

A woman in athletic wear is jogging on a paved path in a park. The background is filled with lush green trees and vibrant orange flowers. The scene is captured in a bright, natural light setting.

BIANNUAL PROGRESS REPORT

July to December 2022

Introduction

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 July to 31 December 2022.

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, annual Operational Plans, the Workforce Management Plan, Asset Management Plan, and the 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 milestones that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of December 2022, Council reported on 22 service areas. A total of 20 service areas were reported as on track, and two (2) needed attention.



Action on Track
Overall measures and projects are being delivered



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



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

Highlights July - December 2022

Redevelopment of Phillips Park

Mayor Ned Mannoun opened the \$16.5 million community and recreational hub at Phillips Park, Lurnea in September 2022. The NSW Government invested \$6.5 million to assist in creating the state-of-the-art precinct, which provides vital community infrastructure.

The park has transformed into a modern recreational attraction for the community to enjoy, including a new playground, outdoor fitness equipment, a community hub and café as well as grounds for soccer and cricket, a half basketball court, and First Nation art murals. The venue is available for residents and community groups and has already taken more than 100 bookings and attracted more than 7000 visitations.

The facility includes a community building powered mainly by solar energy, garden areas with solar-powered lighting and the use of other sustainable resources in the landscaping.

Pump track in Schoeffel Park

Council opened one of the biggest pump tracks in Australia at Schoeffel Park, Horningsea Park. The initiative is part of the \$2.2 million project to modernise the park.

Pump tracks enable wheeled sports equipment like BMX and mountain bikes to be used without pedalling or pushing and are an innovative and inclusive amenity in modern parks.

The high-quality recreational venue received \$1.4 million in funding under the Australian Government's Local Roads and Community Infrastructure (LRCI) Program to fast-track its delivery.



Phillips Park, Lurnea.



Mayor Ned Mannoun and former Deputy Mayor Karress Rhodes cutting the ribbon at the pump track opening in Schoeffel Park.

Austral Delivery Unit

Council established the Austral Delivery Unit in December 2022 to perform daily patrols of the Austral area with the aim of addressing road problems, construction management and illegal dumping.

A dedicated council ranger will drive around Austral to enforce safety and cleanliness of the streets to ensure issues such as overgrown grass and potholes are addressed in a timely and effective manner.



Image of a street located in Austral.

Rapid response flood support

Council, in collaboration with the NSW State Emergency Services (SES) Liverpool Unit, responded to a high volume of calls during the severe weather conditions and flooding in July 2022.

More than 70 Council staff and contractors assisted the NSW SES with road closure monitoring and management, traffic control and emergency road and infrastructure repairs.

More than 20,000 kilograms of sand was used during emergency and more than 100 potholes were resurfaced.



Council staff member assisting in flood recovery efforts.

Local resident commemorated at Lieutenant Cantello Reserve

Council commemorated John Jewell with a plaque unveiling at Lieutenant Cantello Reserve, Hammondville in August 2022.

The late Mr Jewell was instrumental in drawing attention to the story of 1st Lieutenant (Leo) Cantello, the only American serviceman to lose his life on Australian soil defending Australia in World War II.

Mr Jewell's contributions were celebrated at the plaque unveiling including his strong advocacy for the City of Liverpool and involvement in the District Historical Society.



Mayor Ned Mannoun unveiling the plaque dedicated to John Jewell.

Renaming Badgerys Creek

Council at its meeting in July 2022 endorsed renaming Badgerys Creek in recognition of the original occupants, the Cabrogal clan.

Acknowledging the First Nation heritage of the land is an opportunity to educate international and domestic visitors, raise awareness and promote Australia's First Nation people, the oldest known living culture in the world.



Aerial view of Badgerys Creek.

Local Business Award Winners

Mayor Ned Mannoun congratulated 28 winners of the 2022 Liverpool City Local Business Awards for their commitment to business excellence. The event was attended by more than 300 people.



Winners of the 2022 Local Business Awards.

CALD community women graduate from swim and CPR class

More than 60 women from Culturally and Linguistically Diverse (CALD) communities across Sydney's Greater West graduated from the Royal Life Saving NSW (RLS NSW) swimming and CPR training program.

Council, in collaboration with the Belgravia Leisure Group and Liverpool Neighbourhood Connections, developed a comprehensive 10-week program to teach participants the fundamentals of swimming and water safety.

The program was funded by Council and Royal Lifesaving NSW.



RLS NSW Western Sydney swimming and CPR program graduates.

Light Horse Park upgrade

NSW Treasurer The Hon. Matt Kean MP and Mayor Ned Mannoun announced a \$27.7 million upgrade to Light Horse Park and the construction of a new community hub. The \$36.7 million Light Horse Park Embellishment and Upgrade project is funded by WestInvest and Liverpool City Council and is expected to begin in 2023.

The project aims to significantly improve amenity and safety for locals and visitors as well as redevelop the foreshore to create an accessible, safe and welcoming park.



Design Concept of Light Horse Park by Gallagher Studio.

\$800,000 funding secured for Council cultural festivals

The NSW Government has invested \$800,000 in Council's major cultural festivals in 2023/24. Liverpool City Council was one of the top three of 15 councils across the state to receive the highest funding.

The funding was awarded to three Council's events including Motherland African Cultural Festival, Pacific Summer Festival and Primavera Latin American Festival. The new celebrations join Liverpool's already established festivals to deliver unique experiences for the local community.



Starry Sari Night event.

Liverpool Council libraries offer STEM programs to the youth

There has been an increase in STEM offerings within youth programs, with a particular focus on coding, electronics, and robotics.

Council's program content diversified into electronics, evident through two new programs, 'Introduction to Electronics' and 'Python and Microbits'.

These programs provide continued learning paths for young people who have already participated in beginners coding classes and are looking to develop and expand knowledge in STEM areas.

Attendance and demand have significantly increased for the STEM programs and are now offered at Council's six library branches.



School holiday coding event held at Carnes Hill Library.

Way Out West (WOW) Festival


Council delivered the Way Out West (WOW) Festival at the Casula Powerhouse Arts Centre in September 2022. More than 7690 people attended across the seven days of the festival, with the first six days aimed at children and the final day aimed at teens and youth.

Exhibition highlights included the Liverpool Art Society Prize, The MIL-PRA Aboriginal Education Consultative Group Prize and the Robyn Caughlan solo exhibition, a showcase of the 40-year art and design career of one of Australia's most significant yet under-recognised First Nation artists.



Robyn Caughlan Exhibition: Installation View. Photography by Chantel Bann.


1.1 Libraries and Museum

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Library service area provides 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 continued to deliver services to the community during the reporting period: <ul style="list-style-type: none"> - More than 69,523 people visited a library and 221,476 used online services via the library website or App; - More than 353,615 items were borrowed including digital loans, physical loans, and loan extensions; and - More than 14,285 people attended 921 programs run across the service area. • Council received five grants that funded programs and activities including: <ul style="list-style-type: none"> - Tech Savvy Seniors (CALD); - Tech Savvy Seniors Elders Pilot to provide computer classes in community languages and for First Nations Seniors; - NSW Seniors Festival and National Science Week activities; and - NSW public libraries Local Priority grant to install technology to extend service outside of opening hours. • Pilot programs commenced in the growing suburb of Edmondson Park, partnering with Ed. Square Shopping Centre developer Frasier Developments to offer a bedtime Storytime initiative for young families. • There has been an increase in STEM offerings within youth programs, with a particular focus on coding, electronics, and robotics. Total program attendees were 282 in the 2021/22 reporting period and has increased to 957 during this period. Total program events increased from 16 to 64, with increased programming spread across six library branches. This has increased access and participation in technology programs across the Local Government Area (LGA). • Council delivered library information sessions to high school groups.


- A total of 1,589 people attended museum programs during the period.
- Council increased public access to its Heritage collection with 40 items photographically digitised, 238 oral histories digitised with selected oral histories published online via Council's website, 20 miscellaneous collection items accessioned, and 40 local newspapers digitised.

1.2 Events

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	The Events service area delivers Council's community and civic events program with the aim to deliver activities that will showcase Liverpool as a vibrant global city for major events, tourism and social interaction whilst promoting local businesses, artisans, talent, facilities, and recreation spaces.	 On track


Comment
<ul style="list-style-type: none"> • Council delivered major events and activations to support Council's objective to activate key precincts and assets, support the local economy, facilitate CBD revitalisation, and promote overall visitation. • During the reporting period more than 35,000 people visited a Council major event within the Liverpool CBD. • Council will continue to deliver major events including Most Blessed Nights and Starry Sari Night, to showcase Liverpool's multicultural identity and diversity.

1.3 Recreation and Community Facilities

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Recreation and Community Facilities service area provides access to sporting, recreation and leisure services. The service area 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
<ul style="list-style-type: none"> • Council's recreational and community spaces continue to recover from the impact of COVID-19 with a progressive increase in casual and permanent facility bookings noted in the reporting period. Collectively, Council sport, recreation and community venues accommodated for more than 4000 individual bookings, reflecting peak period occupancy of 65 per cent in Community Facilities and 95 per cent for Sporting venues. • The future provision of aquatic and leisure centres has progressed. Council adopted the Warren Green Report that outlines a coherent approach to the provision of aquatic facilities across the LGA. Funding submissions have been made through the West Invest program for the design and construction of aquatic facilities at Carnes Hill and Hammondville. Council further endorsed to continue to operate its major aquatic centres via contract management to commence in July 2023. • Council introduced the Zipporah booking system for all sport, recreation, and community facilities. Online bookings will open in January 2023 and will allow for a Customer Service Net promoter survey to be implemented in April 2023 to monitor community satisfaction. • Council received six applications for funding, which met the specified criteria and were approved for the maximum financial support of \$2100. The number of applications received this reporting period has been lower than pre-COVID-19 levels, this reflects the national trends in sports participations following the impact of COVID-19. • Council opened the Lurnea Community Hub. The venue has accommodated more than 100 bookings from residents and community groups, attracting more than 7000 visitations.


1.4 Community Development and Planning

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Community Development and Planning service area 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 area delivers planning for social infrastructure including community facilities, sporting, recreational and open spaces for Liverpool's existing and growing community.	 On track

Comment
<ul style="list-style-type: none"> • Council delivered several diverse and exciting community building initiatives and implemented new and 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 July and September/October; - Grants, donations, and community sponsorship programs supported 22 projects, programs, and events, totalling \$116,702 in contributions to the Liverpool community; - Delivery of community safety programs including <i>Coffee with a Cop</i> 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 and Disability Network; - 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. This included the CALD women's swimming program supporting local women from Culturally and Linguistically Diverse backgrounds to learn vital swimming and water safety skills.
- Support Liverpool Uniting Church Community Hub and Loves and Fishers Restaurant to provide food and community assistance to vulnerable members of the Liverpool community;
- Council's support of NAIDOC Week initiatives at Miller Square;
- Delivery of community activation and engagement initiatives across the LGA in collaboration with the community services sector;
- 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.
- Social Impact Assessment comments were provided for approximately 60 referrals across Liverpool in the reporting period;
- Planning for social infrastructure in new and growth areas continues.
- Key planning outcomes for this period includes;
 - Supporting the NSW Government plans for open space and recreational facilities in South Western Sydney;
 - Developing the Cabramatta Creek and Brickmakers Creek Masterplan;
 - Categorisations for Crown Land were identified in line with NSW Crown Land Management legislation;
 - Review of Council's Social Impact Assessment Policy and Guidelines;
 - Review of the adopted Masterplan for Carnes Hill Recreation and Community Precinct Stage 2;
 - Developing a Masterplan for Collingwood Precinct; and
 - Developing a social infrastructure needs and functional brief for Edmondson Park.

1.5 Children's Services

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Children's Services area 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
<ul style="list-style-type: none"> • Council's Early Childhood Programs continue to be a benchmark for quality service provision within the Liverpool Local Government Area (LGA). Recent data shows Liverpool City Council's Early Childhood Services provide 27 per cent of education and care centres in the LGA and received a rating of 'Exceeding National Quality Standards'. • Council has entered a joint partnership with Schools Infrastructure NSW to deliver a new preschool on the grounds of Edmondson Park Public School. The preschool will be operated by Council and is due to open by June 2023. • Face-to-face playgroups recommenced with the aim to support socially isolated families and children, and to assist connections with others in the community. • Transition to school programs were delivered through Carnes Hill, Casula, and Moorebank libraries. The transition to school program aims to support children aged four to five within the community who may not have access to quality Early Childhood Education. The program is designed and delivered by Council's Early Childhood Teachers, strengthening the social and academic skills of children prior to heading to school. • Council's Early Education and Care Centres have partnered with Western Sydney University and Wollongong University in various research projects including "Talk with Me", "LEEEP and the Aboriginal Early Literacy program". Research projects provide mutual benefits to both the universities and council centres allowing Council staff to gain valuable knowledge in a broad range of research subjects. This year studies have focus on the acquisition of language in a literacy rich environment.

1.6 Arts and Culture

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


Comment
<ul style="list-style-type: none"> • Council delivered a range of exhibitions and public programs engaging the community of Liverpool, Western Sydney and beyond. The Centre's exhibition program highlights the diversity of the Liverpool community through creative expression. • Exhibitions included the 24th Liverpool Arts Society, Mil-Pra AECG, Looking At Gold, Robyn Caughlan Solo Exhibition, and an exhibition in partnership with Sydney Living Museums (Museum of History) which explores refugee experiences in South Asia - the Middle East and Global South (with an emphasis on Sri Lanka). The prizes each launched with their own awards ceremony, celebrating achievements of both adults and local school students. The launches were attended by over 500 people. • Council also delivered a diverse Theatre, Music, Matinee and Entertainment Program including Michael Bubl� Christmas in July, Club Havana, Elton and Rod, Casula Comedy Club program, Italian Film Screening series, Comedy Showcase in conjunction with Sydney Comedy Festival, I Was There - Tree of Life (in collaboration with local community companies), and Romeo and Juliet with the Liverpool Performing Arts Ensemble. • Council continued to promote the Casula Powerhouse Arts Centre as the venue of choice for venue hire and delivered a tailored prospectus to generate new business from hiring activities and partnership events.

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 area also provides specialist heritage related advice.	 On track


Comment
<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), including through the 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. • 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, with the project receiving an extended deadline. • 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 continued its regular work on application lodgements, planning certificates and legislative amendments to planning rules. • The progressive rollout of Council’s internal online system for assessment of applications is on track and has contributed to work efficiencies across Council. • Council continued to develop and enhance integration components of its lodgement portal with the Department of Planning and Environment.

1.8 Animal Management

Strategic Objective	Service Area Description	Overall Status
Healthy, Inclusive, Engaging	Council's Animal Management 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
<ul style="list-style-type: none"> • Council experienced an increase of animals entering the shelter during the reporting period. • Council exceeded the expected KPIs for rehoming dogs and cats and united 100 per cent of animals with their owners.


1.9 City Infrastructure Delivery and Construction

Strategic Objective	Service Area Description	Overall Status
<p>Healthy, Inclusive, Engaging Evolving, Prosperous, Innovative</p>	<p>The Infrastructure Delivery and Construction service area 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 area 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.</p>	<p> On track</p>

Comment
<ul style="list-style-type: none"> • Delivery of Council's approved annual program of asset renewal works is well underway despite recent extended periods of wet weather. Significant preparatory works have been completed for works to be delivered in the second half of the 2022-2023 program year. • Delivery of Council's annual strategic projects program of works continues with significant progress of preparatory works including planning, design, approvals and land acquisitions to allow for the delivery of Council's key strategic projects. • Light Horse Park - Major Park Redevelopment – A Development Application has been submitted and Transport for NSW approval processes have commenced, with construction proposed to commence by end of 2023. • Light Horse Park – Lift Connection and Pedestrian Overpass to Railway Station Detail Design – Approval processes with Sydney Trains have commenced, with design and approval finalisation anticipated by end of 2024 financial year. • Sinozich Park – Major Sporting Facility – Pre-design planning and investigations are currently on-going, with detailed design to commence upon completion of Master planning, anticipated by mid-2023. • Liverpool Animal Shelter – Preliminary investigation and planning have commenced. • Edmondson Avenue Upgrade – Design is 80 per cent complete. Land acquisition planning processes have commenced, with detail design completion anticipated by the end of 2023. • Basin 14, Edmondson Park – Land acquisition process is 85 per cent complete, with procurement of construction activities to commence upon completion of land acquisition processes.

- Middleton Drive extension / M7 underpass and Cycling Bridge – Design is approximately 80 per cent complete. Approval processes with M7 authority have commenced, with project commencement subject to broader M7 motorway widening works by the NSW Government.
- Governor Macquarie Drive (GMD) and Hume Highway Intersection Upgrade – Land acquisition process with Australian Turf Club in final stages of completion. Contract for works awarded, with construction proposed to commence in February 2023.
- Macquarie Street, Liverpool – Streetscape improvements – Detail design is complete, with procurement process for works commenced.
- McGirr Park, Miller – Green Space and Park Development – Community Consultation complete, with detail design currently underway.
- Pye Hill Reserve, Cecil Hills – District Park Development - Community Consultation complete, with detail design currently underway.


2.1 City Waste and Recycling

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	The City Waste and Recycling service area 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


- Council continues to aim for 80 per cent diversion from landfill across waste streams.

2.2 City Maintenance

Strategic Objective	Service Area Description	Overall Status
Liveable, Sustainable, Resilient	This City Maintenance service area 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 area also assists and responds to emergencies in the LGA to ensure that Council services remain operational in an emergency.	 On track


Comment
<ul style="list-style-type: none"> • Council collaborated with South West Regional Emergency Services during the flood events to support and maintain Council roadways and infrastructure. • Civil operation services were severely affected by unforeseen weather conditions, impacting Council's ability to maintain a full range of services and maintenance during the reporting period. Council has made request for up to \$1.3 million in additional funding to assist with the re-assessment of service levels and to address the backlog of maintenance requests. • Buildings and structures, plant, and equipment are continuously maintained and supported to ensure legislated requirements are implemented. Council is exceeding minimum standards. • 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. • Council continued to maintain tree assets and focused on increasing tree canopy within the Local Government Area. • More than 170 active tree assessments were completed monthly, and 1050 customer requests were received. • Recommended tree replacement planting during the period was not completed due disturbance caused by flood events and unseasonable weather. Council expects to complete the planting by June 2023.

2.3 Strategic Town Planning

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


Comment
<ul style="list-style-type: none"> • 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). The document was on public exhibition from 19 September to 13 November 2022, and feedback received during the period is scheduled to be reported to Council in March 2023. • Feedback gathered during the public exhibition of the LEP, in addition to research planned in early 2023 will inform a Principal Planning Proposal. The planning proposal is anticipated to be presented to the Local Planning Panel and Council in late 2023. Further consultation will occur after the Department of Planning and Environment has provided a Gateway determination. • A draft Rural Lands Strategy was prepared for internal review during the reporting period. The plan will be presented to Council and the community following internal reviews.

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 including the actioning of customer requests. • Determination times of construction certificate applications were delayed largely due to a lack of required information.

2.5 Development Assessment

Strategic Objective		Overall Status
<p>Liveable, Sustainable, Resilient Evolving, Prosperous, Innovative</p>	<p>The Development Assessment service area 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.</p>	<p> Needs Attention</p>

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 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 increased number of Development Applications lodged, along with staff movements and recruitment challenges. • Council made effort to reduce the backlog of long-standing applications, through a combination of process improvements as well as targeted assessments and determinations of the applications in question.


2.6 Environmental Planning and Management

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

Comment

- Endorsement of the Climate Change Policy and Liverpool Climate Action Plan was deferred at the Council meeting held on 28 September 2022. Council will be briefed in early 2023 to provide additional information on the Policy and Action Plan prior to seeking endorsement.
- Council revised the Integrated Pest Management Strategy based on submissions received during the public exhibition period (June 2022). A revised Strategy will be presented to Council in early 2023 to seek endorsement.
- Council continues to actively manage legacy contamination arising from historic asbestos use and dumping across the Liverpool Local Government Area.
- Several remediation projects were conducted during this period including Rosedale Oval in Warwick Farm, Rose Street, Speed Street and Lighthorse Park in Liverpool.

2.7 Infrastructure and Floodplain Planning and Management

Strategic Objective	Service Area Description	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>The Infrastructure and Floodplain Planning and Management service area 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. 	<div style="text-align: center;">  On track </div>

Comment
<ul style="list-style-type: none"> • An opportunity was identified for the purchase of two flood affected properties adjacent the Georges River under the State Floodplain Management Program, with settlement of these properties expected by June 2023. • Investigation and design services continue to be provided to support delivery of capital works projects including natural water way improvement works at Hopkins Creek, with concept design anticipated for completion by end of February 2023. • Development of key guidelines are in progress for the long-term management of Council's natural waterways. • Asset related statutory reports have been successfully delivered, with road condition surveys currently underway to inform the next iteration of Council's statutory reporting obligations. • Data collection for the investigation of historical flood events of Wianamatta South Creek is underway. The flood study is expected to be completed by June 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 assists Council in developing projects which include commercial components, development and master planning and manages Council's owned and managed commercial properties. This service area also manages Council's key parking assets including on-street parking, car parks, parking equipment, parking permit schemes and is responsible for acquisitions, grants for easements, road and laneway closures, access agreements for service authorities and sales/review of any surplus Council land.	 On track

Comment

- Council adopted the Economic Development Strategy and Small Business Strategy.
- Major job creation projects facilitated within the CBD include three new mixed-use towers along Elizabeth Street, and the expansion of the Liverpool Health and Academic Precinct which includes a proposed private hospital.
- Council has progressed with the widening of Governor Macquarie Drive and various major developments at Austral and the Aerotropolis.
- During the period Council submitted 46 grant applications of which 15 grants were successful securing \$30,807,620 in funding.
- The value of acquisitions is approximately \$10 million.


3.2 Traffic and Transport Planning

Strategic Objective	Service Area Description	Overall Status
<p>Evolving, Prosperous, Innovative Liveable, Sustainable, Resilient</p>	<p>Council's Transport Management service area plans for the safe and efficient movement of traffic on Council's local road network. The service area works in collaboration with Transport for NSW (TfNSW) to improve regional transport infrastructure and services in the LGA.</p>	<p style="text-align: center;">  On track </p>

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 have been provided to all traffic related inquiries/requests within scheduled timeframes. • The Kurrajong Road Staged Improvement Strategy was presented to Council for endorsement. The endorsed strategy includes the following short and medium-term improvement works: <ul style="list-style-type: none"> - Kurrajong Road/Lyn Parade/Beech Road intersection and Kurrajong Road/Mowbray Street intersection upgrades to signalised intersections - Modification to the Kurrajong Road/Cowpasture Road intersection to provide an additional lane on the departure side at the signalised intersection. • Federal Government funding was secured for the Kurrajong Road/Lyn Parade/Beech Road intersection upgrade. In addition, State Government funding was also secured for the Kurrajong Road/Mowbray Street intersection upgrade. • Online workshops, child restraint checking events and Liverpool Local Traffic Committee meetings were held during the reporting period. • Design investigation for a staged upgrade of a two-lane road to change to four lanes commenced for the sections between Governor Macquarie Drive and Munday Street to the Australian Turf Club Access, and Alfred Road to Child Road. Federal Government funding was secured for the upgrade of 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.


- Detailed design of the proposed Bernera Road, Yarrunga Street and Yato Road intersection upgrade continued during the period. 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 was sought and 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.

4.1 Customer Experience

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	Council's Customer Service team provide 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 continues to assist the community with enquiries via Council's customer portal. All customer requests are reviewed and allocated according to request type and escalated to a technical officer as required. • The Call Centre received more than 83,709 phone calls during the period. • In December 2022, Council launched a satellite service at Carnes Hill Library during the hours of 9.30am to 4.30pm with the aim to provide a face-to-face customer service opportunity for the local community.


4.2 Governance and Corporate Management

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	Council's Governance and Corporate Management service area plans and co-ordinates 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 area 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
<ul style="list-style-type: none"> • Council is meeting its Integrated Planning and Reporting requirements. The Annual Report 2021/22 was completed in November 2022 and the Community Engagement Strategy and accompanying Community Participation Plan were endorsed by Council in December 2022. • Council is preparing the Biannual Report for July-December 2022 and will be presented to Council at its meeting in February 2023. In addition, Council is reviewing the Delivery Program 2022/26 and Operational Plan 2022/23 and continues to progress its service review of nominated service areas identified in the Delivery Program. • Workforce Management Strategy initiatives and key result areas continue to progress, including advancing the inclusion and belonging agenda, refreshing Council's onboarding experience and designing a leadership development, talent, and succession framework. • Nine Council agenda and minutes were prepared for the July to December 2022 period and resolutions were assigned to relevant officers for response. • Councillor Requests were received and allocated to relevant staff for response and reported to the Executive Team each month. • Two Community Forums were held at Cecil Hills and Austral in December 2022. • Support was provided to various Committee meetings during the period.

- Council commenced projects to upgrade two primary corporate applications which are scheduled to be completed between April – June 2023. In addition to aligning with vendor roadmaps, upgrades will introduce web-based (access anywhere, anytime) and cloud capabilities providing better flexibility to staff.
- Council has researched a variety of options in relation to cost, logistics and technology to ensure the most suitable solution is implemented. A proof of concept has been implemented at a Council site which has identified further opportunities. Once the system is updated it will be deployed to relevant locations in the Local Government Area for testing. Appropriate signage has been installed at relevant locations.
- Council is continuously reviewing and improving all areas of services. Best practice controls and processes including request management, change procedures, preventative tasks, and automated systems are utilised enabling efficient, robust, and secure services to both staff and the community.
- Council continues to provide legal services in line with the Legal Services Policy.
- Council has delivered its KPIs for the period and has progressed implementation of a new audit and risk software solution.
- The Office of Internal Ombudsman assessed and responded to 80 complaints received from members of the public in the reporting period.
- Council is currently achieving the benchmark on best practice privacy management.
- 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 area 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 did not breach any legislative obligations in the reporting period. • Performance actuals in relation to the operating performance ratio and real operating expenditure are in line with the budget adopted by Council. • The performance of the own source operating revenue ratio is below target due to a high level of developer contributions associated with growth activities of the Liverpool Local Government Area. • COVID-19 has increased the cost of living, which has subsequently developed a trend in the increase of outstanding debts.

4.4 Communications

Strategic Objective	Service Area Description	Overall Status
Visionary, Leading, Responsible	The Communications service area 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

- Council engaged with the community through its social media campaigns. Highlights for the period include;
 - Christmas Lights competition posts with a combined Facebook reach of 170,000 views;
 - July road closures due to flooding reaching 60,000 views;
 - Council's post featuring the Channel 9 News coverage of the opening of the Wylde MBT and BMX facility reaching 43,545 views on Facebook. This was Council's highest reaching post on LinkedIn; and
 - The opening of Schoeffel Park pump track reached an average audience of 43,000 on Facebook.
- Council's Instagram reels continue to consistently engage the community with an average of 2,500 plays during the reporting period
- Council in collaboration with mainstream media including Channel 7 News , Channel 9 News and Channel 10 News featured key events and milestones including the Mayor's 30km/h zone removal, cost of pothole repair for Liverpool City and partnership with Royal Life Saving NSW which saw 60 women from CALD communities graduate from a vital swimming and CPR course.
- Council's engagement across social media platforms has increased from the previous reporting period including:
 - Facebook followers increased 5.4 per cent, and reach increased by 30 per cent;
 - Instagram by 15.2 per cent; and
 - LinkedIn 11.9 per cent.