



END OF TERM REPORT

LIVERPOOL CITY COUNCIL
2017 - 2021

LIVERPOOL
CITY
COUNCIL

ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council acknowledges the original inhabitants of the Liverpool Local Government Area, the Darug (Dharug) and Dharawal (Tharawal) Aboriginal people.

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

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

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

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

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

We recognise the diversity of many cultures who share the values of tolerance and respect for one another, and their rights together with all Australians to live according to their own beliefs and culture.



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A MESSAGE FROM THE CEO



I am pleased to present the End of Term Report for the Council elected term to the community. From the years 2017-2021, Council has strategically aligned its operations to implement the community's vision and priorities for Liverpool. The report reflects on the outcomes and initiatives developed throughout the term.

The period has been one of growth, with Council actively facilitating the development of Liverpool as a strategic centre through various initiatives including a comprehensive economic development strategy, advocating for improved transport initiatives and the development of policies and plans which ensure Council delivers the best possible services to the community.

Council spent approximately \$278.4 million on Capital Works from financial years 2016/17 to 2020/21 to improve roads, footpaths, facilities, and open spaces. On the ground, vast improvements have been made with development planning in full swing to support our growing city. Early works and excavations are underway for the mixed-use development Liverpool Civic Place, which will activate the southern end of the Liverpool CBD and earth works also began on the new Western Sydney Airport.

There have been unprecedented challenges faced by Council during this period and I am proud of the work Council has delivered to the community in the face of adversity. COVID-19 has changed the environment the community lives in, leading to Council's active response to digital and COVID-safe formats with communication and inclusion front of mind, supporting and campaigning for local businesses, and continuing to provide the essential services that our residents and business owners depend on.

Liverpool City Council has worked to advance our place as leaders in best practice over the last five years and develop our reputation as home to Sydney's third CBD. The future is bright for the community of Liverpool.

I hope you enjoy reading through this report and learning about the fantastic initiatives implemented during this term of Council. I look forward to continuing to work closely with the community, the newly elected councillors and staff to deliver services and plan for growth and prosperity in Liverpool. I sincerely thank our outgoing Mayor and councillors for their hard work and dedication to the community.

Dr Eddie Jackson
Chief Executive Officer

ABOUT THIS REPORT



The *Local Government Act 1993* requires Council to produce a report on its progress in implementing the Community Strategic Plan during the term of Council. This report identifies outcomes and achievements in implementing the Community Strategic Plan – Our Home Liverpool 2027.

The Community Strategic Plan was adopted on 26 April 2017 following extensive community engagement to identify the community's vision and priorities for Liverpool.

The four directions; Creating Connection, Strengthening and Protecting our Environment, Generating Opportunity, and Leading through Collaboration form the structure of the community's priorities. The directions are underpinned by the quadruple bottom line (social, economic, environmental, and civic leadership).

The report has been structured to reflect the core initiatives produced by Council during the period of 2017-2021 to demonstrate Council's progress in achieving on the outcomes outlined in Council's Delivery Program and Operational Plans for this period. The effectiveness of Council's initiatives is also measured through evaluating key performance indicator results across the financial years, as well as results from an independently commissioned customer satisfaction survey which provides key insights on the community's satisfaction with Council's activities from the years 2017-2019.

ABOUT LIVERPOOL




52%
SPEAK A LANGUAGE
OTHER THAN
ENGLISH AT HOME



ALMOST
1/3 
OF SOUTH-WEST
SYDNEY'S BUSINESSES
ARE IN LIVERPOOL



88.4%
OF LIVERPOOL CBD
IS EMPLOYED

37.8% 
OF LOCAL WORKERS ARE
LIVERPOOL RESIDENTS





CREATING CONNECTION

This direction is based on the social aspect of the quadruple bottom line and covers actions that include cultural activities, recreation and active living, access and equity, and community facilities.

CELEBRATE DIVERSITY AND PROMOTE INCLUSION

ESTABLISHMENT OF THE RECONCILIATION ACTION PLAN

In 2017, the Reconciliation Action Plan (RAP) was adopted to ensure Council's commitment to working alongside its local Aboriginal and Torres Strait Islander communities. This Reconciliation Action Plan is based upon the framework provided by Reconciliation Australia. It is a nationally endorsed action plan that reflects key national, state, and local priorities. A Reconciliation Action Plan working group was established to promote the effective implementation of the Plan across all areas of Council. The working group convened on matters such as the delivery of the National Sorry Day Event, NAIDOC week initiatives and investigating sporting opportunities for young Aboriginal and Torres Strait Islander residents.

Council also celebrated Aboriginal culture with the award-winning Pride of Place exhibition at Carnes Hill Library. The exhibition won the Aboriginal Cultural Heritage award in the Keep Australia Beautiful NSW 2019 awards. The exhibition will permanently showcase Aboriginal artefacts that are 4000 - 8000 years old and is a leading example of best practice.

LIVERPOOL REGIONAL MUSEUM

Liverpool Regional Museum was opened on 3 June 1989 as part of Australia's Bicentennial celebrations. The museum presents and collects items reflecting environmental, heritage and social themes within south-west Sydney. Almost 15,000 people visited the museum during the term. The museum was closed for several weeks during the COVID period, resulting in a decline of visitation rates.

The Liverpool Regional Museum in partnership with Moorebank Heritage Group won the '2019 Sustainable Cities Heritage & Culture Award, NSW' for the exhibition 'Peace Comes to Liverpool: Commemorating the Centenary of Armistice'. The exhibition was established to honour 100 years since the 1918 Armistice ended World War I.

The museum hosted exhibitions throughout the period including:

- Beyond the Tree – Presented by Liverpool Genealogy Society
- Ray Hely - An Engineers Eye 1971 – 1993
- One Small Step Moon Landing 50th Anniversary
- Peace Comes to Liverpool – Commemorating the Centenary of Armistice 1918-2018

Moving forward the museum is focused on increasing programs and events with broad appeal. New programs include a new monthly Saturday children's workshop, a framing workshop, author talks, Seniors Festival high tea and tours.

ALMOST
15,000
people visited
the museum
during the term



Pride of Place Exhibition, Carnes Hill Library

JAPAN-AUSTRALIA SISTER CITY RELATIONSHIP

For the last 29 years, Council has had a sister city relationship with Toda in Japan which plays a fundamental role in furthering the strategic and economic interests of both cities.

Since the relationship was formalised, it has been fostered through the student exchange program, visits from dignitaries from Toda to Liverpool and delegations from Council visiting Toda.



TODA Students



TODA Students

DELIVER A RANGE OF COMMUNITY EVENTS AND ACTIVITIES

LIBRARIES

Council has six libraries located at Liverpool CBD, Carnes Hill, Miller, Green Valley, Moorebank, and Casula.

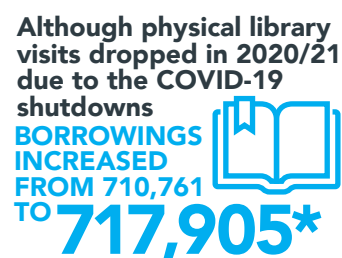
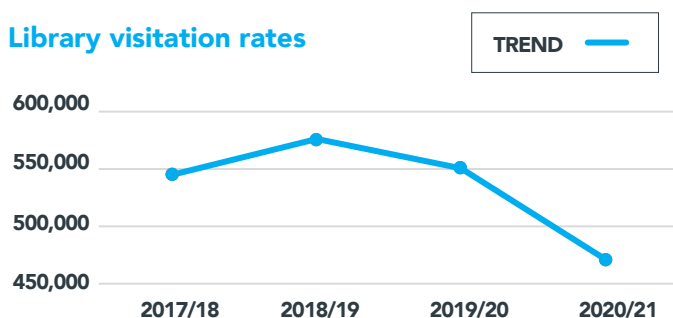
The libraries provide services beyond traditional book borrowing and use new and innovative ways to keep the community connected with literacy and learning as the driving force. Each year the library organises an extensive program of important initiatives and activities including Conversation Cafes, courses on Computers for Beginners, Succeeding in the HSC workshop, Storytime with local childcare centres, library tours with disability groups and language schools, transition to school programs for pre-schoolers, supported playgroups and an art exhibition at Liverpool Hospital Palliative Care.

Public Health Orders impacted regular library services from March-June 2020. To remain connected with the community during this time, the library held several of its programs online.

In addition, a library App was developed to improve access to e-collections and other library services on mobile devices. The growth in usage of Council's eCollections has been successful in increasing the borrowing capacity of customers. The use of eCollections increased by 72 per cent from the financial years 2019/20 to 2020/21.

The library collection has developed to have greater relevance and flexibility to reflect the changing Liverpool community with borrowing rates growing from 710,761 in the 2017/18 financial year to 717,905 in 2020/21.

Library visitation rates



COMMUNITY SATISFACTION RATING (%) LIBRARY SERVICES



Figure 1 *The 2019 statistic is an averaged figure

CITIZENSHIP CEREMONIES

Council welcomed 6693 citizens between 2017-2021. New citizens came from a range of countries however were predominately from Iraq, India, Vietnam and Syria. Council is honoured to welcome people from a diverse range of backgrounds to its increasingly rich and diverse community.

COMMUNITY EVENTS

Council held a range of events to bring the community together and celebrate the diversity, talent, and interests of the Liverpool community. Highlights include:

- Australia Day
- ANZAC Day Ceremonies
- New Year's Eve Celebrations
- NAIDOC Week activities
- Liverpool on a Roll - South West Sydney's biggest food festival
- International Day for People with a Disability initiatives



Liverpool On A Roll



WOW Children's Festival

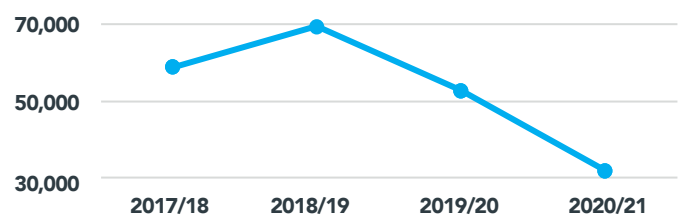
CASULA POWERHOUSE ARTS CENTRE (CPAC)

The Casula Powerhouse Arts Centre presents and celebrates all forms of contemporary and traditional art, exhibitions, public and education programs, festivals, theatre, live music, mentoring and professional development programs.

These programs include an access program targeted towards people with disabilities, programs for culturally diverse audiences, a CPAC Youth program, children's programs such as the annual Way Out West (WOW) Children's Festival and a range of programs targeting seniors.

Throughout the COVID-19 pandemic virtual visitation experienced a significant increase due to new online programs, including virtual exhibitions, workshops, talks, and performances. Combined with increased social media engagement, virtual visitation reached between 70,000 – 80,000 people per month, a total of more than 485,000 people.

Casula Powerhouse Arts Centre visitations



COMMUNITY SATISFACTION RATING (%) CASULA POWERHOUSE ARTS CENTRE

2017
72%

2018
78%

2019*
87%

Figure 1 *The 2019 statistic is an averaged figure

IMPLEMENT ACCESS AND EQUITY FOR ALL MEMBERS OF THE COMMUNITY

ACCESSIBILITY INITIATIVES

Council adopted the Liverpool City Council Disability Inclusion Action Plan (DIAP) 2017- 2021. It reflects local issues and opportunities to improve inclusion and accessibility for all. The DIAP guides Council with a list of practical actions to be implemented across the organisation, including improving access and inclusion in parks, playgrounds, and sporting facilities.

Key achievements during the period include:

- An accessible Communications Boards at Collimore Park to enhance the social experience and interaction between people of all backgrounds and abilities.
- The introduction of the Take Charge Program and Swim Champs Program in 2019/20 to provide support to adults experiencing a specific range of mental health conditions so they may participate in fitness programs and learn to swim training for children with a disability.
- The opening of an Accessible Technology space at Liverpool Library in December 2020. A range of capital improvements and upgrades including the refurbishment of the accessible toilet at Heckenberg Community Centre, a new accessibility ramp and timber floor replacement at Liverpool Brass and Pipe Band, and modifications to Whitlam Leisure Centre.
- During the period Council also constructed approximately 64.5kms of footpaths and shared paths to improve accessibility and mobility covering 196 sites.



COUNCIL'S EARLY EDUCATION AND CARE CENTRES

Council has seven Early Education and Care Centres, including a preschool. An average of 556 children are enrolled in Council's services each year, ensuring their access to the highest quality education outcomes during a crucial period of their development. Highlights during the period include all centres receiving a rating of Exceeding National Quality Standards.

During Council's term of office Council's Early Education and Care Centres have maintained a utilisation rate above 95 per cent throughout the period with extensive waiting lists for all services.

In addition, Council offered outreach programs to provide the community with access to services that provide the opportunity to make social connections and enhance their children's learning and wellbeing, this includes supported Playgroups and Transition to School Programs.



COMMUNITY SATISFACTION RATING (%) MAINTENANCE OF FOOTPATHS



Figure 1 *The 2019 statistic is an averaged figure

2168 CHILDREN'S PARLIAMENT

The 2168 Children's Parliament aims to build children's capacity to actively engage in civic life by giving voice to their ideas and aspirations and increasing their knowledge and understanding of their rights and responsibilities. Highlights of the program include:

- Establishment of a partnership with UNICEF Australia and South West Local Area Health.
- Feature of the Children's Parliament in a book as best practice in engaging children in democratic processes and decision making. The book was published in June 2020 in North America and projects the Children's Parliament to an international audience.
- Delivery of consultation workshops with the Children's Parliament representatives from 11 schools to discuss issues important to children, COVID-19 and its impact on children and their families.

The 2168 Children's Parliament was also the proud winner of the ZEST Awards in 2020, recognising the successful long-term impact of the project on children and the community they live, study, and play in.



2168 Children's Parliament

COMMUNITY HUBS

Council partnered with three local schools and Community Hubs Australia to establish Liverpool's Community Hub Network. These hubs, based in primary schools, offer an opportunity for social inclusion and community capacity building for migrant and refugee community members, particularly women with young children. These hubs offer vocational education, conversational English classes, supported playgroups and transition to school programs.



Participants at a 2020 Liverpool Community Hub

IMPLEMENT ACCESS AND EQUITY FOR ALL MEMBERS OF THE COMMUNITY CONTINUED.

COMMUNITY GRANTS

Grants and corporate sponsorship have been provided to residents and community-based groups, organisations, and services, that operate in the community to deliver projects that benefit residents and support the delivery of Council’s Community Strategic Plan.

During the period, Council distributed more than a million dollars in grants. Annual details are outlined below:

More than **\$1M** Grants distributed during the term

Community Donations and Grants					
Financial Year	2016/17	2017/18	2018/19	2019/20	2020/21
Grant type	Amount				
Community Grants	\$92,724	\$33,144	\$43,200	\$10,000	\$5,000
Community Matching Grants	\$216,433	\$144,130	\$146,800	\$89,000	\$30,000
Grants to Sporting Organisations	\$56,260	\$64,920	\$57,050	\$30,000	\$30,000
Sports Donations to individuals	\$6,600	\$11,100	\$7,900	\$3,200	\$0
Corporate Sponsorships	\$70,464	\$157,592	\$166,672	\$107,500	\$80,870

Figure 2 Community Donations and Grants (Liverpool City Council Annual Reports 2016/17 – 2020/21)

YOUNG PEOPLE IN LIVERPOOL

Council is committed to supporting the needs of young people and frequently consults and engages with young people.

During the term, Council convened the Liverpool Youth Workers Network (LYWN), the Liverpool Youth Council and CPAC Youth to inform Council’s decision making and provide activities and events that cater to the needs of Liverpool’s youth.

In addition, Council delivers school holiday activities and an annual program of events to celebrate Youth Week including opportunities to engage in sport, art, and community activities.



PROVIDE COMMUNITY FACILITIES WHICH ARE ACCESSIBLE TO ALL

COUNCIL'S AQUATIC AND LEISURE CENTRES

During the summer season Council's leisure centres averaged a 98 per cent utilisation rate.

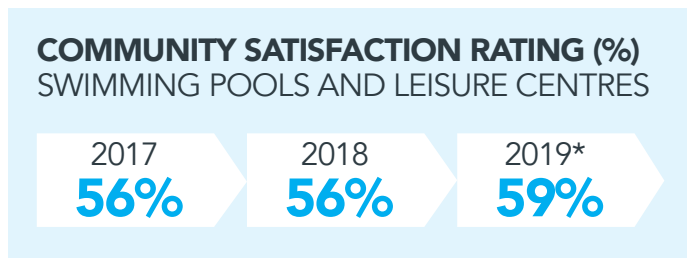
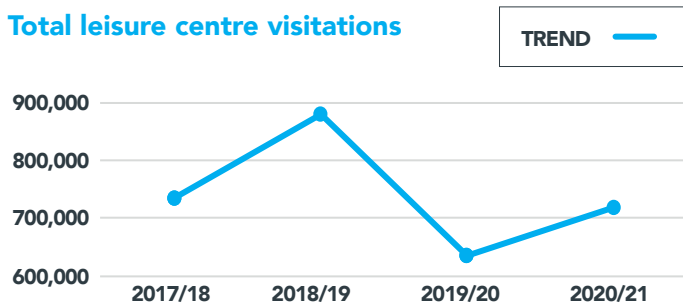


Figure 1 *The 2019 statistic is an averaged figure



Approximately
2.96M
visits to leisure Council's
and aquatic centres

This demonstrates a strong demand for Council's aquatic and leisure facilities with drops in visitation attributed to closures during the COVID-19 pandemic.

Aquatic and leisure centres are an important contributor to wellbeing and liveability in Liverpool. Council adopted the Aquatic and Leisure Centres Strategy 2019 to improve the provision of services, including key actions to redevelop the existing aquatic and indoor sports and leisure centres, work with the state education department to provide better water safety programs, swimming lessons and carnivals, and design future centres in response to market requirements.

Council has also commenced the procurement process for master planning of Cabramatta Creek and Brickmakers Creek. This Masterplan will explore opportunities to revitalise the precinct and provide generous public access to the creek and a range of recreation and leisure facilities



Whitlam Leisure Centre

CREATE A DYNAMIC, INCLUSIVE ENVIRONMENT, INCLUDING PROGRAMS TO SUPPORT HEALTHY LIVING

FACILITIES FOR HEALTHY LIVING

Council spent approximately \$40.8 million in open space improvements during the term of this report which includes the creation of new facilities and improvements to existing sports grounds and outdoor gyms that improve community health and wellbeing. Annual information from Council's expenditure is included below.

In the 2019-2020 financial program year there were 10,170 residents across Liverpool registered with local sports clubs, representing more than 500,000 individual participations. Liverpool's participation rate of 1.22 per cent of residents registered with an organised sports club is higher than the averages of both metropolitan councils and the state.

Key facilities delivered during the five years includes:

- Cirillo Reserve, Middleton Grange
- Redevelopment of Apex Park, Liverpool CBD
- Upgrades to McGirr Park, Miller
- Casula Parklands, Casula

\$40.8M
in open space improvements including parks, outdoor gyms and sport ground upgrades



10,170  
residents registered in local sports clubs with almost
500,000 
individuals using Council facilities

Capital Works					
Financial Year	2016/17	2017/18	2018/19	2019/20	2020/21
	Amount				
Building Infrastructure	\$4.3m	\$5m	\$9m	\$5.5m	\$8m
Open Space Improvements	\$8.7m	\$12m	\$7.9m	\$7.4m	\$4.8m

Figure 3 Capital Works (Capital Works Reports financial years 2017/18 to 2020/21)



Apex Park, Liverpool

LIVE LIFE GET ACTIVE FITNESS AND WELLBEING CAMPS

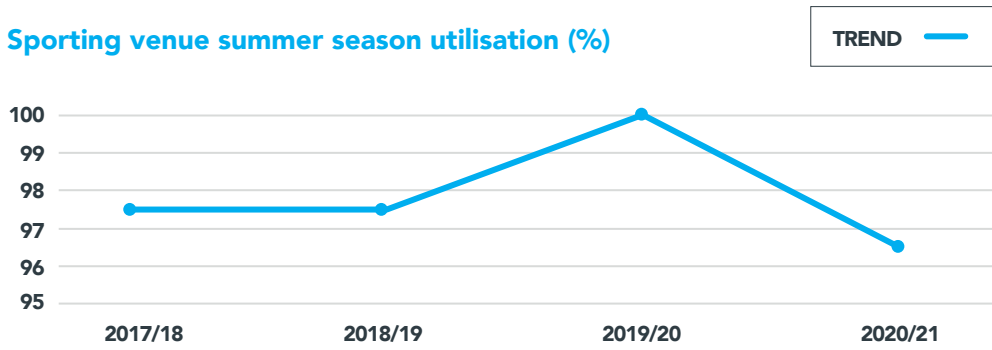
The Live Life Get Active fitness and well-being camps provide the community with free access to physical activity sessions, supervised by professionals. The fitness camps operate across five locations in Liverpool.

COMMUNITY SATISFACTION RATING (%) MAINTENANCE OF LOCAL PARKS, GARDENS AND PLAYGROUNDS

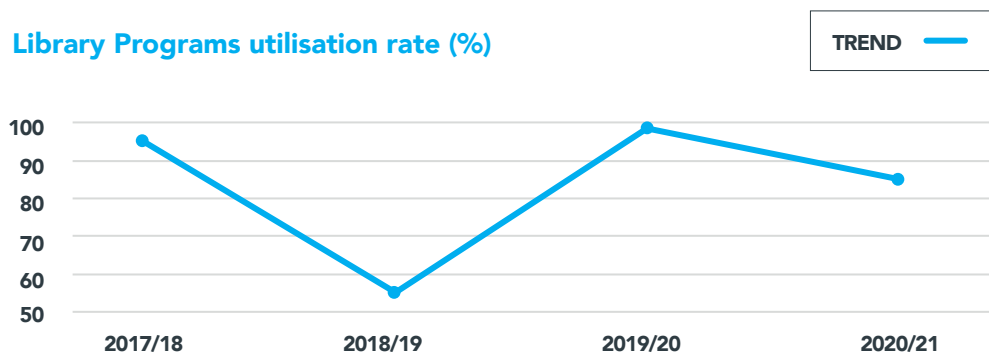


TRENDS AND PERFORMANCE

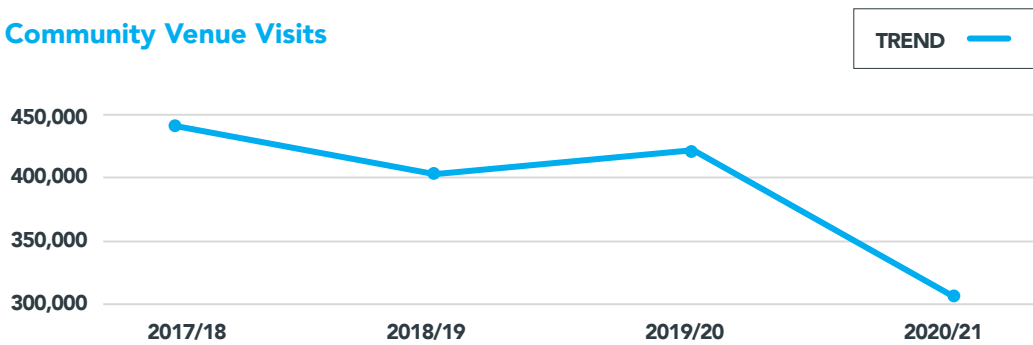
Sporting venue summer season utilisation (%)

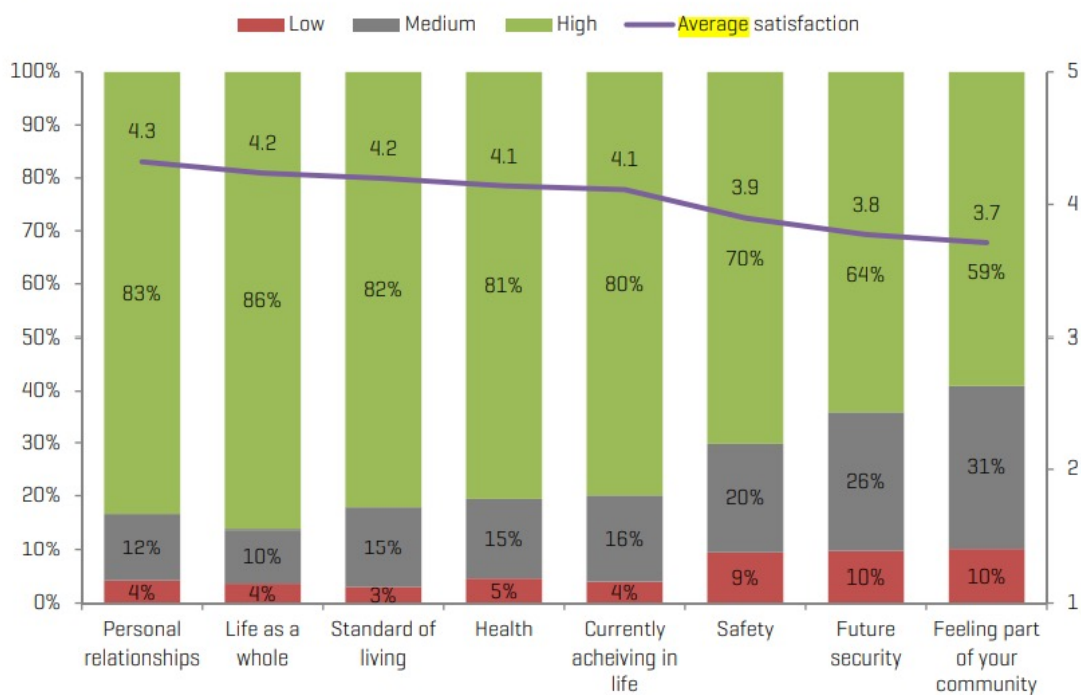


Library Programs utilisation rate (%)



Community Venue Visits





COMMUNITY SATISFACTION RATING (%)
PERCENTAGE OF PEOPLE THAT FEEL PART OF THEIR COMMUNITY



COMMUNITY SATISFACTION RATING (%)
SATISFACTION WITH COMMUNITY CENTRES







STRENGTHENING AND PROTECTING OUR ENVIRONMENT

This direction is based on the environmental (natural and built) aspect of the quadruple bottom line and covers actions that include waste management, urban design, planning and protecting of specific environmental features.

MANAGE THE COMMUNITY'S DISPOSAL OF RUBBISH

COMMUNITY RECYCLING

Liverpool City Council's Community Recycling Centre (CRC) provides the community with a free and convenient way of dropping off their problem waste for environmentally friendly disposal and recycling. Council has seen an increase in the community's disposal of rubbish at the Community Recycling Centre with Council exceeding their target to increase waste collected by 5 per cent, year-on-year. In 2016/2017 the total amount of vehicles through the CRC was 13,393 increasing by 173% to 36,595, in 2020/2021.



Liverpool Community Recycling Centre

The initiative has maximised the recovery of materials from household problem waste, whereby waste is recovered or safely disposed of. The Community Recycling Centre collects 12 different waste streams, this allows waste such as batteries to be recovered for reprocessing or sold for a wide range of applications.

In 2016/2017 the total amount of vehicles through the Community Recycling Centre was

13,393
 increasing by 173% to 36,595
 in 2020/2021

PROMOTING WASTE AND RESOURCE RECOVERY

Council has in place a range of waste related programs for residents including the annual Chemical Cleanout events, compost bin and worm farm rebates, and a range of education workshops and activities.

In addition, Council's childcare centres have maintained a focus on sustainability by creating environments which allow children to gain an understanding of the importance of natural materials. During the term, Council partnered with the "Growing Green Thumbs" project, teaching the children how to reduce their carbon footprint and have a positive effect on the environment.

COMMUNITY SATISFACTION RATING (%) SATISFIED WITH LITTER CONTROL AND RUBBISH DUMPING

2017
41%

2018
41%

2019*
45%

PROTECT AND ENHANCE BUSHLAND, RIVERS AND VISUAL LANDSCAPE

ENVIRONMENT RESTORATION PROGRAM

The Environment Restoration Plan (ERP) provides a framework for the delivery of key environmental projects and programs for the long-term benefit of Liverpool and its community, funded by Council’s Environment Levy permanent special rates variation.

The Plan identifies projects, programs, and initiatives which are aimed at:

- Protecting and restoring Liverpool’s local endangered ecological communities and other natural areas;
- Building community networks and partnerships;
- Delivering environmental education to the Liverpool community;
- Supporting environmental projects across Liverpool;
- Installing fencing and access paths for environment protection; and
- Improving the city image.

COMMUNITY SATISFACTION RATING (%) SATISFIED WITH PROVISION OF ADEQUATE WATER DRAINAGE



BUSH REGENERATION

During its term, Council undertook bush regeneration to rehabilitate areas of bushland, natural areas such as creek lines and tracks of land degraded by human activities to their natural state. The area of bushland managed under the program is 255ha.



FLOODPLAIN AND WATER MANAGEMENT

Council developed a quarterly water quality monitoring report card in 2019. The program assists Council in assessing whether water quality targets are being met and continues to inform longer term planning for catchments across the Liverpool local government area.

A range of programs for water quality improvements have been developed and have been implemented during the term. This includes detailed design of flood detention basins and stormwater quality improvement structures, including rain gardens and gross pollutants traps (GPT).

Throughout the term Council completed major repair and protection works to existing drainage structures. Council also renewed and rehabilitated more than 13.9 kilometres of Council’s piped drainage system covering a network of more than 50 kilometres. The program is funded from Council’s Stormwater Management Service Charge with aims to improve hydraulic capacity and provide structural enhancement of the piped drainage system. Council’s expenditure on floodplain and water management can be found in the table below.

Council also renewed and rehabilitated more than **13.9km** of Council’s piped drainage system covering a network of more than 50km

MORE THAN \$13.4m spent on floodplain and water management.

Capital Works					
Financial Year	2016/17	2017/18	2018/19	2019/20	2020/21
	Amount				
Floodplain and Water Management	>\$2.6m	>\$850,000	>\$3m	>\$5m	>\$2m

Figure 5 Capital Works (Capital Works Reports financial years 2017/18 to 2020/21)

ENCOURAGE SUSTAINABILITY, ENERGY EFFICIENCY AND THE USE OF RENEWABLE ENERGY

ENVIRONMENTAL EDUCATION

Council delivers a range of environmental education initiatives including the Sustainability Blitz workshop series and the Sustaining Liverpool newsletter. More than 38 sustainability workshops have been held across the Council term. The initiative was established to inform and engage the community in important environmental and sustainability topics including permaculture gardening practices, solar capture and storage and pickling and preserving food.

During the COVID-19 period, workshops were successfully delivered through a range of digital platforms. The Sustaining Liverpool newsletter was also produced for digital distribution via email, social media, and Council’s website.



Environment Volunteers

BELLBIRD DINING AND BAR AT CASULA POWERHOUSE ARTS CENTRE

Casula’s Bellbird Dining and Bar, which is a Council owned and operated restaurant, opened in late 2017. The restaurant has a focus on promoting sustainability. This includes hosting gardening and food workshops facilitated by the Head Chef of Bellbird Dining and excursions which promote the organic kitchen garden and sustainable living.



Bellbird Dining and Bar Head Chef Federico Rekowski

SOLAR

Solar panel Photo Voltaic (PV) systems were installed at Council’s childcare centres, facilities, and community centres, including Preston Childcare Centre, Casula Childcare Centre, Chipping Norton Community Centre, the Rose Street depot building and the Casula Parkland amenities building.

In addition solar lighting was installed in a range of open spaces including parks and playgrounds at the Casula Powerhouse Arts Centre, Cecil Hills, Miller Park and Sid Neville Park.



Playground solar lighting

EXERCISE PLANNING CONTROLS TO CREATE HIGH-QUALITY, INCLUSIVE URBAN ENVIRONMENTS

DEVELOPMENT APPLICATIONS

Council determined a total of 5887 Development Applications (DA) between 2016/17 to 2020/21 valued at more than \$6.3 billion and contributing significantly to the economy and housing diversity of Liverpool.

To stimulate the economy during the COVID-19 pandemic, Council reduced the backlog of long-standing development applications by prioritising regionally significant applications before Council. This resulted in approximately \$200 million in regionally significant development approved between March-June 2020.

 Council determined a total of **5887** DEVELOPMENT APPLICATIONS (DA) between 2016/17 to 2020/21 valued at more than **\$6.3b**

LIVERPOOL STRATEGIC PLANNING STATEMENT

Following the release of the Greater Sydney Commission’s Greater Sydney Region Plan (A Metropolis of Three Cities) and Western City District Plan, Liverpool City Council has a legal obligation under the Environmental Planning and Assessment Act 1979 to review its LEP to ensure that it aligns with the priorities listed in these plans.

The first planning proposal (Phase 1) of the LEP Review was on public exhibition and endorsed by Council on 26 August 2020, and has been finalised by the Department of Planning, Industry and Environment.



Medium density housing in Casula

LIVERPOOL CITY CENTRE URBAN FOREST STRATEGY

During its term, Council finalised the concept and detailed design packages for the Liverpool City Centre Urban Forest Strategy. The project has so far delivered 187 trees and is projected to plant another 78 trees in planter boxes within the Liverpool city centre to increase tree canopy and reduce urban heat.

 **PLANTED 187 trees**

INDUSTRIAL LAND STUDY

Council completed an Industrial Land Study during the term. This study included a review of the current planning and policy context applying to Liverpool’s employment lands. Findings derived from the study were used to develop a draft Industrial and Employment Land Strategy which informs the management, improvement and growth of employment lands in Liverpool.

DEVELOP, AND ADVOCATE FOR, PLANS THAT SUPPORT SAFE AND FRIENDLY COMMUNITIES

LIVERPOOL CITY CENTRE PUBLIC DOMAIN MASTER PLAN

In 2020 Council endorsed The Liverpool City Centre Public Domain Master Plan. This 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-a-day economy. The masterplan will guide development, maintenance and public domain works in the city centre.

Council won the 2021 AILA (Australian Institute of Landscape Architects) NSW Landscape Architecture Award in the category of Urban Design for the Liverpool City Centre Public Domain Master Plan.



Artists impression of Moore St, Liverpool

MOSQUITO MANAGEMENT

Council developed a mosquito control program that aims to reduce mosquito populations and give residents the information they need to protect themselves.

The program involves mapping mosquito sites to target problem spots, spraying breeding grounds with environmentally friendly products and a public education program for the community.

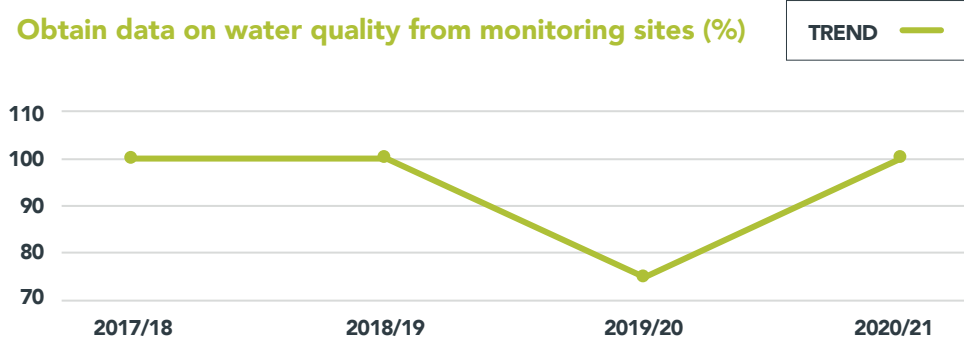
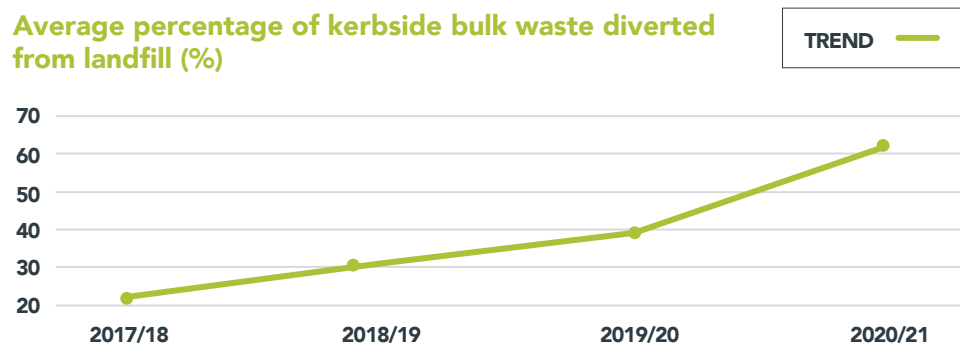
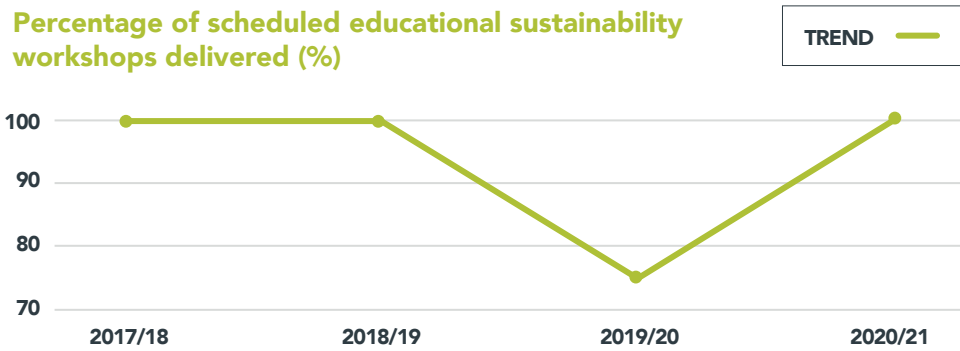
SUPPORT FOR RURAL FIRE SERVICES AND STATE EMERGENCY SERVICES

Council continued to provide support to the Rural Fire Service and State Emergency Services. In addition Council facilitates all Local Emergency Management Committee meetings with additional time and resources dedicated towards the COVID-19 outbreak and critical incident events within the Liverpool local government area.



Liverpool Says Thank You Event

TRENDS AND PERFORMANCE







GENERATING OPPORTUNITY

This direction is based on the generation of opportunity aspect of the quadruple bottom line and covers actions that include supporting economic growth, including employment, infrastructure and investment.

MEET THE CHALLENGES OF LIVERPOOL'S GROWING POPULATION

COUNCIL'S CHILDCARE CENTRES

Council's childcare centres have consistently received ratings exceeding national quality standards which measures performance across seven quality areas from educational programs and practice, to children's health and safety.

The high performance of childcare facilities in Liverpool has translated into high demand for Council services. Facilities have averaged a utilisation rate of 95 per cent over the term. To continue providing services to the community, work has commenced on the plans for a 90 place Early Education and Care Centre in Civic Place in Liverpool's CBD.



Casula Preschool

LIVERPOOL CIVIC PLACE

Council made significant progress in delivering Liverpool Civic Place, a new Council development that will deliver:

- New Council offices and Council Chambers;
- A new city library and community hub;
- A childcare facility;
- A new civic plaza; and
- Council and public parking.

Excavation and early works are now underway with the Council Works component estimated to be completed in early 2023.



An artist's impression of Liverpool Civic Place

CARNES HILL RECREATION PRECINCT

The Carnes Hill Recreation Precinct hosted many events throughout the term including Carnes Hill Night Live events, school holiday skate workshops and the Christmas markets. The Carnes Hill Recreation and Community Precinct masterplan for Stage 2 was prepared and adopted by Council in 2020. Council received a Metropolitan Greenspace Program Grant (for matched funding) in early 2021.



ATTRACT BUSINESSES OR ECONOMIC GROWTH AND EMPLOYMENT OPPORTUNITIES

WESTERN SYDNEY CITY DEAL

Council entered the Western Sydney City Deal on 4 March 2018 with the state and federal governments and eight councils in Western Sydney. The City Deal includes commitments to:

- Build a rail link to the new Western Sydney International Airport by the time it opens in 2026;
- Provide rapid transport service to the airport from Liverpool city centre;
- Establish an education precinct at North Bringelly, with trade training, a specialist science and maths high school and a new university;
- Open a Federal-State-Local Industry Attraction Office in Liverpool to attract jobs and industry to the aerotropolis;
- Create a \$150 million Liveability Fund to support major community projects; and
- Open an Indigenous Opportunity Hub in Liverpool to support Aboriginal employment and businesses.

Significant City Deal Achievements include:

- Establishment of the Western Sydney Planning Partnership which has facilitated projects such as Street Design Guidelines for new release areas that maximise pedestrian access, public transport and traffic flow and completing Precinct Planning for the Western Sydney Aerotropolis Plan.
- Establishment of the Yarpa Indigenous Business and Employment Hub in Liverpool connecting Indigenous businesses, entrepreneurs and job seekers to business and employment opportunities throughout NSW.
- Funding through the Western Parkland City Liveability Program including more than \$12 million to complete the construction of a recreation hub at Phillips Park, Lurnea and \$2 million towards the upgrade of Light Horse Park, Liverpool.
- Involvement in the Western Sydney Health Alliance to take a regional approach to improve the health of residents of the Western Parkland City.
- Commitment to rail for Western Sydney International (Nancy-Bird Walton) Airport

Funding through the Western Parkland City Liveability Program including:



MORE THAN
\$12m

to complete the construction of a recreation hub at Phillips Park, Lurnea and

\$2m

towards the upgrade of Light Horse Park, Liverpool

BUILDING BUSINESS RESILIENCE DURING COVID-19

Council launched a Business Resilience Grant in response to the impact local businesses faced due to the COVID-19 pandemic. The Business Resilience Grants program was an initiative endorsed by Council as part of its COVID-19 support package. A total of 50 Liverpool businesses received a grant worth up to \$5,000 and Council overall provided \$172,000 in financial support, resulting in the creation of 42 new jobs, including two apprenticeships giving young people an opportunity to start a new career in hairdressing and manufacturing

Council referred more than 30 businesses to external and internal programs and advisors. These programs and advisers assist businesses with broad-ranging advice on business planning, marketing, social media, staffing issues, corporate structures and other aspects of business formation and development.

Council also developed a Pop-Up Project for start-ups, social enterprises, community groups or artists looking to set up a temporary retail shop in the Liverpool CBD. Nine businesses were supported with a retail shopfront and business advisory support.

REGIONALLY SIGNIFICANT PROJECTS

Plans for a \$93 million revamp of Westfield Liverpool have been approved by the Sydney Western City Planning Panel, offering new commercial and entertainment offerings. The redevelopment will include nearly 10,000 square metres of A-grade office space and an 8000 square-metre retail, entertainment and leisure precinct.

Additionally, a \$180 million proposal for a mixed-use tower in Liverpool has been approved by the Sydney Western City Planning Panel. The development will include a 113-room hotel, 179 residential apartments, a ground-level food and beverage area, rooftop restaurant and 5500 square metres of A-grade office space. The mixed-use tower is expected to produce 400 jobs once complete.

A development application for the construction and operation of the Georges Cove Marina at 146 Newbridge Road Moorebank was approved by the Sydney Western City Planning Panel (SWCPP) on 7 May 2021.

CITY ACTIVATION

Council has developed a Destination Management Plan and City Activation Strategy. The strategy includes a comprehensive action plan that establishes a roadmap for Council's partnership with the Precinct Advisory Committee, short-term priorities, investment attraction, as well as digital and place.

Key initiatives include the 'Love Liverpool' campaign which is aimed at increasing activity in the city centre, and events such as Tune-in, Movies in May, Northumberland Pop Up launch, Make Music Day and the Eat Your Heart Out food festival which won the Place Leaders Award for Small Scale Place Project at the Place Leaders Asia Pacific awards in 2019.

COUNCIL-FUNDED UNIVERSITY SCHOLARSHIPS

Council provides \$5,000 to three students each year through the Liverpool City Council Opportunity Scholarship. The aim of the scholarship is to help ease the financial pressure faced by students and to inspire them to use their acquired expertise to give back to the local region.

INVESTMENT IN LIVERPOOL

Liverpool's population is projected to grow to more than 386,000 by 2041, equating to an additional 6300 people each year. The majority of growth is planned for the South West Growth Centre and will drive demand for additional services and boost the local labour pool available to businesses. The precedent growth is an opportunity for wide scale investment. Jobs have grown by approximately 28,000 in the last 5 years from 70,000 to 98,000 (2020).

Major state and federal infrastructure investments in Liverpool include:

- Western Sydney International Airport (\$5b);
- Moorebank Intermodal (\$1.5b);
- Cabramatta Loop (\$400m);
- Road and rail projects including the North South Rail to the new airport, M12 motorway, FAST corridor (\$800m)

The efforts towards business development/investment attraction, innovation and the visitor economy have been strong, causing a steady rise in stakeholder engagement. Council strongly advocated for the \$740m expansion of Liverpool Hospital, with the redevelopment providing Liverpool Hospital with expanded clinical services, public spaces, and car parking, integrated with research and teaching.

CREATE AN ATTRACTIVE ENVIRONMENT FOR INVESTMENT

BIGGE PARK REDEVELOPMENT

Upgrades to Bigge Park were completed in 2018. These include a children’s water play facility, amenities building, fitness stations and new park lighting.



Bigge Park Water Play Area

LIVERPOOL INNOVATION PRECINCT

The Liverpool Innovation Precinct is anchored by Liverpool Public Hospital, Australia’s largest standalone hospital. It also includes the Ingham Institute for Applied Medical Research and is supported by leading teaching and research organisations within Liverpool’s CBD, including the University of Wollongong, Western Sydney University, the University of NSW and TAFE NSW.

In 2017, representatives from these institutions joined the South West Sydney Primary Health Network, NSW Government departments and Council to commission PwC to produce Reimagining... the Liverpool Health, Education, Research and Innovation Precinct.

The document sets out an ambitious vision for a collaborative and innovative precinct that will:

- Build on the key strengths in health, research, and education
- Encourage and support growth in knowledge-intensive jobs
- Support the economic growth of the region
- Enable pathways to commercialisation of start-ups and research outcomes
- Enable businesses to compete nationally and internationally

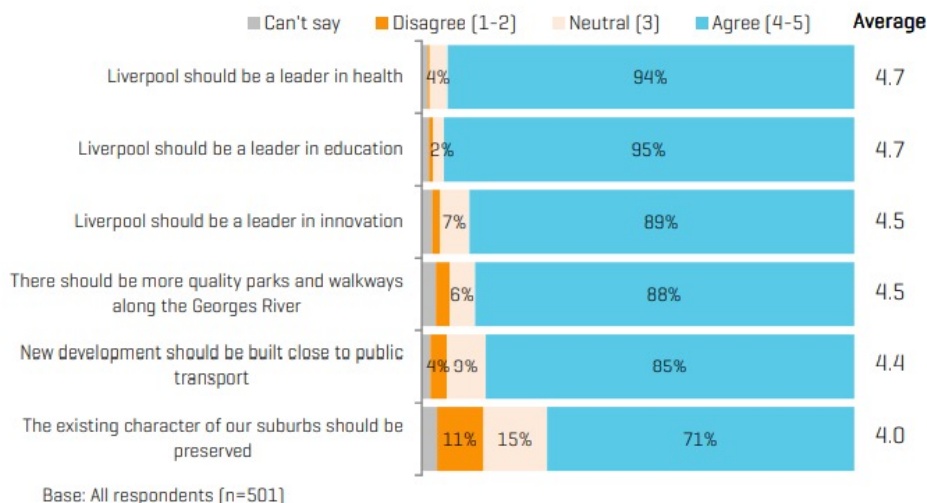


Figure 6 Agreement with Local Strategic Planning Statements (Liverpool City Council Community Satisfaction Survey 2019)


ADVOCATE FOR, AND DEVELOP, TRANSPORT NETWORKS TO CREATE AN ACCESSIBLE CITY

TRANSPORT INFRASTRUCTURE WORKS

Council spent more than \$137.5 million on preserving, restoring, and enhancing the reconstruction and rehabilitation of roads and associated transport infrastructure assets from financial years 2016/17 to 2020/21. Achievements include:

- Construction of a new car park at Woodward Park with 120 car spaces
- Construction of a new car park at 68 Speed Street, Liverpool, providing an additional 74 car spaces within the city centre;
- Construction of an additional 49 car spaces at Casula Parkland, Casula. Resurfacing of Fifteenth Avenue between Devonshire Road and Ramsay Road

MORE THAN
\$137.5m -----
 spent on transport capital works

P  **243** NEW CAR SPACES
 at new car parks at Speed Street, Woodward Park and Casula Parklands

Capital Works					
Financial Year	2016/17	2017/18	2018/19	2019/20	2020/21
	Amount				
Transport	>\$15m	>\$12m	>\$60	>\$26.5m	>\$24m

Figure 7 Capital Works (Capital Works Reports financial years 2017/18 to 2020/21)

PARKING IMPROVEMENTS

A significant achievement this term was the introduction of technology to improve parking, including the introduction of the UbiPark system which connects drivers to parking spaces around the city and allows people to enter and pay for parking at several Council carparks from their smartphone. Parking meters were also upgraded across Liverpool to Pay by Plate and Park'n'Pay and free parking was extended to 30 minutes in 2020.

In addition, Council was successful in an Expression of Interest to Transport for NSW for a trial to use sensors in the city centre to understand parking capacity and test digital parking signage to alleviate congestion. The project will be rolled out over the next two years.



Macquarie St, Liverpool

ADVOCATE FOR, AND DEVELOP, TRANSPORT NETWORKS TO CREATE AN ACCESSIBLE CITY CONTINUED.

BIKE PATHS AND CYCLEWAYS

Council’s Bike Plan Strategy aims to encourage residents to adopt healthier lifestyles, enjoy the natural environment and to help reduce traffic congestion through increased bicycle activity. Funding has been sought from TfNSW to install cycleways. More than \$2.5 million was spent to provide cycleways in Liverpool within this term. Major cycleways were constructed along Newbridge Road, Elizabeth Street, Bigge Street, College Street, Speed Street, Glenfield Road, Hume Highway, Governor Macquarie Drive, Jedda Road and Hall Circuit to improve accessibility and mobility for bike riders.



Cycleways in the Liverpool CBD



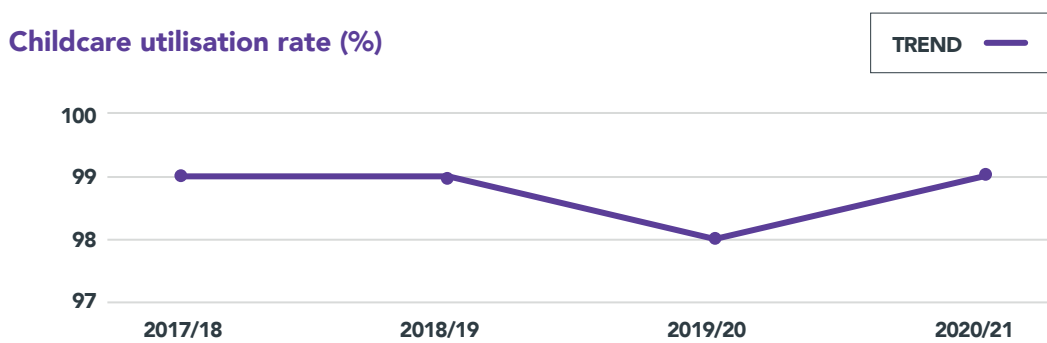
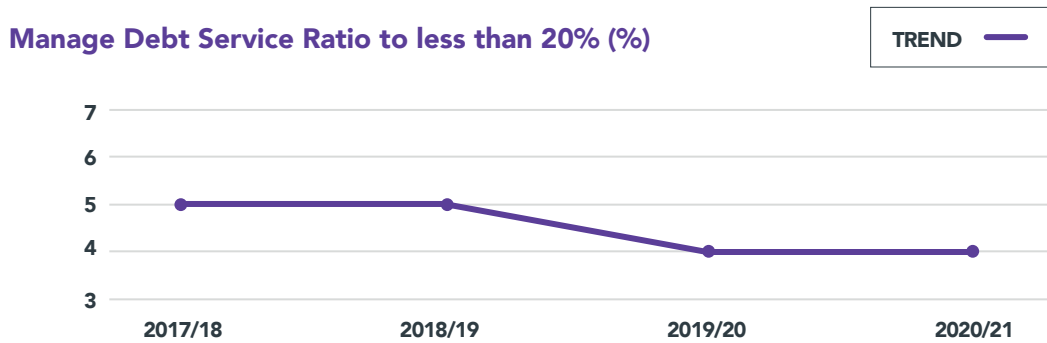
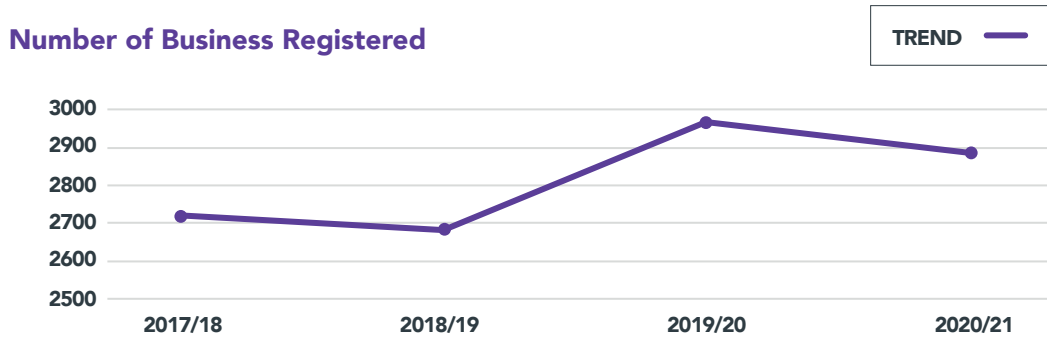
COMMUNITY SATISFACTION RATING (%) SATISFACTION WITH ROAD MAINTENANCE



COMMUNITY SATISFACTION RATING (%) SATISFACTION WITH TRAFFICS AND SAFETY IN LOCAL STREETS



TRENDS AND PERFORMANCE





LIVERPOOL
CITY
COUNCIL



LEADING THROUGH COLLABORATION

This direction is based on the importance of community collaboration aspect of the quadruple bottom line and covers actions that include Council proactively leading the community and engaging with the community.

SEEK EFFICIENT AND INNOVATIVE METHODS TO MANAGE OUR RESOURCES

PEOPLE ACHIEVING PROGRAM

Council introduced the People Achieving program in 2017. The program enables employees to:

- Align their work goals with Council's Community Strategic Plan, and Delivery Program and Operational Plan
- Have regular authentic conversations and consistent feedback beyond the formal mid-year and annual review
- Set career goals, and identify areas for development for current and / or future roles

Participation has increased from 23 percent in 2017/18 financial year to 83 per cent of eligible staff in 2020/21 financial year.

60%
PARTICIPATION
INCREASE  **in Council's People
Achieving Program**

TRAINING AND DEVELOPMENT

Liverpool City Council's organisational vision is centred upon Aspiring to do great things – for ourselves, our community, and our growing city. Training and development programs seek to offer staff opportunities to grow their talent and capability, improve and advance careers, and support staff to achieve success in line with Council's vision. A range of training programs were held during the period include:

- Business Planning
- Domestic and Family Violence
- Design Thinking and Customer-Centric Design
- Mental Health Awareness
- Managing Stress and Improving Resilience
- Leading Your Development
- Working with Emotional Intelligence
- Relationship Building



ORGANISATION DEVELOPMENT POLICIES AND INITIATIVES

Council has developed a range of policies and initiatives throughout the period. Policies have been developed to ensure processes are uniform and Council is operating effectively. Each policy has been developed with a different purpose.

Policies and guidelines developed during the period include:

- Responding to the COVID-19 (Coronavirus) Pandemic: Interim Employee Leave Arrangements and Working Options (2020)
- Flexible Working Policy (2019)
- Generosity Day Policy (2019)
- Drug and Alcohol (2019)
- Performance Management Policy (2019)
- Leave Management Policy (2018)
- Developing Talented People Policy (2017)
- Workforce Management Plan (2017)
- People Achieving Policy (2016)

LEGAL AND GOVERNANCE

Council has an in-house legal team that advises Council on legal issues and coordinates legal matters across the organisation. In addition, Council has recently digitised its information forms and regularly communicates with staff to ensure maximum compliance with the Code of Conduct.

AUDIT AND RISK IMPROVEMENT COMMITTEE

The Audit and Risk Improvement Committee provides independent assistance to Liverpool City Council by monitoring, reviewing, and providing advice about the organisation's governance processes, risk management and control frameworks and its external accountability obligations. The Committee meets quarterly and ensure independent oversight of all audit, risk and improvement initiatives across the organisation.

Council also has an established Enterprise Risk Management Framework (ERM) that includes strategic, compliance and operational risks. Risk Owners continuously monitor and assess the control effectiveness of risks through Council's ERM system. Council has an established Annual Risk Management Plan to improve risk maturity across the organisation and drive a program of continuous improvement.

INCREASE COMMUNITY ENGAGEMENT

CUSTOMER SERVICE

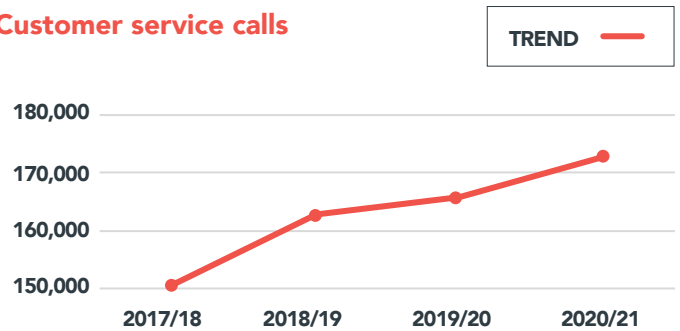
Despite daily operations affected by COVID-19 restrictions, customer service staff guided the community through changing COVID-19 restrictions with the most-up to-date information; calls increased by 13,000 from the previous year.

CALLS TO COUNCIL'S CUSTOMER SERVICE CENTRE INCREASED BY 24% from 2017/18-2020/21




Customer Service Staff

Customer service calls



COUNCIL'S WEBSITE

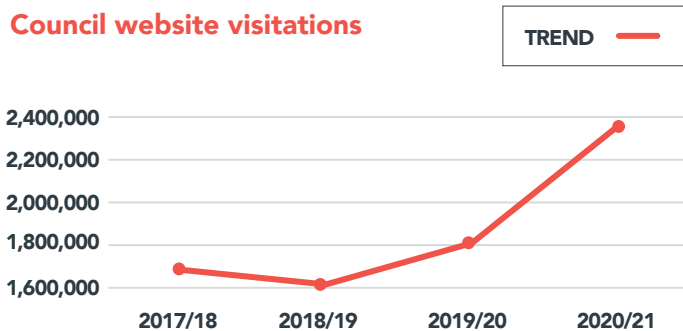
Council's new website was developed in 2018, to better communicate and engage with the community. During the Council term, Council achieved approximately 7.5 million page views.

Council's top page visits throughout the period include services, council, development, and community.

COUNCIL'S WEBSITE HITS INCREASED BY 40%
 FROM 1,684,822 IN 2017/18 TO **2,351,461** IN 2020/21




Council website visitations



ABC IN THE COMMUNITY

On Monday 22 March, Liverpool welcomed the Australian Broadcasting Corporation to operate a pop-up newsroom in the city for a month which led to the following coverage:

- Radio Sydney produced 21 segments across breakfast, drive, and afternoons
- The flagship 7pm news ran 13 Liverpool packages across the month (average audience of around 180,000);
- Twelve Liverpool digital stories featured on the NSW ABC homepage delivered approximately 700,000 page views and 1.5 million engaged minutes (strong average engaged time); and
- Additional content on the Aerotropolis delivered a further 700,000 views.

ABC Radio Sydney's number one Drive host Richard Glover broadcast his weekly comedy show Thank God It's Friday! from the Casula Powerhouse Arts Centre and Cassie McCullagh's morning program Focus broadcast from Liverpool City Library during the Easter holidays.

The ABC uncovered stories and showcased the community's diverse backgrounds, viewpoints, and experience. A feature on the stories of immigrants in Liverpool attracted 350,000-page impressions.

The Liverpool social takeover drove 300 per cent more new followers to Council's Facebook page than the month before, with a snapshot showing high take-up in West and South-West Sydney.

ENGAGING DIGITALLY

The COVID-19 pandemic led to Council using innovative approaches to engaging and connecting with the community. The New Years' Eve Light Up the Sky activation allowed small family groups to view the fireworks from their homes, driveways or streets in a COVID-safe manner and a livestream of the fireworks display reached more than 70,500 people on Council's Facebook page. The National Aborigines and Islanders Day Observance Committee (NAIDOC) week online program reached 25,553 impressions and interactions with videos across the week-long event. The Casula Powerhouse Arts Centre reached similar success with the implementation of new online programs including virtual exhibitions, arts and crafts workshops, recipes, and gardening tips. The new emphasis on digital programming led to a 400 per cent increase in audience reach on the CPAC website, social media, and digital platforms.



COMMUNITY SATISFACTION RATING (%) SATISFACTION WITH FESTIVALS AND MAJOR EVENTS

2017

69%

2018

66%

2019*

62%



ENCOURAGE COMMUNITY PARTICIPATION IN DECISION MAKING

COMMUNITY ENGAGEMENT CAMPAIGNS

Community engagement activities include Council committees, District Forums, Liverpool Listens, networks, community events, and developing consultation plans for social infrastructure planning such as Lighthouse Park, McGirr Park, Austral and Carnes Hill.

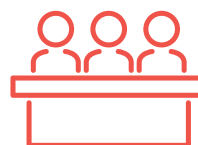
Community engagement campaigns held during the term include consultation on the proposed use of Mimosa Park at Casula, a positive ageing survey to inform Council's Positive Ageing Plan, consultation for the Liverpool Strategic Planning Statement and Carnes Hill stage 2 redevelopment.



COUNCIL MEETINGS

Council has held a total of 65 Council meetings during this term of Council.

Webcasting of Council meetings was introduced from October 2018, livestreamed by the way of audio-visual recording. A recording of each Council meeting is livestreamed onto the Council's website and uploaded after the conclusion of each meeting for a period of 12 months. The improved system improves the accessibility of information to the community.



65 COUNCIL MEETINGS HELD

with at least one meeting per month across the Council term

STRIVE FOR BEST PRACTICE IN ALL COUNCIL PROCESSES

INTEGRATED PLANNING AND REPORTING

Council’s Integrated Planning and Reporting requirements have been met throughout the period. Reporting documents include the Annual report, Biannual Progress Report and the Delivery Program and Operational Plan.

Council also produces a summarised Annual Report video which is an accessible way of communicating Council’s actions and achievements to the wider community. In 2020, the annual report video was well received, receiving 1300 likes on Facebook. All Integrated Planning and Reporting documents have been uploaded to Council’s website for the community to access and are prepared in line with the requirements of the Local Government Act.

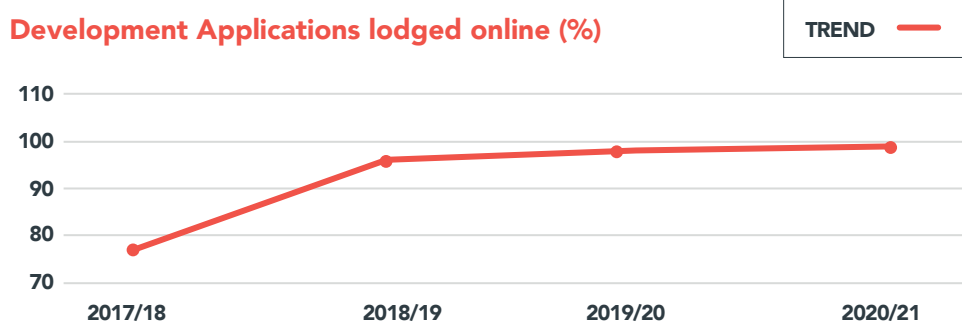
BUSINESS PLANNING

All of Council’s business units have participated in business planning training. Business plan templates were introduced and include a reporting mechanism, that allows business units to develop and assess key performance indicators, streamlining targets into individual workplans.

ASSET MANAGEMENT SYSTEM

Council’s Asset Management System (Assetic) now operates in the Cloud environment. This has helped Council to continue to enhance the standard of asset management practices in various aspects including asset accounting, data accessibility, data security and integration with GIS and Customer Request Management System (CRMS).

TRENDS AND PERFORMANCE



For further information



Visit Us

Customer Service Centre

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