Urban Design, Heritage, and Public Art projects and initiatives progressed to schedule. Work on the development of the Liverpool City Centre Public Domain Technical Manual continues. • Council submitted grant applications for various Urban Design, Heritage and Public Art related projects and initiatives. Successful grant applications resulted in new projects, some of which will continue to assist with the post COVID-19 recovery through design and activation of the public domain. • Council continues its regular work on application lodgements, planning certificates and legislative amendments. • Council's internal online system for assessment of applications is on track to deliver integration with the Department of Planning and Environment's Standard Conditions of Consent and Standard Notice of Determination project. This will further facilitate work efficiencies across Council. |

1.8 Animal Management

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

| Comment |
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| <ul style="list-style-type: none">Council experienced a significant increase in animals received at the shelter. One third of the dogs received were successfully returned to their owners. Council continues to exceed its rehoming targets for dogs and cats. |


1.9 City Infrastructure Delivery and Construction

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

| Comment |
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| <ul style="list-style-type: none"> • Council's annual program of asset renewal works is at 88 per cent completion and has met the identified target. • Delivery of Council's annual strategic projects program of works continues at a 67 per cent completion rate. Delays to the commencement of some works were due to lengthy land acquisition negotiations with landowners and approval processes with external bodies. • Council continued to progress with major projects including: <ul style="list-style-type: none"> - Light Horse Park major park redevelopment – Council has successfully received a grant through the WestInvest Program. Updated designs are currently underway to seek approvals to capitalise on this grant funding, with components of overall works proposed to commence construction by end of 2023; - Light Horse Park lift connection and pedestrian overpass to Railway Station detailed design – The project is undergoing review due to the identification of constraints to delivery during the design process; - Sinozich Park major sporting facility – Pre-design planning and investigations are currently on-going, with detailed design to commence upon completion of masterplan; - Liverpool Animal Shelter project - Amendments to Local Environmental Plans (LEP) to permit a development for the purposes of animal boarding or training was published in November 2022. Council has commenced preliminary investigation and planning for the project; |


- Edmondson Avenue upgrade – Design is 80 percent complete. Land acquisition planning processes have commenced, with detail design completion anticipated by the end of 2023;
- Basin 14 Edmondson Park project – Land acquisition process is 90 percent complete, with procurement of construction activities to commence upon completion of land acquisition;
- Middleton Drive extension / M7 underpass and cycling bridge project – Design is approximately 80 percent complete however project commencement is now subject to the completion of broader M7 motorway widening works by the NSW Government undertaking widening works;
- Governor Macquarie Drive and Hume Highway intersection upgrade – The land acquisition process with Australian Turf Club in final stages of completion. The contract for works has been awarded with construction proposed to commence in July 2023;
- Macquarie Street, Liverpool streetscape improvements – Detailed design is complete and the procurement process for works has commenced;
- McGirr Park, Miller green space and park development – Community consultation and detailed design is complete. The project is currently under review, following proposed developments in the vicinity of McGirr Park and at Michael Wenden; and
- Pye Hill Reserve playground project – The playground is being manufactured and Council is finalising the tender documentation to allow procurement of landscape works.

2.1 City Waste and Recycling

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

| Comment |
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| <ul style="list-style-type: none"> • Council's Community Recycling Centre (CRC) welcomed 24,674 visitors during the period. The CRC collected 114.04 tonnes of e-waste, 145.51 tonnes of cardboard and 15.67 tonnes of lead-acid car and truck batteries. • The CRC also collected 918kg of fluorescent lighting, 830kg of aerosols, 1529kg of normal household batteries, 14.026 tonnes of assorted gas cylinders and 3254kg of non-flammable oil. • Council held a Chemical Clean-Out on 29 January. A total of 284 cars delivered close to 13 tonnes of assorted chemicals, including 5.754 tonnes of paints, 1.858 tonnes of oil and 727kg of assorted gas cylinders. |

2.2 City Maintenance


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

| Comment |
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| <ul style="list-style-type: none"> • Council repaired and resurfaced more than 78,000 sqm of road pavement at various locations and 21km of road shoulder areas were regarded and maintained. • Council reconstructed more than 2900 linear metres of concrete footpath and 820 linear metres of kerb at several locations. • Council reinstated faded and missing line markings on various streets including replacements and new installations of traffic signs and street furniture valued at \$536,000. • All 120 gross pollutants traps within the LGA were cleaned two times as per the cleaning schedule including repairs of damaged drainage structures, and waterways weed removal. In addition, several street drainage pits were checked and cleaned. • Council received and actioned more than 1450 customer requests for various maintenance works. These were inspected and actioned within timeframe. • Council carried out and approved for construction more than 1075 driveways. • Council processed 510 road opening applications and issued permits in a timely manner. • Maintenance of Council Park assets continued, including playgrounds, park areas, bushland, creeks, rivers, roads, footpaths, and sports fields. • Environmental Restoration Plan maintenance and project works were delivered. Plans and projects included management of water sensitive urban design assets, natural areas, fires and their mitigation, waterway pollution events, biosecurity, internal environmental |

compliance, mosquito populations and native fauna, and threatened species management. Work commenced on mapping assets and a dedicated officer was recruited to assist with the contractual maintenance of those assets.


- Council continued to maintain tree assets and focused on increasing tree canopy within the Local Government Area.
- Up to 261 tree assessments were completed monthly, and 1094 customer requests were received.
- Recommended tree replacement planting during the period was not completed due to disturbance caused by flood events and unseasonable weather. Council recruited a Tree Planting Team to commence planting trees from July 2023.
- Mulching works of Council parks commenced across the LGA and will continue pending the availability of mulch and weather.

2.3 Strategic Town Planning

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


| Comment |
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| <ul style="list-style-type: none"> • Planning proposals which demonstrated merit were supported in less than 90 days and submitted for gateway determination within a few weeks of Council endorsement to lodge. The majority of Planning Proposals were completed within gateway determination timeframes (subject to extensions for some complex proposals). • Council continues work on the review of the Local Environmental Plan (LEP). Council is currently procuring expert consultants to provide technical justification for the changes proposed and specify the detail of these changes. This will inform the principle planning proposal which will be presented to the Local Planning Panel before being considered by Council. • Council endorsed the Rural Lands Strategy for community consultation which occurred in June and July to inform a final Strategy to be considered by Council. • Council has commenced early works on the review of the Liverpool DCP 2008, with a key focus on encouraging family friendly apartments in the CBD at this early stage. |

2.4 Regulatory Compliance

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


| Comment |
|--|
| <ul style="list-style-type: none">• Council exceeded performance targets in most areas.• Determination times of construction certificate applications were delayed in some instances due to applicants not submitting required information. |

2.5 Development Assessment

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

| Comment |
|---|
| <ul style="list-style-type: none"> • Council continued to work towards improving Development Application determination times, processing Subdivision Works Certificates and Subdivision Certificates, whilst ensuring best practice planning, engineering, and high-quality urban design outcomes were achieved for the benefit of the wider Local Government Area (LGA). • Maintaining performance measures during the period proved to be challenging due to the existing outstanding number of applications with Council, along with existing team vacancies and recruitment challenges. • Council has made effort to reduce the backlog of applications, through a combination of process improvements as well as targeted assessments and determinations of long-standing applications. |


2.6 Environmental Planning and Management

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

Comment

- Council's Climate Change Policy and Liverpool Climate Action Plan was endorsed by Council in March.
- The Integrated Pest Management (IPM) Strategy was revised following submissions received during public exhibition period and was endorsed by Council in June.
- Council continues to actively manage legacy contamination arising from historic filling with construction waste, including asbestos and illegal dumping across the Liverpool LGA.
- Several remediation projects were conducted during this period including McGirr Park, Miller, Whitlam Park 5, Busby and Kotlash Park Lurnea.

2.7 Infrastructure and Floodplain Planning and Management

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

| Comment |
|--|
| <ul style="list-style-type: none"> • Council purchased three properties located on the high-risk floodway of the Georges River at Newbridge and Rickard Roads under the Moorebank Voluntary Acquisition Scheme. The project was jointly funded by Council and the NSW State Government under the State Floodplain Management Program. All the structures on these properties will be removed and converted into open space for the community. • Investigation and design were completed to support delivery of the 2023/24 capital works program. • Concept design for natural waterway improvement works at Hopkins Creek were completed. Detailed design is expected to be completed by September 2023. • Development of guidelines for naturalised drainage channel and waterways was completed. The guidelines will be used for the design of future trunk drainage channels and waterways in the new release areas, to ensure minimum maintenance requirement and complies with the requirements of the Water Management Act 2000. • Asset related statutory reports were completed, including road condition surveys to inform the next iteration of Council's statutory reporting obligations. |

- The review of historical flood events of Wianamatta South Creek was completed. The results will be presented at the next rural public forum and discussed at the Aerotropolis Community Consultative Committee (ACCC) in July 2023.


3.1 Economic and Commercial Development

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

Comment

- Council supported more than 250 local businesses with referrals and information and more than 200 new investment leads were identified in the 2022/2023 financial year.
- A focus on major events in the CBD provided an opportunity for Council to support businesses. Approximately 2000 jobs were created as the local economy continued its recovery from COVID-19 related disruptions.
- A dedicated Liverpool tourism website is currently under development and Council's Destination Management Plan is being reviewed to maximise opportunities being presented with the opening of the Western Sydney International Airport in 2026.
- The Liverpool Innovation Precinct Prospectus was launched in June and the Economic Development and Small Business Strategies were adopted. Implementation of these strategies has commenced.
- Council is progressing with its acquisition of properties and has completed approximately \$51 million of \$7.11 funded land acquisitions.
- The final design of Edmondson Road widening project is at approximately 80 percent completion with potential impacts on property owners currently being determined. Upon issue of final design affected owners along Edmondson Avenue, Austral will be notified by Council.
- Council continues to progress with the acquisition of basins, identified as a priority by Department of Planning and Environment.


3.2 Traffic and Transport Planning

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

| Comment |
|---|
| <ul style="list-style-type: none"> • Council continued to manage traffic on the local road network in consultation with Transport for NSW, the Police, and the Liverpool Local Traffic Committee. Responses were provided to all traffic related inquiries/requests within required timeframes. • The Kurrajong Road Staged Improvement Strategy was presented to Council for endorsement. The endorsed strategy includes the short-term improvement works for Kurrajong Road/Lyn Parade/Beech Road intersection and Kurrajong Road/Mowbray Street intersection upgrades to signalised intersections. • Federal Government funding has been secured to deliver Kurrajong Road/Lyn Parade/Beech Road intersection upgrade. In addition, partial Federal Government funding has been secured and Council has matched the funding for delivery of the Kurrajong Road/Mowbray Street intersection upgrade. • Council progressed with the Governor Macquarie Drive staged upgrade from a two-lane road to a four-lane road. • Design investigations have been completed for sections between Munday Street to the Australian Turf Club Access, and Alfred Road to Child Road. • Federal Government funding has been secured for the upgrade of these two road sections over the next two years. On completion of the upgrade works nearly 75 per cent of Governor Macquarie Drive would be upgraded to a four-lane divided road. |


- Council continues to complete the detailed design of the proposed Bernera Road, Yarrunga Street and Yato Road intersection upgrade. The civil design is approximately 90 per cent complete and funding including developer contributions is being sought for the project delivery.
- As a related project, Federal Government funding has been secured for road widening of the section of Bernera Road, north of the intersection with Yarrunga Street, Yato Road intersection to the M7 Motorway off-ramp, and Yarrowa Street intersection.
- Online workshops, child restraint checking events and Liverpool Local Traffic Committee meetings were held during the reporting period.

4.1 Customer Service

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

| Comment |
|--|
| <ul style="list-style-type: none">• Council implemented a satellite service at Carnes Hill Library to service the community and enable connection with residents in their local area.• Council received 79,289 phone calls and engaged 95 per cent enquiries. |

4.2 Governance and Corporate Management


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

Comment

- Council met its Integrated Planning and Reporting requirements including delivery of the Delivery Program 2022-2026 and Operational Plan 2023-2024, Biannual Report January-June 2023 which will be presented to Council at its meeting in August 2023 and service review of the Development Assessment function which will be reported in the 2022-23 Annual Report in November 2023.
- Council continues to progress its service review of the remaining nominated service areas identified in the Delivery Program.
- Council has continued to progress with action items in the Workforce Management Strategy 2022-2026, including development of the Liverpool Leadership Academy (LILA) for frontline leaders, the planning of diversity and inclusion strategies, planning to move Council's onboarding experience to an online format and updating 'The Essentials' which includes mandatory training courses for staff.
- During the reporting period six Council meeting agendas and respective meeting minutes were prepared and posted on Council's website within the required timeframes.
- A total of 109 resolutions from Council meetings were assigned to relevant officers for action within 48 hours of the meeting. Councillor requests were allocated to relevant Council officers for response and reported to the Executive Team monthly.
- In addition, support was provided to various Council committee meetings including the facilitation of three Governance Committee meetings.


- The Office of Internal Ombudsman assessed and responded to 62 complaints received from members of the public in the reporting period. The new Public Interest Disclosure Act (PID) will commence in October 2023.
- The new Act is substantially different to the PID Act 1994 and has a significant impact on Council. Work is underway to ensure Council is compliant with the legislative changes.
- Council continued to progress with the Privacy Management Plan.
- Council delivered its audit and risk KPIs for the period and has progressed implementation of a new audit and risk software solution.
- Council successfully upgraded its financial system.
- Council's primary Customer Relationship Management (CRM) software is being upgraded and is scheduled for implementation in August 2023.
- Cloud migration of corporate applications have been endorsed, planning and scheduling to commence 2023.
- Council focused on strengthening its cybersecurity posture and supporting the development of Civic Place and Edmondson Park Preschool.
- Council rates notices were issued as scheduled during the period.

4.3 Financial Management

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

| Comment |
|---|
| <ul style="list-style-type: none"> • Council met all its legislative obligations in the reporting period. • Financial sustainability is an industry wide challenge with increasing cost of services and inability for council's to proportionately increase rates and other user charges. It is anticipated that some strategic decisions will be made as part of service reviews in future years which will help to achieve greater than zero operating ratio. |

4.4 Communications

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

| Comment |
|---|
| <ul style="list-style-type: none"> • Council's Communications team designed and delivered comprehensive promotional campaigns via Council's website and social media platforms to promote various festivals including Experience the World series which included, Lanterns and Lights Night Market, Most Blessed Nights Street Food Market, Motherland African Festival and Winter Blast in the Macquarie Mall. • Promotional campaigns to support outward facing programs were delivered including the Library, Community development initiatives and the Casula Powerhouse Arts Centre. • Proactive negotiations secured coverage across top tier metro stations including channels 7, 9 and 10, to further promote Liverpool City. • Council's social media platforms achieved the following results: <ul style="list-style-type: none"> - Facebook followers: 39,061 (8.6 per cent increase from 2021/22); - Instagram followers: 9515 (33.8 per cent increase from 2021/22); - LinkedIn followers: 11,735 (24.5 per cent increase from 2021/22); and - TikTok: 504 followers. |