

# COMMUNITY FACILITIES STRATEGY

## A Blueprint for a Modern Network of Community Facilities





A modern office interior with a red overlay. The background shows a bright, open-plan office space with a white reception desk, a potted plant, and a staircase. The red overlay is a large, semi-transparent shape that covers the right side of the page. The word 'CONTENTS' is written in large, white, bold letters on the red overlay.

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# EXECUTIVE SUMMARY

Liverpool City Council is committed to the long term delivery of high quality facilities and services that are attractive, flexible and address the needs of the general community. Council supports the central concept that an efficient and effective network of quality and appropriate community facilities is essential to the health, social and economic wellbeing of Liverpool.

Council's vision is to create best practice recreation spaces for people that inspire and connect residents, and act as a catalyst for community life.

Population growth in Liverpool is expected to reach almost 300,000 by 2031 which necessitates the need for a longer-term vision for Community Facilities. Council appreciates that while the current stock of facilities has served the community well, most of the facilities which were designed and constructed 20-50 years ago will not meet the needs of current and future residents.

The Strategy seeks to build on the work already undertaken by Council and identifies four major challenges that aim to maximise participation, inclusion and occupancy rates, improve promotion of key assets and implement system improvements to facilitate booking of community facilities.

Key challenges and associated actions include are:

## Delivering a world-class network of facilities

- > Advocate to the State Government for improved funding mechanisms for social infrastructure
- > Consolidate ageing assets to provide new, modern facilities that benefit the broader community
- > Improve facility planning for new release areas
- > Plan for a work hub/small business incubator as part of a community hub
- > Plan for an integrated homelessness service in the city centre
- > Explore opportunities for income generating activities

## Customer focused delivery

- > Program facilities to maximise participation, inclusion and occupancy rates
- > Improve promotion of our facilities
- > Implement system improvements to facilitate advance booking of community facilities

## A new model of governance

- > Review Council's internal operational management, decision making and reporting structures
- > Establish strategic working groups and partnerships
- > Links with community development outcomes with provision of facilities

## Implementing best practice facility asset management

- > Implement best practice asset management planning
- > Ensure leases reflect long-term operating costs

A comprehensive action plan will be developed to guide implementation of the Strategy. Performance against strategic objectives will be driven by a Project Control Group comprised of relevant Directors and officers who will report to Council on an annual basis. A formal review of the Strategy will be conducted after 5 years to ensure consistency with Council's long term vision for the future.

# A MESSAGE FROM THE MAYOR

Liverpool, Australia's fourth oldest city, is being rapidly transformed into a modern metropolis – a leader in health, education and manufacturing. Our population is expected to reach almost 300,000 by 2031, with planes taking off from Western Sydney Airport in 2026.



Because of this long heritage, Council has a number of facilities that are decades old. Some even date back to the 1800s, like Rosebank Cottage, which was built in 1893.

The aim of this strategy is to transform Liverpool's stock of ageing community facilities into a world-class network of modern facilities.

Council believes that an efficient and effective network of community facilities is essential to the health and social well-being of our residents.

I am passionate about Council's vision to create accessible, affordable spaces that inspire, connect and strengthen communities. I will also continue to advocate for the people of Liverpool to secure funding from the State Government for much-needed social infrastructure.

Council has listened to the community through consultation activities including District Forums, surveys and mail-outs.

This Strategy captures feedback and priorities identified by residents, such as improved aesthetics and functionality as well as generating opportunities for social inclusion.

I am proud of what we have already achieved. The Carnes Hill Community and Recreation Precinct, which opened in August 2016, is Council's flagship development and features a community centre, library and large indoor and outdoor recreation spaces.

This fantastic community facility, built and managed by Council, brings a new level of quality to public spaces and caters for all ages and accessibility needs.

But we can always do more. Our long-term plan is to deliver sustainable, quality facilities that maximise participation and meet the needs of the community as well as improve the health, wellbeing and quality of life for all our residents.

I would like to thank everyone who has helped us develop this Strategy, including all those who gave us their feedback. Council officers are already at work preparing a comprehensive action plan that will be developed to guide implementation of the Community Facilities Strategy. I look forward to seeing the results.

A handwritten signature in black ink, appearing to read 'Wendy Waller'.

MAYOR WENDY WALLER

# 1. INTRODUCTION

## OUR HOME, LIVERPOOL 2027

*Our Home, Liverpool 2027* is Liverpool's long term vision for the future. Based on consultation with more than 1 500 members of our community, it is a plan to develop Liverpool as a high quality, attractive regional city for South Western Sydney. It sets several key strategic directions and promotes Council as an organisation that embraces innovation, excellence, sustainability and equity in delivering the most efficient and effective services for our community.

## THE NEED FOR A COMMUNITY FACILITIES STRATEGY

The aim of this Strategy is to transform Liverpool City Council's ageing stock of community facilities into a world-class network of modern facilities that are attractive, flexible, address community need, and become a hub for community interaction – a focal point for community life. Three assertions may be made at the outset:

- > Best practice indicates that older-style, single-purpose facilities are limited in their ability to support strong, connected communities;
- > Owning and maintaining a large number of single-purpose facilities is not financially sustainable in the long-term and results in an inefficient use of resources; and
- > Strong current and future population growth will place additional pressure on these facilities, necessitating a long-term vision for Council's community facilities.

In short, the status quo is not an option.

This Strategy seeks to build on the work already undertaken by Council to address opportunities and challenges in the provision and management of community facilities. The Strategy has a 20 year time frame, will be monitored quarterly using the indicators found in Chapter 14 and will be linked to Council's Delivery, Operational, Long-term Financial, and Asset Management Plans. The Strategy will be reviewed after five years to ensure consistency with Council's long-term vision for the future.

It should be noted that this Strategy does not specifically include buildings such as leisure centres, libraries, museums or sporting amenities. Nor does it include open space facilities such as parks, sports grounds, picnic areas or barbecues which are guided by other Council Plans. However, in many instances there are numerous amenities and facilities of the above that can be rationalised or incorporated into designs for a new community facility, including libraries or child care centres. In addition, there are other community facilities located within the local government area (LGA) which are owned and managed by private, government and non-government agencies which are not included in this Strategy.

Simply put, Council is committed to the continuing long-term delivery of high-quality facilities and services that meet the needs of the general community. Council supports the central concept that an efficient and effective network of quality and appropriate community facilities are essential to the health, social and economic wellbeing of the Liverpool community.



## METHODOLOGY

The development of this Strategy involved the following tasks:

- > Review of relevant Federal and State government and Council documents relating to community facilities;
- > Analysis of key demographic trends likely to drive activities, programs and services that are offered through community facilities;
- > Mapping of community facilities to determine the distribution of facilities across the LGA;
- > Assessment of usage rates to determine the current and future level of usage;
- > Review of financial performance to assess the level of income and expenditure associated with community facilities;
- > Assessment of building age and condition to assess and rate the current state of community facilities across Liverpool;
- > Design of a hierarchy system for prioritising community facilities;
- > Review of literature relating to community facilities;
- > Review of examples of best practice; and
- > Consultation with key internal stakeholders.



The aim of this Strategy is to transform Liverpool City Council's ageing stock of community facilities into a world-class network of modern facilities 



# 2. WHAT ARE COMMUNITY FACILITIES?

Community facilities are typically Council-owned buildings that provide accessible and affordable space for a range of activities that benefit the community. Community facilities remain valuable community assets because they provide:

- > A physical space where a range of information, services, programs and activities are delivered to the community;
- > An avenue for development of social capital, community involvement and community ownership – in short, agents of social inclusion;
- > A place for cultural, leisure, educational, recreational and entertainment activities which is accessible to all;
- > A cultural identity or focus for a community which may become a community icon, a community landmark, or historically significant; and
- > Equity of access for all ages, incomes, abilities and backgrounds.

## WHAT TYPES OF ACTIVITIES COMMONLY OCCUR IN COMMUNITY FACILITIES?

Community facilities provide opportunities for a vast array of uses including:

- > Town hall-style meetings;
- > Social and formal functions;
- > Education classes;
- > Social meet-ups for small and emerging groups e.g. multicultural and Culturally and Linguistically Diverse (CALD) communities;
- > Health-related services;
- > After-school care, childcare;
- > Senior citizen activities;
- > Indoor recreation opportunities e.g. Tai Chi, yoga, table tennis, badminton;
- > Youth services;
- > Craft activities such as knitting and art classes;
- > Flea markets;
- > Voting places for elections; and

- > Environmental education.

The uses typically reflect the needs of the community in which facilities are situated. In addition, a variety of uses can be co-located including:

- > Libraries;
- > Pre-schools, child care and early learning;
- > Play spaces;
- > Community gardens;
- > Café; and
- > Recreation and sporting facilities.

Other emerging uses of community centres not found in Liverpool include:

- > Social enterprise and innovation;
- > Small business incubators;
- > 'Maker' spaces – permanent space for local artists; and
- > Integrated services e.g. disability and homeless.

While Council operates the majority of community facilities, there are a small number of community facilities or low cost spaces provided by church groups, local schools, government agencies, and non-government organisations operating out of private premises.

## AGENTS OF SOCIAL INCLUSION

Community facilities play a key role in supporting disadvantaged priority groups in our community. The NSW Government has identified Aboriginal or Torres Strait Islanders, children, young people, women, people with disabilities, people from CALD backgrounds and older people as priority groups. These groups traditionally experience barriers to accessing mainstream services and facilities. As a result they become major users of community facilities due to the nature of the programs, services and activities that they offer.

Community facilities also play a key role in breaking down social isolation, particularly for older people, people from CALD backgrounds, and women. Social isolation can be a major factor that impacts on the health and wellbeing



of individuals and families. A focus on supporting priority groups recognises that some groups in society do not have equitable access to resources and opportunities and are therefore disadvantaged. Responding to the needs of priority groups addresses social exclusion and improves quality of life, health and wellbeing for all.

Finally, community facilities play a vital role in providing floor space for activities where there is little or no alternative, or where the private market fails to provide. For example, there may be suitable floor space for some community uses for rent or purchase by private operators available in the city centre; and some suburbs like Prestons, Carnes Hill and Chipping Norton have smaller shopping centres that are characterised by a single supermarket and ancillary services (e.g. hairdressing, bakery, pharmacy etc.). However, these smaller shopping centres have not been designed for community uses.

Simply put, community facilities fill a large void by allowing for a variety of community uses not traditionally provided or met by privately-owned and or commercial properties in Liverpool.

## A SNAPSHOT OF COMMUNITY FACILITIES IN LIVERPOOL

Council currently has 41 buildings that operate as community facilities across Liverpool. A detailed assessment of community facilities found that:

- > In 2015/16 there were more than 500,000 visits to community facilities;
- > In 2015/16 the total income from licence and hire fees from Community facilities was \$1.3million;
- > The total maintenance costs in 2015/16 was \$210,000 or approximately \$5 100 per facility;
- > In 2015/16 the total cost of operating community facilities (staff, cleaning and maintenance but excluding capital works) was approximately \$1.5 million;
- > Since 2009, Council has spent approximately \$1.9 million on upgrading and renewing community facilities. This represents an average of \$237,500 total spend on capital works per year or slightly less than \$6 000 per facility per year;
- > The only facility constructed in the last 10 years was the Carnes Hill Community Centre in 2016 at a cost of approximately \$5.2 million; and
- > The average age of community facilities is currently 35 years with the oldest being 124 years.

## HOW ARE NEW COMMUNITY FACILITIES FUNDED?

Council has three identified streams of income for funding the development of community facilities.

### 1. DEVELOPER CONTRIBUTIONS

Developer contributions are payments made by developers to allow Council to construct public infrastructure, amenities and services. Section 7.11 (previously Sections 94) and 7.12 (previously 94A) under the *Environmental Planning and Assessment Act 1979* allow Council to levy from new urban development for particular infrastructure.



<sup>1</sup> This is based on data collected at time of booking. As this figure is based on an estimation of attendance by the customer, it should not be considered as actualised attendance.

<sup>2</sup> Includes recharging of utilities costs. This is a transfer cost that is neither income or expenditure.

Council currently has a number of contribution plans covering different catchment areas across Liverpool. These plans provide the justification for the needs of facilities and monetary contribution rates for development in the various areas of Liverpool LGA. A hierarchy is used for facilities that serve all of Liverpool (Citywide Facilities), a group of suburbs (District Facilities) and a particular suburb or release area (Neighbourhood Facilities).

Section 7.11 funds can only be used for the specific purpose identified in the plan. These funds can be used for construction of new facilities or major modification/extension of a current facility where the contributions plan is approved by the Independent Pricing and Regulatory Tribunal (IPART). Where IPART approves a contributions plan, only the land component for community facilities can be funded by Section 7.11/7.12.

Additionally, a voluntary planning agreement (VPA), under Section 7.4 (previously 93F) of the Environmental Planning and Assessment Act 1979, can be used to deliver these important community facilities on behalf or in conjunction with Council. Each VPA is an agreement entered into by Council and a developer/s. Under the agreement a developer can provide or fund public amenities and public services, affordable housing, transport or other infrastructure through a combination of dedication of land, monetary contributions or construction.

## 2. EXTERNAL GRANT FUNDING

Grant funding provides opportunities to undertake works outside of typical planned works programs. Funding is available on a competitive basis, is periodic and generally non-recurrent. Grants are typically used to undertake the following:

- > Construction of new capital works;
- > Refurbishment, repairs and maintenance to existing capital facilities; and
- > The purchase of capital equipment with a long life expectancy e.g. 15+ years.

## 3. COUNCIL FINANCES

Council can leverage additional funds by using Council reserves to construct new or upgrade facilities. This requires a strong and stable financial reserve in order to forward plan new facilities.

### HOW ARE LIVERPOOL'S COMMUNITY FACILITIES MANAGED?

Council's community facilities are managed by key internal staff that independently oversee the different functions required to operate a facility. Staff are generally paid employees of Council with some maintenance operation outsourced (e.g. cleaning). The current sections of Council involved in the management of community facilities include:

- > Community Facilities Management – Day to day management such as cleaning, bookings, website;
- > Infrastructure and Environment – Asset management planning, renewal and upgrade capital works;
- > Community Planning – Social research and development of functional briefs for new facilities and other identified strategic initiatives;
- > City Presentation – Undertaking and reporting of reactive and planned maintenance;
- > Strategic Planning – Development of planning controls and contribution plans; and
- > Property Services – Asset ownership.

Income is primarily derived from Council revenue, and supplemented by takings from permanent and semi-permanent hirers, as well as casual bookings. Casual bookings are charged on an hourly basis with cost varying depending on the size of the facility and the times required.





# 3. CHALLENGES FOR THE FUTURE

This Strategy identifies four major challenges to the future operation of community facilities, which if left unaddressed, may result in the needs of the community being unmet and a missed opportunity to create strong communities. These challenges are:

- > Meeting the needs of a growing population;
- > Managing an ageing stock of facilities;
- > Funding and financing of new facilities and renewal/upgrade works; and
- > Timely delivery of new facilities in the release areas.

## MEETING THE NEEDS OF A GROWING POPULATION

Liverpool's population is expected to grow to almost 300,000 by 2031. This strong growth is likely to be accommodated in the following key growth precincts:

- > Liverpool city centre;
- > South West Priority Growth Centre - an area within the Liverpool LGA that stretches from Bringelly to Edmondson Park and includes precincts such as Edmondson Park, Austral, Leppington North and East Leppington;
- > Major transport nodes e.g. Warwick Farm, Liverpool, Leppington and Edmondson Park railway stations;
- > Along key transport corridors such as Hoxton Park Rd, Elizabeth Drive and Hume Hwy; and
- > Community centres such as Lurnea, Miller, Casula and Middleton Grange.

The latest available projections indicate the population will remain relatively young compared with the general population. However, there will be inevitable increases in absolute numbers of children, older, and elderly residents residing across the LGA.

While many residents will successfully adapt to higher density living, there remains the potential for increased densification to negatively impact on resident wellbeing and satisfaction (City Futures, 2010). The challenges for the city centre and other medium and high-density areas will likely include:

- > Ensuring social harmony

- > Providing high quality spaces to meet recreational needs; and
- > Ensuring the needs of special needs groups are met.

Evidence from international research (Lo, et al, 2015) identifies three broad trends that hinder public access to those services and programs that support a safe and healthy community, highlighting the need for improved infrastructure delivery in newly establishing suburbs:

- > Successive government policies have reduced spending on all forms of infrastructure, physical and social, in new services and in the operation of existing services. That, combined with not having the historical legacy of investment often found in established areas, means new suburbs often experience a lower level of infrastructure relative to older areas;
- > Infrastructure demands in the suburbs are increasing as they tend to attract low to moderate income households including families with young children, elderly residents, and newly arrived migrants, who each require access to specialist information and support services; and
- > New suburbs tend to have highly segregated land use patterns and lower density, with zoning that limits services located near residents. There is also a lack of public transport in these areas that results in high car dependence.

It is vital that Liverpool's future residents have the same opportunities and access to services, social infrastructure and jobs, as well as having places to meet, learn and share ideas, as other areas.

## MANAGING AN AGEING STOCK OF FACILITIES

While the current stock of facilities has served the community well, all facilities have a 'use' life and facilities which were designed and constructed 20-50 years ago may not meet the needs of current residents. Evidence suggests that older-style, single-purpose facilities are limited in their ability to support strong, connected communities.

There are four broad issues affecting the use of the current stock of facilities.

- > **Age.** One in five facilities have, or are nearing, the end of their economic life resulting in higher maintenance and compliance costs. This comes at the expense of creating new improved spaces that meet the needs of current and future residents;
- > **Single purpose design.** Most facilities were originally designed as single purpose facilities, i.e. essentially a hall with kitchen and or meeting rooms, and small amounts of storage – typically only supporting a single user. This results in a lower level of utilisation by the community;
- > **Siting.** Many of the current facilities do not relate to commercial/retail areas and are not co-located with other services or facilities. A community facility that is not well served by public transport largely restricts or limits access to residents without cars; and
- > **Low rents.** The rents charged for hiring community facilities are significantly lower than what would be expected in the private market. Although this situation is suitable in most instances, over time this means insufficient income is generated to maintain facilities to a high standard.

These issues have resulted in a narrowing utilisation of facilities whereby use is effectively controlled by non-government organisations that deliver specialised. These services would have previously been delivered by the State Government. It is fair to say that in some instances, this specialised use of a facility has come at the expense of providing modern community facilities that attract a broad cross-section of the community.

Above all of this is the broader context in which community facilities operate. Council's finances and competing interests for resourcing, population growth and shifting demographics, as well as changing urban development patterns, all heavily shape the management and delivery of community facilities. Understanding these forces provides the necessary basis for decision making and ultimately delivering a flexible network of facilities.

## FUNDING AND FINANCING INFRASTRUCTURE

People move to new estates to feel part of a 'new' community – new homes, new streets, new parks, new schools, new friends and new life. In addition to purchase price, research shows that home buyers in Western Sydney look for locations with quality open spaces, parks, community facilities, attractive housing design in an area, proximity to employment and other social factors such as locating close to family and friends (UWS, 2006). The same study found:

- > The majority of homebuyers are willing to pay upfront for community facilities through development contributions. For this group, community facilities are regarded as part of the home purchase package;
- > There is an upper limit to what homebuyers regard as a reasonable amount to contribute to community facilities as part of the property price; and
- > Homebuyers consider that facilities should be provided as soon as practicable.

In essence, residents who move into a new community place a high value on social infrastructure and are willing to pay for it, and expect it within a short time-frame.

Traditionally, new community facilities are funded through the use of developer contributions. Despite the success and equity of this model of funding, and the research above and undertaken elsewhere, the NSW Government has continued to place artificial 'caps' on money that Council can collect to provide necessary infrastructure. This has often led to a shortfall in required funding for social infrastructure and meeting the needs of the community. More recently, a Ministerial Direction for the South West Priority Growth Centre has restricted councils from collecting for the construction of facilities, but allows levying for the purchase of land for community facilities to be built.

This presents perhaps the clearest threat to the future provision of community facilities in Liverpool. It remains unclear how Council will fund the design and construction of all new community facilities in the South West Priority Growth Centre. This raises serious ongoing equity implications for future residents in Austral and Leppington and a looming large financial liability to Council.

Without a change in the State Government direction, or securing new models of funding, an honest conversation is required at political and local community levels about choosing between competing priorities, and recycling existing assets so that income or savings can be reinvested into new facilities in new release areas.

In 2016 the Federal Government and NSW Government announced the concept of the 'The Western Sydney City Deal' having the intention of bringing together all three levels of government in a collaborative partnership. Relevant issues the City Deal will focus on include:

- > An increase in infrastructure investment, including transformative public transport projects, to unlock the economic potential of the region, reduce congestion and support local needs;
- > Improved environmental and liveability outcomes, including streamlined and coordinated biodiversity conservation, support for clean air, green spaces, vibrant arts and cultural experiences; and
- > Coordination between governments to deliver regulatory reforms that better integrate infrastructure, land use, housing and environmental planning decisions to facilitate growth.

The City Deal concept may present opportunities if a focus is maintained on delivering timely social infrastructure alongside the necessary hard infrastructure.

## THE TIMELINESS OF CONSTRUCTING COMMUNITY FACILITIES IN RELEASE AREAS

Timely social infrastructure supports new residents when they arrive by making people 'feel at home' in an area. It fosters a sense of community by enabling residents to meet their neighbours, bringing people together from different backgrounds.

Evidence from around the world indicates that social infrastructure (including community facilities) needs to be in place before new residents move in, and the positive effects of social networks on community wellbeing and resilience (Social Life, 2012). By comparison, not providing facilities can create long term problems

such as social isolation (particularly pertinent for new mothers), frustration, and a lack of opportunity for social connection. Not providing social infrastructure at an early stage can also result in problems of dissatisfaction from residents, meaning new communities can quickly gain a poor reputation, influencing whether people would like to move to an area. Once a negative perception is established, it is hard to change.

Despite the existence of a master plan, available developer contributions, and planning approvals to fund the community facilities, many new communities must wait a number of years before the facilities eventuate. Experience in Liverpool has shown that release areas with multiple land ownerships are more likely to experience considerable lag between when residents arrive and when promised community facilities are delivered. This can largely be attributed to:

- > Land not being in Council ownership;
- > Slower than expected development rate;
- > Some developers not understanding the benefits or importance of social infrastructure; and
- > Too much emphasis on the 'hard' infrastructure at the expense of 'soft' infrastructure.

Although these issues are complex and varied, it is also important to realise that these issues are symptomatic of an existing development system that overlooks the long-term social needs of new communities. Knowing this, it is important for Council to take a leadership role in holding the private sector accountable by ensuring rules and regulations are adhered to.

Finally, it is important to note that community facilities in themselves won't make a strong community but nor will hard infrastructure alone ever build a community. Rather it is the public spaces and opportunities for social interactions – by chance and planned, formal and informal, that remain important.

The aspiration of this Strategy is to ensure that across Liverpool, community facilities continue to play a vital role in building the social capital of all communities.



Evidence from around the world indicates that social infrastructure (including community facilities) needs to be in place before new residents move in







# 4. REVIEW OF EXISTING FACILITIES

This section provides an assessment of the age, condition, utility, location, and other key factors affecting community facilities across Liverpool.

## AGE OF FACILITIES

The median age of community facilities is 35 years with 16 facilities over 40 years of age and the oldest being 124 years (Rosebank House). The age of all facilities is shown in the following Figure 1. Also shown is the estimated economic life for community facilities.

This suggests that half of all community facilities are over 35 years of age, and have, or are nearing the end of their economic lives. However, it should be noted that while the useful economic life is shown, the lifespan of a building may be extended by carrying out significant renewals and upgrades at appropriate times.

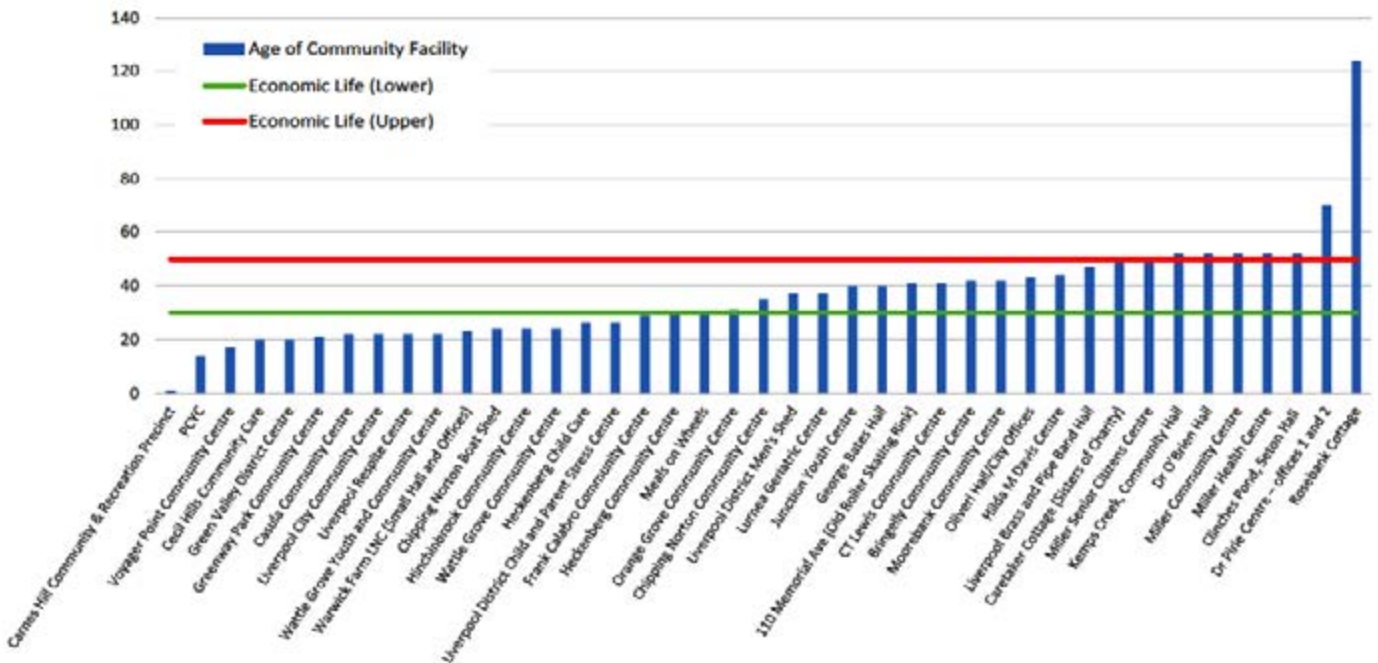


FIGURE 1 AGE OF COMMUNITY FACILITIES IN LIVERPOOL

## COUNCIL'S KEY ATTRIBUTES

Source: Liverpool City Council (2017)

The following table provides a snapshot of the key attributes of Council's current 41 community facilities. The condition rating is based on a scale of 1-5 with 1 being excellent and 5 being poor.

Suburb	Facility name	Year constructed	Land ownership	Floor space (sqm)	Condition rating	Occupancy Rate	Hire Arrangement			
							Casual	Blocked	Lease	Deed
Austral	Junction Youth Centre	1977	Crown	225	2	100			✓	
Bringelly	Bringelly Community Centre	1975	Council	310	1	20	✓	✓		
Busby	Heckenberg Community Centre	1987	Council	570	2	14	✓	✓	✓	
	Heckenberg Child Care	1991	Council	446	2	100			✓	
Carnes Hill	Greenway Park Community Centre	1996	Council	317	2	38	✓	✓		
	Carnes Hill Community & Recreation Precinct	2016	Council	560	1	Unknown	✓	✓	✓	
Casula	Casula Community Centre	1995	Council	282	2	82	✓	✓	✓	
Cecil Hills	Cecil Hills Community Care	1997	Council	338	2	71	✓	✓	✓	
Chipping Norton	Chipping Norton Community Centre	1982	Crown	831	2	45	✓	✓	✓	
	Chipping Norton Boat Shed	1993	Crown	439	2	74	✓	✓	✓	
Green Valley	Green Valley District Centre	1997	Council	1910	3	84	✓	✓	✓	
Hinchinbrook	Hinchinbrook Community Centre	1993	Council	376	2	17	✓	✓	✓	
Heckenberg	Oliveri Hall/City Offices	1974	Council	382	2	100			✓	
Kemps Creek	Kemps Creek, Community Hall	1965	Council	220	4				✓	
Liverpool	Dr Pirie Centre	1947	Crown	393	2	100			✓	
	Hilda M Davis Centre	1973	Council	840	2	100	✓	✓		✓
	110 Memorial Ave (Old Roller Skating Rink)	1976	Council	220	3	100			✓	
	Liverpool Brass and Pipe Band Hall	1970	Crown	338	4	74	✓	✓		✓
	Liverpool City Community Centre	1995	Council	619	2	86	✓	✓	✓	
	Liverpool Respite Centre	1995	Council	320	2	100				✓

	Meals on Wheels	1987	Crown	229	2	100					✓
	Orange Grove Community Centre	1986	Council	490	1	26	✓			✓	
	Liverpool District Men's Shed	1980	Council	600	2	100					✓
	Rosebank Cottage	1893	Council	220	3						
	Liverpool District Child and Parent Stress Centre (Speed St)	1991	Council	330	3	67	✓			✓	
Lurnea	CT Lewis Community Centre	1976	Council	444	5	0					
	Frank Calabro Community Centre	1988	Council	570	3	100					✓
	George Bates Hall	1977	Crown	258	2	36	✓			✓	
	Lurnea Geriatric Centre	1980	Council	173	2	100					✓
Miller	Dr O'Brien Hall	1965	Council	315	2						✓
	Miller Senior Citizens Centre	1967	Council	220	2	100					✓
	Miller Community Centre	1965	NSW Health	430	2	67					✓
	PCYC	2003	Council	1400	2	100					✓
	Miller Health Centre	1965	NSW Health	310	2	100					✓
	Caretaker Cottage (Sisters of Charity)	1968	Council	200	4	100					✓
Moorebank	Moorebank Community Centre	1975	Council	182	2		✓			✓	
	Clinches Pond, Seton Hall	1965	Crown	508	2	71	✓			✓	
Wattle Grove	Wattle Grove Youth and Community Centre	1995	Council	626	3	40	✓			✓	
	Wattle Grove Community Centre	1993	Council	575	2	44	✓			✓	
Warwick Farm	Warwick Farm LNC (Small Hall and Offices)	1994	Council	596	2	100					✓
Voyager Point	Voyager Point Community Centre	2000	Council	150	1	100					✓

# 5. CURRENT AND FUTURE SOCIAL TRENDS

This section outlines some of the key drivers of the need for a rejuvenated network of community facilities. The figures provided here are based on the 2011 Census data results reflect LGA wide statistics. With some variance between suburbs.

## A FAST GROWING COMMUNITY

Liverpool is one of the fastest growing LGAs in Australia with the population projected to double in just 20 years. The current population of Liverpool LGA is estimated at 204,594 residents (Profile ID, Liverpool Community Profile 2016).

Population projections estimate that the residential population of Liverpool LGA will reach 331,000 by 2036 - a 60% increase on current population levels. The majority of this increase will be accommodated in the release areas found in the western half of Liverpool LGA, and in the city centre and immediate surrounds.

This growing population necessitates the planning and delivery of a network of contemporary community facilities in the western release areas and the City Centre.

## HIGH DENSITY LIVING

There is a considerable shift in personal and household preference for smaller dwellings that are centrally located, close to jobs, services and retail destinations.

This strong growth in medium and high density living will create additional demand for meeting spaces for people to connect, and consideration of community facilities as these areas develop.

## CHILDREN

Liverpool has a higher proportion of children under 12 years of age. In 2011, there were over 14,000 infants and pre-schoolers (0-4 years) and 20,000 primary school aged children (5-11 years) – a rate 25% higher than the Greater Sydney area average. Child care, in all its forms, will be a critical issue within a suite of related service provisions.

## YOUNG PEOPLE

Liverpool is home to one of the largest youth populations (12-24 years) in Sydney with approximately 1 in 5 residents in this age group. Young people require activities and youth-friendly spaces to help foster self-identity and provide opportunities for self-development.

## AN AGEING POPULATION

The latest population projections indicate that the population aged over 65 years will increase by over 180% between 2011 and 2031. Ensuring the City's older and less mobile residents' needs are met and that they are socially included in civic life will be a key priority for Liverpool.

## FAMILIES

Family households account for 60% of all households in Liverpool. Families require different services at different stages of the family lifecycle. Community facilities are integral in providing spaces which meet their needs e.g. lifestyle classes such as music, art, dance, educational activities such as language classes, birthday parties and private functions, playgroups, vacation care, childcare, exercise classes such as yoga and drop-in health services such as baby health clinics.

Liverpool is also home to a higher proportion of families with children aged 5-14 who have special needs. These families require assistance and respite care services.

## A HOME OF DIVERSITY

With more than 40% of residents born overseas, Liverpool is home to one of the most culturally diverse communities in Australia.

Liverpool is also home to one of the largest concentrations of refugees in Australia, with more than 11,500 refugees settling in Liverpool LGA between 2008 and 2014. A third of these arrivals are through the Humanitarian Stream, making Liverpool LGA the fifth highest local government area in Australia for humanitarian entrant settlement.

This large and growing diversity will require consideration of a wider array of recreational and social interests reflecting these cultural groups, as well as providing low cost space and facilitation of targeted programs to meet their needs. The design and feel of Council's community facilities also need to reflect this strong cultural diversity.

## DISADVANTAGE

Liverpool is home to pockets of severe disadvantage, including the 2168 postcode which ranks as one of the most socio-economically disadvantaged areas in Sydney. These 2168 areas are characterised by lower incomes, lower educational achievement, and higher levels of disability, unemployment, and disengaged young persons.

New multipurpose facilities with co-located libraries, space for service providers, commercial opportunities with programmed activities have the potential to help build social capital, provide targeted services and act as a catalyst for community renewal.

## GROWING INCOME INEQUALITY

Despite advances over the last decade, household incomes in Liverpool are increasing at a slower rate compared with those in the general Greater Sydney area. Research shows inequality exacerbates disadvantage which impacts on people's mental health, physical health and wellbeing. Community hubs provide accommodation for service providers, access to free or low cost space for residents, and have the potential to provide opportunity for residents to connect, share, and create new ideas.

## A DIVERSE ECONOMY

Liverpool offers an increasingly diverse economy specialising in health and medical related services, manufacturing, education, and personal services. The following economic characteristics of Liverpool are important to consider when planning for new community facilities:

- > Higher proportion of small businesses
- > As of 2011 there were approximately 54,000 jobs in Liverpool LGA (ABS, 2011)
- > Pockets of high unemployment, lower educational attainment and lower labour force participation
- > Comparatively high youth unemployment/disengagement rate, and
- > At least 42,500 or 57% of Liverpool residents commute to another major centre outside of Liverpool LGA for employment including Sydney, Parramatta and Bankstown.



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## THE VISION



To build a world-class 21st Century network of multi-purpose community facilities that inspire and connect residents, and act as focal points for community life.



# 7. GUIDING PRINCIPLES

These guiding principles have been found to influence the success of community facilities by achieving high levels of utilisation, offering social support, and contributing to the sense of place of an area.

## 1. PLANNING FOR THE FUTURE

As Liverpool's population continues to grow, more pressure will be placed on Council's existing community facilities. This increased demand necessitates that Council deliver an efficient and flexible network of facilities that meet current and future community need and can be delivered in a financially sustainable manner.

## 2. A COORDINATED NETWORK OF FACILITIES

Community facilities will be considered as a broader network of facilities that function together to meet a broad range of community needs. A hierarchy of facilities including larger and specialist, higher order facilities is required to serve an LGA-wide catchment whilst local facilities will meet the day to day needs of their immediate surrounding communities.

## 3. EQUITY AND ACCESS

Community facilities should be central and accessible to the communities they are intending to serve. Facilities will be located in urban centres, easily accessible by public transport and active transport modes, and co-located with other activity-generating land uses such as shops, services or schools.

The design of premises will promote the principles of universal design by facilitating physical access for all abilities. Design treatments will be both aesthetically pleasing and functional.

## 4. INCLUSIVE

Facilities will be welcoming and accessible to all people regardless of cultural background, gender, sexual orientation, age, ability, or socioeconomic status. This will be achieved through effective programming and services that provide for the needs of a broad range of people.

## 5. MULTI-PURPOSE AND ADAPTABLE

Multi-use spaces are more dynamic, responsive and adaptable to evolving community needs and preferences. Multi-purpose spaces enable a wide range of activities, programs and services that ensure maximum use and optimisation of space. Buildings will be designed to allow for future modification and extension.

## 6. PROMOTING SOCIAL CAPITAL

Community facilities will become key focal points and will act as key meeting spaces for the community that they service. Programming of activities and services that respond to identified community need and interests will facilitate both organised and chance meetings, promoting social cohesion and connection amongst the Liverpool community.

## 7. BUILDING A 'SENSE OF PLACE'

Community facilities will contribute to the vitality of Liverpool's urban centres and local identity. Facilities will be ideally situated on landmark sites and have distinctive architecture and quality design. Local stories and culture will be ingrained in the building fabric to assist in fostering community identity and ownership.

## 8. GOING GREEN

Community facilities will lead by example in reducing ongoing operational costs. Current facilities will employ environmental savings technology to minimise water and energy use. New facilities will make use of natural light and ventilation, as well as aspire to operate as carbon neutral, and produce zero waste. Future community facilities may also provide opportunities for sustainable learning and environmental education.

## 9. SAFETY AND SECURITY

Facilities will provide a high degree of personal safety. Locating facilities in well activated areas (preferably on a main street with ground floor frontage) ensures higher levels of passive surveillance whilst incorporating crime prevention through environmental design principles (CPTED) during the design process to minimise vandalism and opportunities for anti-social behaviour.







# 8. DIRECTION 1: DELIVERING A WORLD-CLASS NETWORK OF FACILITIES

This section sets the stage for a re-energised network of modern multi-purpose community facilities in Liverpool. For each key strategy, more detailed analysis and coordination between key stakeholders (including the community) is required to achieve the desired outcome.

## KEY STRATEGIES

- > Advocate to the State Government for improved funding mechanisms of social infrastructure;
- > Consolidate ageing assets to provide new, modern facilities that benefit the broader community;
- > Develop a Community Facility Hierarchy which will provide guidance on appropriate facility development;
- > Coupling facility closure with new facilities;
- > Improve facility planning for new release areas;
- > Plan for a work hub/small business incubator as part of a community hub;
- > Plan for an integrated homelessness service in the city centre; and
- > Explore opportunities for income generating activities.

## ADVOCATE TO THE STATE GOVERNMENT FOR IMPROVED FUNDING MECHANISMS FOR SOCIAL INFRASTRUCTURE

The cap on developer contributions and Ministerial direction restricting collection of developer contributions in the South West Priority Growth Area raises serious equity implications for residents in new release areas such as Austral and Leppington North. Council will continue to advocate to the State Government to change legislation or to work with Council to develop adequate funding mechanisms required to provide necessary social infrastructure.

## CONSOLIDATE AGEING ASSETS TO PROVIDE NEW, MODERN FACILITIES THAT BENEFIT THE BROADER COMMUNITY

Community consultation undertaken in 2010 confirmed that “maintaining and replacing assets” is the most important issue for the Liverpool community (LCC, 2010). Consolidation of various single-use and ageing community facilities will take time to achieve. Detailed analysis of the current facility stock and their catchment area identifies the first two sites to undertake this work. The following pilot areas have been identified through which a demonstration effect may be achieved.

### PILOT 1: LURNEA COMMUNITY HUB

Lurnea is home to four ageing community facilities and other Council-owned recreation infrastructure that will need to be considered in the development of a community hub. One of the buildings is already earmarked for disposal due to poor conditions. All four facilities can be decommissioned with a view to building a better located community hub that can facilitate the services and activities currently being delivered from the existing buildings.

## PILOT 2: 2168 COMMUNITY HUB

The suburb of Miller acts as a district centre for the cluster of suburbs surrounding it within the 2168 postcode area. It boasts a shopping centre, TAFE, T-way station and other bus routes. It currently houses a cluster of ageing facilities including Miller Community Centre, Aboriginal Health Centre and other community buildings. Consultation with community members and other stakeholders on the Miller Town Centre Master Plan will support the creation of a vision for a new community hub. The hub will incorporate key functions, to build on the existing strengths of the Miller community.

### DEVELOP A COMMUNITY FACILITY HIERARCHY WHICH WILL PROVIDE GUIDANCE ON APPROPRIATE FACILITY DEVELOPMENT

In line with the guiding principles, this Strategy adopts a three level hierarchical approach for the planning and delivery of community facilities that reflect different population catchments. The proposed facility hierarchy is:

- > **District** - facilities that operate on a district catchment of typically 20-50,000 persons. They should be located in activity centres where there are local shops and services, and are located near public transport. They will typically be co-located with libraries. The size of a district facility (with library) is typically 1 500-2 500 sqm with construction costs ranging from \$7.5-\$12.5 million depending on a range of variables such as size of facility, site constraints and level of fit-out;
- > **Neighbourhood** - provide local based services and spaces with a typical local catchment of 8-10,000 residents. They are a minimum floor space of 1 000 sqm and have access to outdoor space. Construction costs typically range from \$2-\$3 million depending on a range of variables such as size of facility, site constraints and level of fit-out; and
- > **Specialised** – facilities which provide for a specific need e.g. environmental education, day respite care, work hub and small business incubator, and integrated homeless service. The total size and construction costs of these facilities vary considerably depending on context and a range of variables such as size of facility, site constraints and level of fit-out. These facilities require further investigation on a case-by-case basis.

### KEY ACTIONS:

- > Identify key facility types falling within Council's scope for delivery;
- > Confirm specifications for facility types through stakeholder consultation; and
- > Seek endorsement of Community Facility Hierarchy for future facility planning.

### COUPLING FACILITY CLOSURE WITH NEW FACILITIES

Council currently has 41 community facilities with an average age of 28 years. Initial investigation of the current stock of facilities highlights that a number of buildings do not meet community expectations and require significant investment to improve condition. This provides an opportunity for developing better facilities in better locations through the sale of old sites and consolidation of revenue raised from this sale.

### KEY ACTIONS:

- > Commence master planning of Phillips Park, Lurnea, including provision of a multi-use community hub;
- > Commence community consultation in Miller to inform preparation of draft Functional Brief for Miller Community Hub and renewal of the Michael Wenden Aquatic Leisure Centre;
- > Prepare draft Functional Briefs for for the redevelopment of the existing Casula Community Centre and library for discussion with stakeholders;
- > Investigate recycling of stand-alone facilities and consolidating uses into district level community hubs;
- > Implement a place making approach to ensure facilities promote community ownership and usage, and reflect the unique local characters;
- > Ensure new facilities incorporate best practice design elements to reflect the Guiding Principles outlined in this Strategy;
- > Where decommissioning of an asset is recommended, alternative use of the site shall be explored having reference to site attributes and context, e.g. provision of affordable housing; and
- > Community Facilities Property Reserve to be established and funds raised through sales to be set aside for construction of new facilities.

## IMPROVE FACILITY PLANNING FOR NEW RELEASE AREAS

Council collects developer contributions for a variety of infrastructure-related works including community facilities. Liverpool Council's Contribution Plans identify community facilities that are planned in new release areas and what funds have been allocated to their delivery. The Community Planning team develops functional briefs for any planned facility that identifies what space is required and its purpose based on the demographic profile of the area and wider facility network.

### KEY ACTIONS:

- > Prepare guidelines for new community facilities that inform developers and internal stakeholders of the general requirements for new community facilities;
- > Prepare functional briefs for new community facilities as required;
- > Seek resourcing to undertake necessary preliminary research in order to inform functional briefs for all new community facilities;
- > Explore funding opportunities for new facilities;
- > Review Contribution Plans having regard to new three-level hierarchy; and
- > Ensure all Contribution Plans require facilities of at least 1 000 sqm in size.

## PLAN FOR A WORK HUB/SMALL BUSINESS INCUBATOR AS PART OF A COMMUNITY HUB

The transformation of Liverpool city centre into a modern regional city provides numerous opportunities for employment and to connect residents. Work Hubs provide opportunities for residents who commute elsewhere to work remotely in a shared space in the city centre. Although people continue to work independently, 'Work Hub' spaces are designed specifically for networking, sharing information and collaboration. Another option is to create a space for emerging small businesses that do not require or cannot afford a formal commercial lease but still require the infrastructure and convenience of a formal office space. Opportunities include partnering with an educational provider such as TAFE, Western Sydney University (WSU), or a private operator to manage such incubators.

### KEY ACTIONS:

- > Explore opportunities for a Work Hub and or small business incubator, possibly co-located within a planned community hub, and
- > Examine options for management models of community hubs.



## PLAN FOR AN INTEGRATED HOMELESSNESS SERVICE IN THE CITY CENTRE

Homelessness has been an increasingly important issue within Liverpool over the last several years. Contacts made to Council reporting instances of homelessness have risen over the last 12-18 months. Its visibility within the Liverpool City Centre has also increased at locations such as Bigge Park. In order to address this issue, Council is playing a leadership role in working with service providers to create a one-stop shop that can be accessed by homeless people and those experiencing social disadvantage.

At present, the Community Kitchen and Hub located in a church hall has limited operational hours due to other users. This and other important service providers will be positioned to increase their impact on the issue of homelessness if adequate facilities exist for them to operate from.

### KEY ACTIONS:

- > Explore opportunities for a homelessness services hub and identify potential sites.

## EXPLORE OPPORTUNITIES FOR INCOME GENERATING ACTIVITIES

While Council has a variety of fees and charges for community facility use, escalating maintenance costs and external restrictions on financing of community facilities requires that other opportunities for income generating activities be explored e.g. cafés and gallery space. The design of new facilities creates an opportunity to explore and consider commercial and social ventures alongside the community facility.

### KEY ACTIONS:

- > Identify opportunities for income generating activities for all new community facilities.



# 9. DIRECTION 2: CUSTOMER FOCUSED DELIVERY

Focusing on the needs of residents is central to improving the usage of community facilities. Understanding community needs and requirements of key user groups will allow Council to provide well-purposed spaces and targeted programming and services in which to generate activity.

## KEY STRATEGIES:

- > Program facilities to maximise participation, inclusion and occupancy rates;
- > Improve promotion of key assets;
- > Implement system improvements to facilitate the booking of community facilities; and
- > Review permanent bookings.

## PROGRAM FACILITIES TO MAXIMISE PARTICIPATION, INCLUSION AND OCCUPANCY RATES

Larger facilities often require programming to assist in activating spaces and encouraging wider usage by different members of the community. This is particularly pertinent during the start-up phase for a new facility or when a facility has lower than desired utilisation. Case study evidence indicates that facilities which have programming have significantly higher levels of usage and greater community awareness of facilities and amenities.

Where new community hubs are provided (e.g. community facility and Library), Council will investigate the best means to increase visitation and utilisation.

### KEY ACTIONS:

- > Consider a means for programming to help drive activity;
- > Organise events and activities that encourage utilisation from a wider audience; and
- > Increase utilisation of facilities at night.

## IMPROVE PROMOTION OF KEY ASSETS

Like any retail product, dining venue or entertainment facility, community facilities require strong promotion and advertising to create awareness of the facility and promote increased utilisation.

It is also pertinent to remember that more than 40% of the Liverpool population is born overseas. Therefore it is essential to review and update current promotion practices to ensure information is easily accessible by all members of the community, with an emphasis on people from CALD backgrounds.

### KEY ACTIONS:

- > Renew online content and relevant webpages;
- > Utilise social media to share information and increase awareness;
- > Review and update current promotional practices to ensure information is easily accessible by all members of the community; and
- > Renew branding of community facilities.

## IMPLEMENT SYSTEM IMPROVEMENTS TO FACILITATE THE BOOKING OF COMMUNITY FACILITIES

A key priority will be to develop an integrated online booking and payment system for hiring community facilities. An improved webpage will display Council's facilities and their amenities, and manage their availability to the public. A website visitor will be able to search for facilities by type or amenities available, review the amenities for each facility, retrieve location information and book and pay to use the facility online. Search results will offer additional options such as admission requirements, wheelchair accessibility, and how to reserve or make payments.

All facilities will have online descriptions including location (map), contact information, capacity, a breakdown of costs, photographs or 360 degree videos, accessibility, rental availability for online reservation requests and calendars specific to a facility that display confirmed reservations.

### KEY ACTIONS:

- > Develop a brief of requirements for an integrated online booking and payment system;
- > Identify the most efficient system for implementation and required resources; and
- > Implement integrated online booking and payment system.

## REVIEW PERMANENT BOOKINGS

Some community facilities are hired on a permanent basis and usually provide exclusive access to a single tenant. Whilst in some instances this may be sensible, this is generally counterproductive to the objectives of this Strategy. It also raises issues regarding true community access to a facility, and the long-term financial sustainability of such facilities.

### KEY ACTIONS:

- > Create a facility booking panel that reviews long-term leases and assists in decision making; and
- > Develop an assessment tool for community facility allocation that will assess the overall community benefit of community service organisations that operate from Council-owned facilities.



# 10. DIRECTION 3: A NEW MODEL OF GOVERNANCE

The complex nature of issues and various stakeholders necessitates a consensus regarding decision making processes and a process of continuous improvement in order to properly manage day to day activities, as well as meet broader Council objectives.

## KEY STRATEGIES:

- > Review Council's internal operational management, decision making and reporting structures;
- > Establish strategic working groups and partnerships; and
- > Link community development facilities.

## REVIEW COUNCIL'S INTERNAL OPERATIONAL MANAGEMENT, DECISION MAKING AND REPORTING STRUCTURES

In light of the direction *Customer Focused Delivery*, it is pertinent that Council reviews position descriptions and delegations to ensure that all operational roles and responsibilities are in place and staff are properly resourced to undertake their duties.

### KEY ACTIONS:

- > Clarify Council's internal decision making processes and address issues where possible;
- > Review position descriptions and delegations so that staff capability is improved and properly resourced to implement the Strategy;
- > Improve outcome and monitoring reporting; and
- > Determine optimal management arrangements and structures necessary to oversee all aspects of community facilities operation.

## ESTABLISH STRATEGIC WORKING GROUPS AND PARTNERSHIPS

The benefits of collaboration result in improved allocation of resources and a greater understanding and appreciation of different stakeholder requirements resulting in robust decision making processes.

Planning for future growth, and associated provision of community facilities, points to the imperative of the identification of future funding sources (such as Section 7.11, and external grants) and related financial alignment, on a cross-departmental basis.

### KEY ACTIONS:

- > Establish and coordinate an internal Community Facilities Strategy and working group, meeting at least four times a year; and
- > Explore opportunities for partnerships with non-government and government agencies to deliver targeted community facilities on Council land.



## LINK COMMUNITY DEVELOPMENT WITH FACILITIES

It is important to keep in mind that community facilities are simply a means to improving community outcomes. As many community programs utilise the space that community facilities provide, there exists a strong nexus between Council's community development program and community facilities. In particular, the delivery of programs and services for youth, seniors, people with a disability, migrants, refugees and women will require investigation of new models of utilising community facilities. This presents further opportunity to strengthen these linkages by aligning the objectives of both Council activities.

### KEY ACTIONS:

- > Better align community facilities to the delivery of Council's community development strategies, and
- > Promote provision of youth, migrant, refugee, seniors, people with disability and women's programs and services in new multi-purpose facilities.



# 11. DIRECTION 4: IMPLEMENTING BEST PRACTICE FACILITY ASSET MANAGEMENT

Asset management is a comprehensive and structured approach that ensures the long-term quality of assets as tools for the efficient and effective delivery of community outcomes. Council has an obligation to manage all of its assets according to best practice and at a level that ensures necessary standards of service are achieved and maintained over time in an efficient and cost effective manner.

This is supported by previous feedback which has raised the issue of maintenance as one of the community's key concerns in relation to community facilities. The quality of maintenance also reflects Council's care and commitment to the community.

As community facilities represent a significant public investment, residents in turn require assurance that they are being cared for.

This Strategy also acknowledges that existing higher compliance and reactive costs are reflective of the age of existing buildings. Recycling of older stock coupled with constructing modern facilities will help reduce these compliance and reactive costs resulting in higher proactive budgets.

## CONTINUE TO IMPLEMENT BEST PRACTICE ASSET MANAGEMENT PLANNING

An asset management system is being implemented that ensures improved alignment of assets with services and community expectations, and better allocation of resources. A four yearly asset review allows more prudent tracking of the structural life of buildings and on-going maintenance requirements for each facility. A 10 year maintenance schedule for each facility will continue to provide long term certainty over the condition rating and functionality of all facilities.

## KEY STRATEGIES:

- > Continue to implement best practice asset management planning; and
- > Ensure leases reflect long-term maintenance costs.



KEY ACTIONS:

- > Continue estimates of building life cycle costs for all new facilities;
- > Develop building specific Asset Management Plans for new community facilities;
- > Continue to undertake detailed structural condition assessments of each facility at least every four years;
- > Monitor the condition of each facility through visual inspection, annually; and
- > Develop a specific 10 year Asset Management Plan for each facility which will link with long term financial plans.

## ENSURE LEASES REFLECT LONG-TERM MAINTENANCE COSTS

Some existing leases make Council solely responsible for on-going maintenance tasks, and in some cases, even cost of utilities. A standard approach will be developed that requires reasonable input and accountability from tenants to reduce overall cost to Council. This standard approach will be introduced over time as licences or leases expire.

KEY ACTIONS:

- > Develop a standard clause covering maintenance for use in lease/licence documentation;
- > Embed the user-pays principle for all energy, carbon pollution and water use into Council's fees, charges and lease agreements; and
- > Periodically review all fees and charges relating to community facility hire in an effort to align with asset management costs.



# 12. RATIONALE FOR FUTURE NETWORK OF COMMUNITY FACILITIES

The following table provides a rationale for a future network of community facilities outlined in the Community Facilities Strategy.

The future network is based on a range of factors including location, proximity to other centres, age, condition, occupancy and likely future capital costs. Recommendations are indicative only and are subject to more detailed assessment of each facility, and other relevant Council policies or strategies, and opportunities created by development and/or change to planning controls not foreseen by this Strategy. Additional research and community engagement is required to determine best use and means to drive greater activation for all facilities.





## COMMUNITY FACILITIES ASSET REVIEW

The following table provides an overview of Council's 41 Community Facilities sites across the Liverpool LGA.

Suburb	Facility name	Year constructed	Age	Floor space (sqm)	Condition Rating	Occupancy Rate (%)	Recommendation	Rationale
Austral	Junction Youth Centre	1977	38	225	2	100	Rationalise (within 10 years)	<ul style="list-style-type: none"> <li>&gt; Old facility</li> <li>&gt; Only facility currently servicing Austral community</li> <li>&gt; Size and quality of facility currently suitable for demand</li> <li>&gt; Alternative not met by market</li> <li>&gt; Retain until development in Austral proceeds New district facility</li> </ul>
	New district facility (within 10 years or dependent on development)							<ul style="list-style-type: none"> <li>&gt; Plan for new district facility in major town centre and close to Leppington Station as shown on Austral and Leppington North Precinct map</li> <li>&gt; Timing dependent on rate of development</li> <li>&gt; S7.11 is being collected for the purchase of land but not construction</li> </ul>
	New neighbourhood centre (within 10 years dependent on development)							<ul style="list-style-type: none"> <li>&gt; Plan for new neighbourhood facility in northern section of Austral release area as shown in Austral &amp; Leppington North Precinct map</li> <li>&gt; S7.11 is being collected for the purchase of land but not construction</li> <li>&gt; Timing dependent on rate of development</li> </ul>
Bringelly	Bringelly Community Centre	1975	40	310	1	20	Retain	<ul style="list-style-type: none"> <li>&gt; Only facility currently servicing Bringelly community</li> <li>&gt; Building is in good condition having undergone recent renovations</li> <li>&gt; Size and quality of facility suitable for demand</li> <li>&gt; Alternative not met by market</li> <li>&gt; Review as development of Western City and Western Sydney Airport proceeds</li> </ul>

Busby	Heckenberg Community Centre	1987	28	570	2	14	Retain	<ul style="list-style-type: none"> <li>&gt; Building is in good condition</li> <li>&gt; Situated on parcel of open space and is co-located with child care centre and sporting fields</li> <li>&gt; Potential for repurposing to sports amenity building but is dependent on final plans for Whitlam Park</li> <li>&gt; Review after 10 years</li> </ul>
Carnes Hill	Greenway Park Community Centre	1996	19	317	2	38	Re-purpose subject to review (within 3 years)	<ul style="list-style-type: none"> <li>&gt; Building is in good condition</li> <li>&gt; Relatively new facility</li> <li>&gt; Superseded by Carnes Hill Community and Recreation Precinct</li> <li>&gt; Co-located with child care centre and sporting fields</li> </ul>
	Carnes Hill Community and Recreation Precinct	2016	1	560	1		Retain	<ul style="list-style-type: none"> <li>&gt; Brand new flagship and multi-purpose facility</li> </ul>
Casula	Casula Community Centre	1995	20	282	3		Retain / Upgrade (within 5 years)	<ul style="list-style-type: none"> <li>&gt; Building is in relatively good condition</li> <li>&gt; Adjacent to shopping centre</li> <li>&gt; Relatively young age</li> <li>&gt; Proposed redevelopment of shopping centre provides opportunity to combine with library in any new facility</li> <li>&gt; Timing dependent on suitable agreement with shopping centre</li> </ul>
Cecil Hills	Cecil Hills Community Care	1997	18	338	2	71	Rationalise (within 15 years)	<ul style="list-style-type: none"> <li>&gt; Poor location limiting multi-purpose use</li> <li>&gt; Relatively young age</li> <li>&gt; Funds from sale to fund new district facility at south east corner of Gough Park</li> </ul>
Chipping Norton	Chipping Norton Community Centre	1982	33	831	2	45	Rationalise (within 10 years)	<ul style="list-style-type: none"> <li>&gt; Low visibility</li> <li>&gt; Low occupancy</li> <li>&gt; Masterplan for area can investigate combining all facilities in one central location</li> </ul>

Suburb	Facility name	Year constructed	Age	Floor space (sqm)	Condition Rating	Occupancy Rate (%)	Recommendation	Rationale
Chipping Norton continued	Chipping Norton Boat Shed	1993	22	439	2	74	Repurpose (within 5 years)	<ul style="list-style-type: none"> <li>&gt; Highly utilised and highly profitable</li> <li>&gt; Poor accessibility for mobility impaired residents</li> <li>&gt; Located within high profile recreational asset (Chipping Norton Lakes)</li> <li>&gt; Rationalise / or incorporate as part of proposed district facility as per below.</li> </ul>
	New district facility (within 5 years)							<ul style="list-style-type: none"> <li>&gt; Investigate new district facility in Chipping Norton Lakes Precinct that accommodates multi-purpose community centre, cafe/restaurant as well as boat shed function and kayak/bike hire.</li> </ul>
Edmondson Park	New district facility (within 3 years)							<ul style="list-style-type: none"> <li>&gt; Plan for new district facility at Edmondson Park</li> <li>&gt; Likely to be subject to Voluntary Planning Agreement with town centre developer</li> </ul>
Green Valley	Green Valley District Centre	1997	18	1910	2	84	Retain	<ul style="list-style-type: none"> <li>&gt; Adjacent to shopping centre</li> <li>&gt; Large floor area and includes library and space for NGOs</li> <li>&gt; Structural issues affecting building require remediation in future</li> </ul>
Hinchinbrook	Hinchinbrook Community Centre	1993	22	376	3	17	Retain	<ul style="list-style-type: none"> <li>&gt; Relatively new</li> <li>&gt; Very low occupancy</li> <li>&gt; Encourage NGOs to relocate here from Busby</li> </ul>
Heckenberg	Oliveri Hall/City Offices	1974	41	382	2	100	Rationalise (within 5 years)	<ul style="list-style-type: none"> <li>&gt; Relocate NGOs to Hinchinbrook Community Centre</li> <li>&gt; Expired economic life</li> <li>&gt; Poor location</li> </ul>



Liverpool	Dr James Pirie Centre	1947	46	393	2	100	Upgrade and repurpose (within 3 years)	<ul style="list-style-type: none"> <li>&gt; Heritage listed</li> <li>&gt; Centrally located</li> <li>&gt; Opportunity to repurpose facility for more casual use that supports general activity in Bigge Park in accordance with Heritage buildings review</li> </ul>
	Rosebank Cottage	1893	124	220	3	100	Retain	<ul style="list-style-type: none"> <li>&gt; Heritage listed and with historical significance</li> <li>&gt; Meets identified need (child sexual abuse counselling) not met by private market.</li> </ul>
	110 Memorial Ave (Old Roller Skating Rink)	1976	41	220	3	100	Retain	<ul style="list-style-type: none"> <li>&gt; Recently renovated</li> <li>&gt; Future use of building and use to be considered as part of future masterplan for Woodward Park</li> </ul>
	Hilda M Davis Centre	1973	42	840	2	100	Redevelop (within 15 years)	<ul style="list-style-type: none"> <li>&gt; Generally single use</li> <li>&gt; Central city centre location overlooking Bigge Park</li> <li>&gt; Close proximity to public transport, Bigge Park, TAFE, Hospital</li> <li>&gt; Has air rights that could be utilised to build vertical multi-use community facility with specialised uses such as business incubator or homelessness services. Dependent on plans for library site.</li> <li>&gt; Poor access from Warren Serviceway car park</li> </ul>
	New Liverpool City Human Services Hub (within five years or dependent on opportunity site)							<ul style="list-style-type: none"> <li>&gt; Investigate community hub location to house several key community services including disability and other specialised homeless services</li> <li>&gt; Timing dependent on construction of new civic centre</li> </ul>

Suburb	Facility name	Year constructed	Age	Floor space (sqm)	Condition Rating	Occupancy Rate (%)	Recommendation	Rationale
Liverpool continued	Liverpool Brass and Pipe Band Hall (within 10 years)	1970	45	338	4	74	Rationalise	<ul style="list-style-type: none"> <li>&gt; Lacks integration with city centre</li> <li>&gt; Expired economic life</li> <li>&gt; Poor condition</li> <li>&gt; Rationalise and direct resources to a new multi-purpose facility in city centre</li> <li>&gt; Timing is contingent on future Woodward Park master plan, and selection of suitable location in Liverpool city centre</li> </ul>
	Liverpool City Community Centre (14B Mill Rd)	1995	20	619	2	86	Retain	<ul style="list-style-type: none"> <li>&gt; Relatively young age</li> <li>&gt; Large floor space</li> <li>&gt; Building in good condition</li> </ul>
	Liverpool Respite Centre (14A Mill Rd)	1995	20	320	2	100	Retain	<ul style="list-style-type: none"> <li>&gt; Specialised facility focusing on high need disability</li> <li>&gt; Building condition good</li> <li>&gt; Long-term option to repurpose or rationalise to direct resources to a new specialised Homeless Service Centre Hub in city centre</li> </ul>
	Meals on Wheels (within 10 years)	1987	28	229	2	100	Rationalise	<ul style="list-style-type: none"> <li>&gt; Meets identified need (preparing approx. 300 meals per day)</li> <li>&gt; Assistance required for tenant to relocate</li> <li>&gt; Timing is contingent on future Woodward Park masterplan</li> <li>&gt; Rationalise and direct resources to a new multi-purpose facility in city centre</li> <li>&gt; Investigate rehousing of Meals on Wheels elsewhere</li> </ul>
	Orange Grove Community Centre	1986	29	490	1	26	Retain/ Repurpose	<ul style="list-style-type: none"> <li>&gt; Poor relationship with park uses</li> <li>&gt; Relatively isolated location</li> <li>&gt; Relatively young age</li> <li>&gt; Excellent condition</li> <li>&gt; Additional research and community engagement required to determine best use and means to drive greater optimisation</li> </ul>

	Liverpool District Men's Shed (within 2 years)	1980	35	600	2	100	Relocate	<ul style="list-style-type: none"> <li>&gt; Newly established use meeting identified community need</li> <li>&gt; Large site with opportunity for multiple community uses</li> <li>&gt; Poor location for a general community facility in current environs</li> <li>&gt; Other sites will need to be considered once residential development proceeds along Shepherd St.</li> <li>&gt; Liverpool District Child and Parent Stress Centre</li> </ul>
	(Speed St) (within 5 years)	1991	24	330	3	67	Repurpose	<ul style="list-style-type: none"> <li>&gt; Isolated location, not far from city centre but not easily accessible</li> <li>&gt; Land has good redevelopment potential with option to include community facility as an element of any development</li> <li>&gt; Consideration to be given to general pre-school/early learning centre</li> </ul>
	CT Lewis Community Centre	1976	39	444	5	0	Rationalise (immediately)	<ul style="list-style-type: none"> <li>&gt; Building condition poor</li> <li>&gt; Single purpose</li> <li>&gt; Rationalise and direct resources to a new community facility in Phillip Park, Lurnea</li> </ul>
	Frank Calabro Community Centre	1988	27	570	3	100	Retain	<ul style="list-style-type: none"> <li>&gt; Current tenant provides respite care for persons with disabilities (high need).</li> <li>&gt; Current use is not readily compatible with general community facilities</li> <li>&gt; Review</li> </ul>
Lurnea	George Bates Hall (within 2 years)	1977	38	258	2	36	Rationalise	<ul style="list-style-type: none"> <li>&gt; Rationalise and direct resources to a new community facility in Phillip Park, Lurnea</li> <li>&gt; Poor siting within Phillip Park</li> <li>&gt; Nearing end of economic life</li> </ul>
	Lurnea Geriatric Centre (within 2 years)	1980	35	173	2	100	Rationalise	<ul style="list-style-type: none"> <li>&gt; Poor location</li> <li>&gt; Single purpose</li> <li>&gt; Nearing end of economic life</li> <li>&gt; Rationalise and direct resources to a new community facility in Phillip Park, Lurnea</li> </ul>

Suburb	Facility name	Year	Age	Floor space (sqm)			Rationale
Lurnea continued	New neighbourhood facility (within 2 years)						<ul style="list-style-type: none"> <li>&gt; Investigate new neighbourhood facility in Phillip Park with community centre, cafe, and sporting amenities</li> </ul>
Middleton Grange	New neighbourhood facility (within 2 years)						<ul style="list-style-type: none"> <li>&gt; Planning proposal for town centre lodged and under assessment.</li> <li>&gt; Land earmarked for community facility is currently being negotiated with town centre developer</li> <li>&gt; Opportunity to create additional community space in planned major soccer facility</li> </ul>
Miller	Dr CR O'Brien Hall (within 5 years)	1965	50	315	2		<ul style="list-style-type: none"> <li>&gt; Funds from sale to be used for new district community facility in Miller</li> <li>&gt; Nearing end of economic life</li> </ul>
	Miller Senior Citizens Centre (within 5 years)	1960s	57	220	2	100	<ul style="list-style-type: none"> <li>&gt; Funds from sale to be used for new district community facility in Miller</li> <li>&gt; Has deed covering use</li> </ul>
	Caretakers Cottage (Sisters of Charity)	1968	49	200	4	100	<ul style="list-style-type: none"> <li>&gt; Building condition poor</li> <li>&gt; Low rent</li> <li>&gt; Tenant provides outreach services and space for social meetups</li> <li>&gt; Ongoing operational funds to be used for new district community facility in Miller</li> </ul>
	Liverpool Police Citizens Youth Club (PCYC)	2003	14	1 400	2	100	<ul style="list-style-type: none"> <li>&gt; Local youth facility largely catering for Miller/2168 area</li> <li>&gt; Permanently occupied and operated by PCYC for minimal rent</li> <li>&gt; Arguably duplicates some services that could be potentially offered at Michael Wenden Aquatic Leisure Centre</li> <li>&gt; Consideration of future use needs to align with proposed multi-purpose district facility</li> </ul>

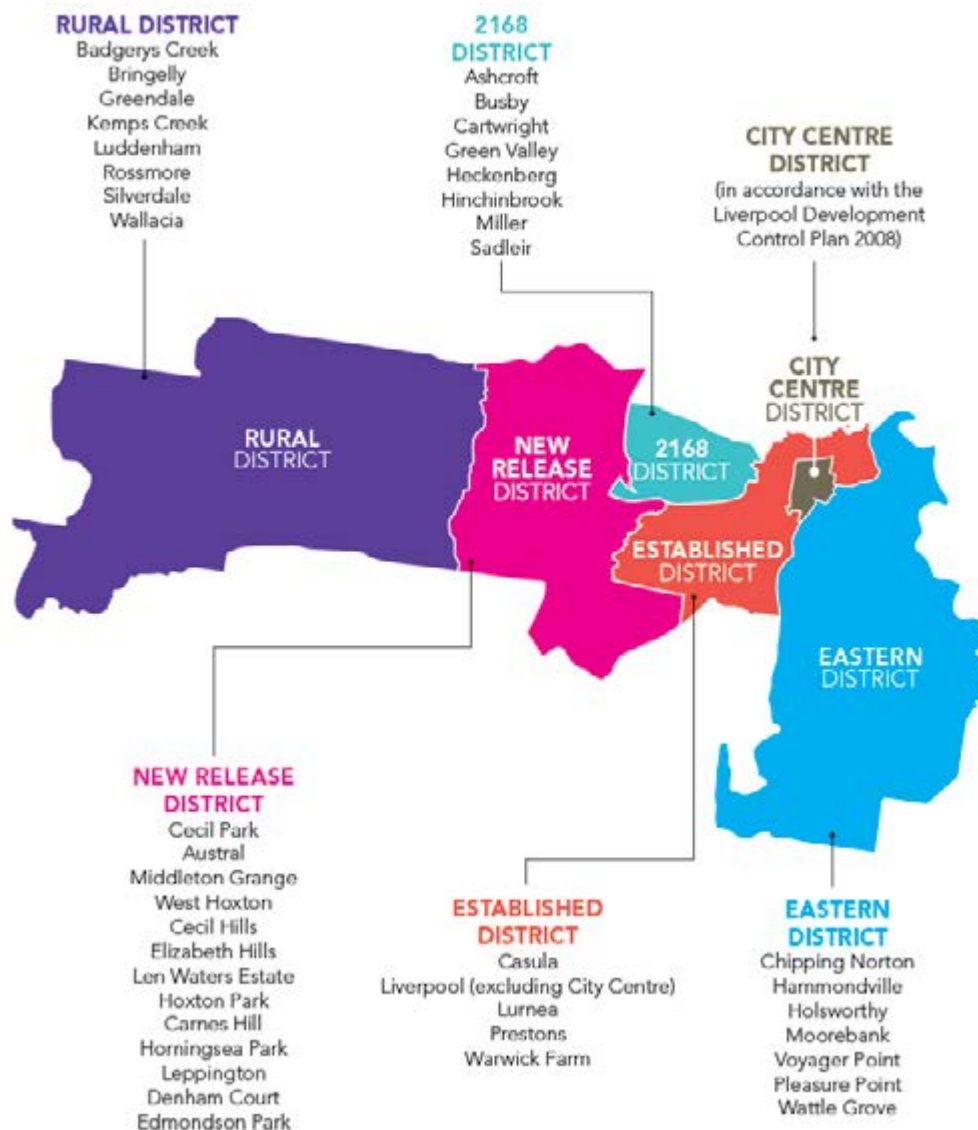
Miller continued	Miller Community Centre (Old Miller Library)	1965	50	430	2	67	Rationalise (within 5 years)	<ul style="list-style-type: none"> <li>&gt; Funds from sale to be used for new district community facility in Miller</li> <li>&gt; Nearing end of economic life</li> </ul>
	Miller Health Centre	1965	50	310	2	100	Rationalise (within 5 years)	<ul style="list-style-type: none"> <li>&gt; Funds from sale to be used for new district community facility in Miller</li> <li>&gt; Nearing end of economic life</li> </ul>
	New district facility (within 5 years)							<ul style="list-style-type: none"> <li>&gt; Investigate and plan new community recreation precinct that may include some or all of the following elements: Multi-purpose community facility, library, space for the health services and NGOs operating in the Miller and 2168 postcode area. Co-located with renewed Michael Wenden Centre</li> </ul>
Moorebank	Moorebank Community Centre (within 10 years)	1975	40	182	2		Upgrade to district facility	<ul style="list-style-type: none"> <li>&gt; Nearing end of economic life</li> <li>&gt; Good central location</li> <li>&gt; Adjacent to neighbourhood village shop area</li> </ul>
	Seton Hall, Clinches Pond	1965	50	508	2	71	Retain/ Repurpose	<ul style="list-style-type: none"> <li>&gt; Opportunity to relocate/share infrastructure with relocated Men's Shed</li> <li>&gt; Nearing end of economic life</li> </ul>
Wattle Grove	Wattle Grove Youth Centre	1995	20	626	3	40	Retain/ Repurpose	<ul style="list-style-type: none"> <li>&gt; Large space</li> <li>&gt; Relatively new</li> <li>&gt; No kitchen facilities</li> <li>&gt; Co-located with sports fields and hardcourt facilities</li> <li>&gt; More research required to investigate potential re-use options.</li> </ul>
	Wattle Grove Community Centre	1993	22	575	2	44	Retain	<ul style="list-style-type: none"> <li>&gt; Co-located with shopping centre</li> <li>&gt; Centrally located with supporting infrastructure</li> <li>&gt; Large space</li> <li>&gt; Relatively new</li> <li>&gt; Building condition reasonable</li> </ul>

Suburb	Facility name	Year constructed	Age	Floor space (sqm)	Condition Rating	Occupancy Rate (%)	Recommendation	Rationale
Warwick Farm	Warwick Farm (Liverpool Neighbourhood Connections)	1994	21	596	2	100	Upgrade	<ul style="list-style-type: none"> <li>&gt; Meeting broad range of need in disadvantaged community</li> <li>&gt; Managed by successful NGO who has developed programmed activities that cater for a variety of uses</li> <li>&gt; No alternative space available in that locality</li> </ul>
Voyager Point	Voyager Point Community Centre	2000	15	150	1	100	Retain/ Upgrade (within 15 years)	<ul style="list-style-type: none"> <li>&gt; Relatively new</li> <li>&gt; Single tenant</li> <li>&gt; Small floor area limits multi-purpose use</li> <li>&gt; Strong potential to expand</li> <li>&gt; No alternative space available in the locality</li> <li>&gt; More effort required to get additional community uses/users in centre</li> </ul>

# 13. DISTRICT ANALYSIS

Based on the research and analysis in Chapter 12, and the key priority and project areas, this Strategy identifies priority infrastructure projects based on a review of the current provision across the following six precinct areas of Liverpool.

## District Areas



The above six areas have been derived from analysis undertaken to inform this Strategy, which will assist Council to look at community facility needs within areas that share similar characteristics.

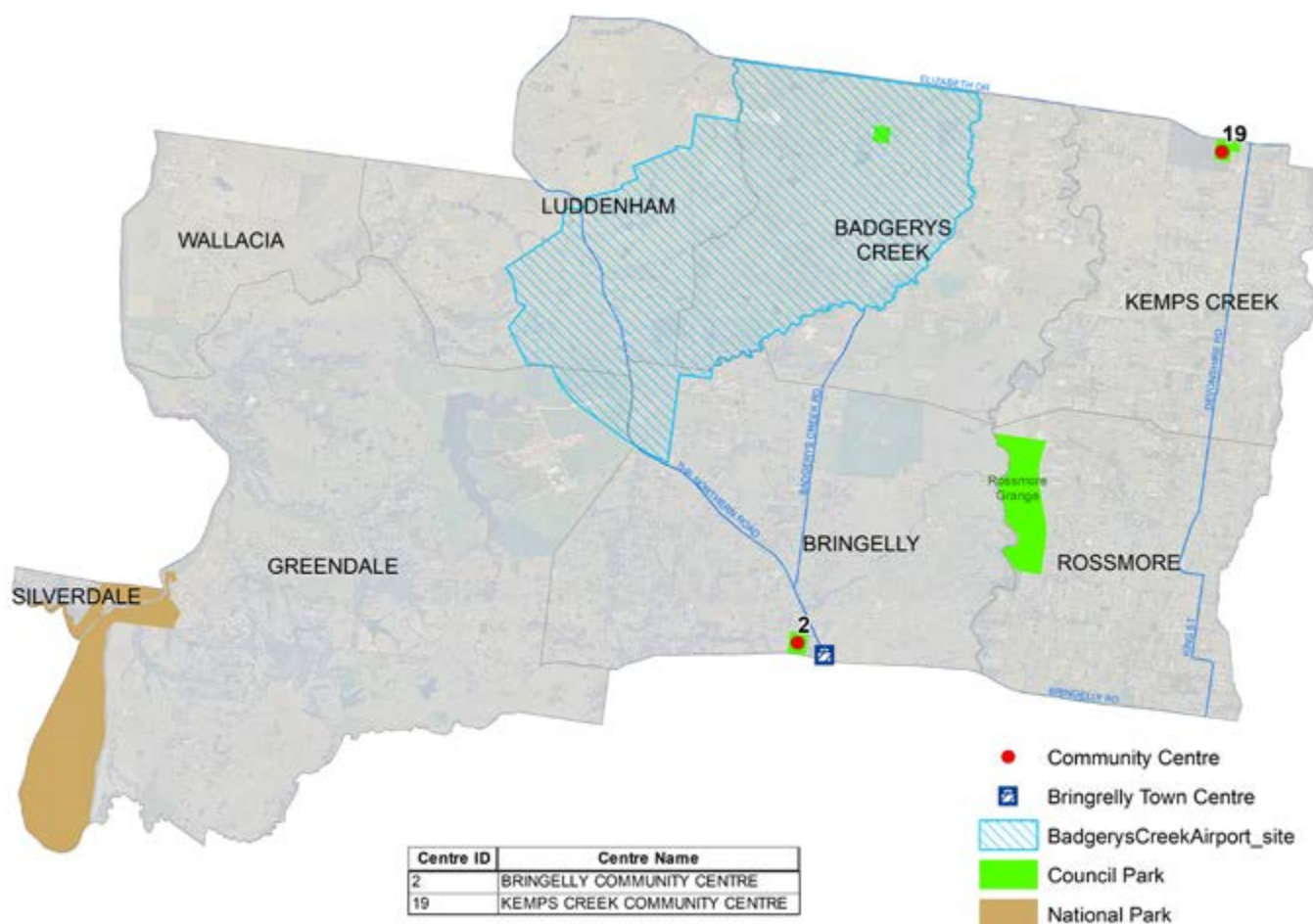
The following section identifies the key characteristics, assets and deficiencies of the above noted six precinct areas and identifies key facilities (general or specific) to prioritise over the next five years. Data has been collated using 2016 Census data.

## RURAL DISTRICT

2016 POPULATION RESIDENTS	7 406
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### KEY CHALLENGES:

- > Future Western Sydney Airport and the 'Western City' will have as yet unknown impact on the rural area of Liverpool. This development will transform a large proportion of rural area into a mix of aviation, commercial, industrial and residential uses; and
- > Ensuring greater community access to current community facility stock.





## NEW REASE DISTRICT

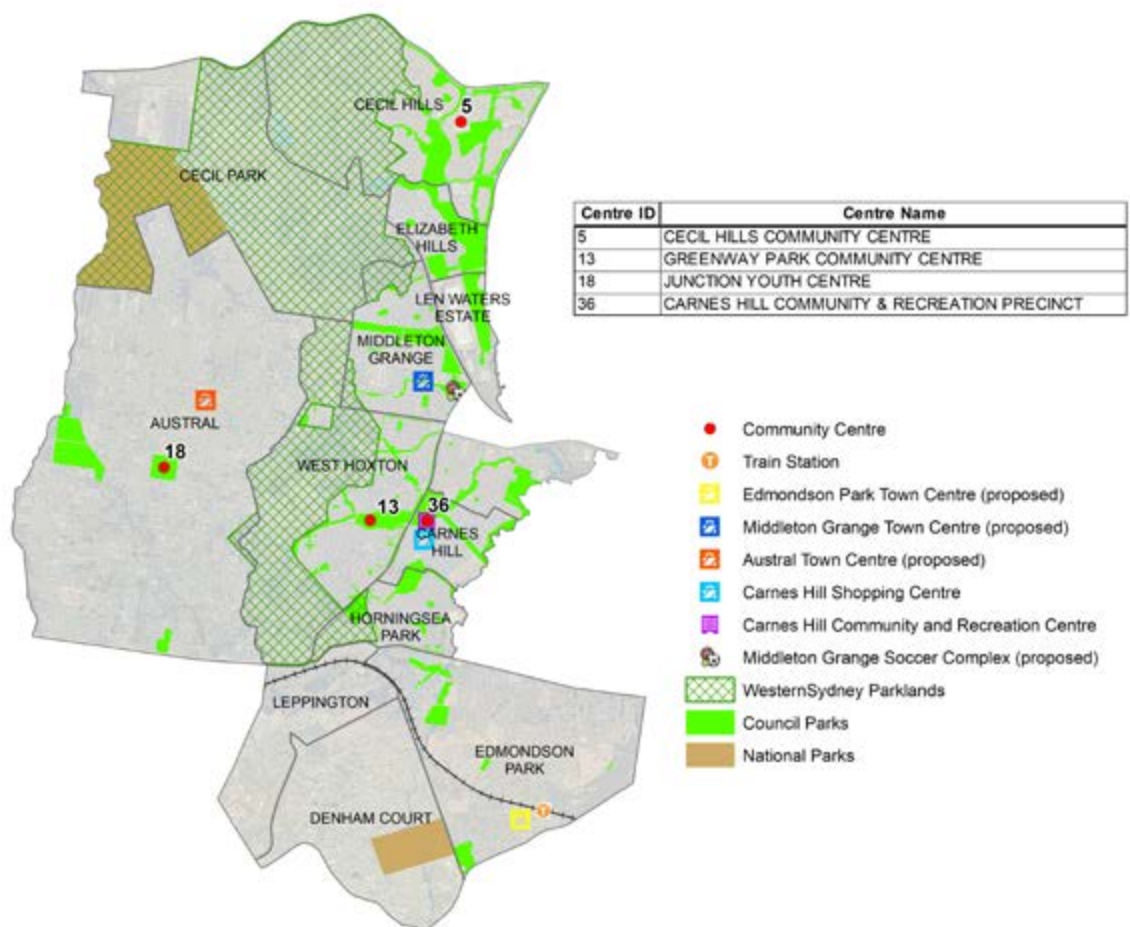
2016 POPULATION RESIDENTS	42 130
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### KEY CHALLENGES:

- > Meeting the needs of growing population; and
- > Timely delivery of recreation infrastructure and adequacy of Section 7.11 (previously S94) contributions to provided needed space and infrastructure.

### PROJECT PRIORITIES:

- > New district facility in Edmondson Park within five years; and
- > Greenway Park Community Centre to be repurposed within three years.



## 2168 DISTRICT

2016 POPULATION RESIDENTS	51 921
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### KEY CHALLENGES:

- > Meeting the needs of current and future residents in one of the most disadvantaged communities in Sydney;
- > Attracting government and private investment into the area; and
- > Recycling of multiple stand-alone facilities.

### PROJECT PRIORITIES:

- > Planning and delivering a new district community and recreation precinct in Miller.



## ESTABLISHED DISTRICT

2016 POPULATION RESIDENTS	56 600
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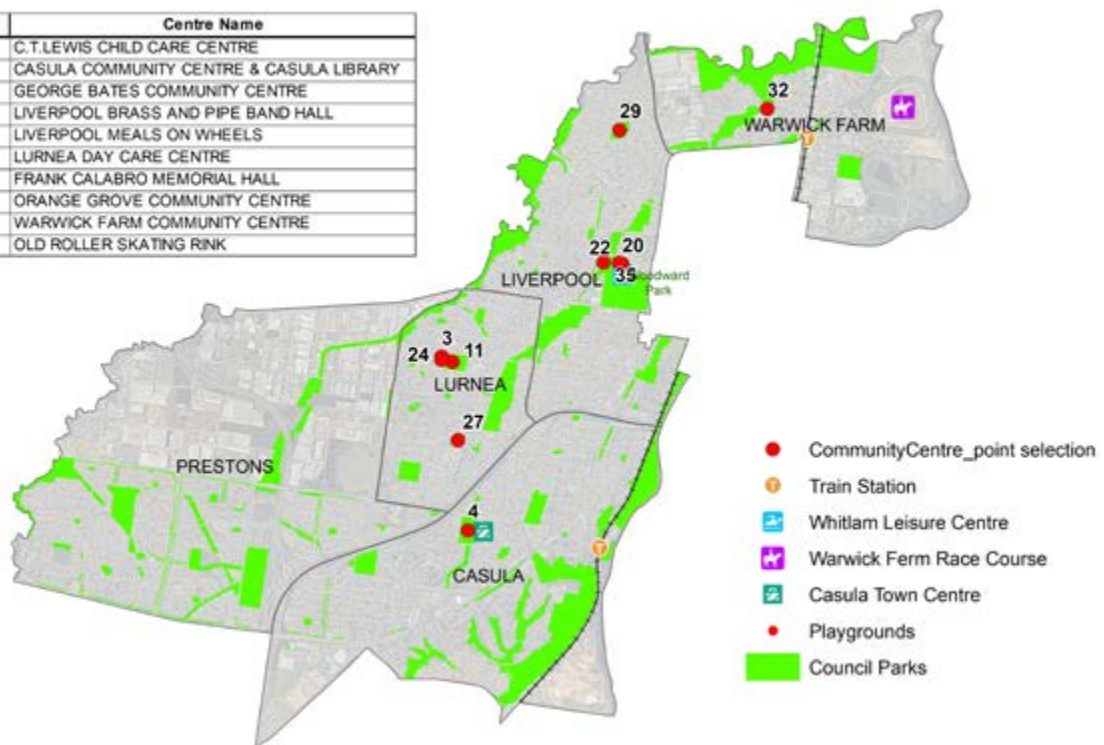
### KEY CHALLENGES:

- > Attracting government and private investment to relatively disadvantaged areas such as Lurnea; and
- > Recycling older style single purpose community facilities

### PROJECT PRIORITIES:

- > Plan and deliver a new multi-purpose neighbourhood centre as part of the Lurnea Placemaking Project;
- > Review current community facilities to inform development of a comprehensive masterplan for Woodward Park;
- > Explore opportunities for improved integration of Orange Grove Community Facility with Schell Park; and
- > Explore opportunities for new Casula Community Facility if expansion of Casula Shopping Mall proceeds,

Centre ID	Centre Name
3	C.T.LEWIS CHILD CARE CENTRE
4	CASULA COMMUNITY CENTRE & CASULA LIBRARY
11	GEORGE BATES COMMUNITY CENTRE
20	LIVERPOOL BRASS AND PIPE BAND HALL
22	LIVERPOOL MEALS ON WHEELS
24	LURNEA DAY CARE CENTRE
27	FRANK CALABRO MEMORIAL HALL
29	ORANGE GROVE COMMUNITY CENTRE
32	WARWICK FARM COMMUNITY CENTRE
35	OLD ROLLER SKATING RINK



## CITY CENTRE DISTRICT

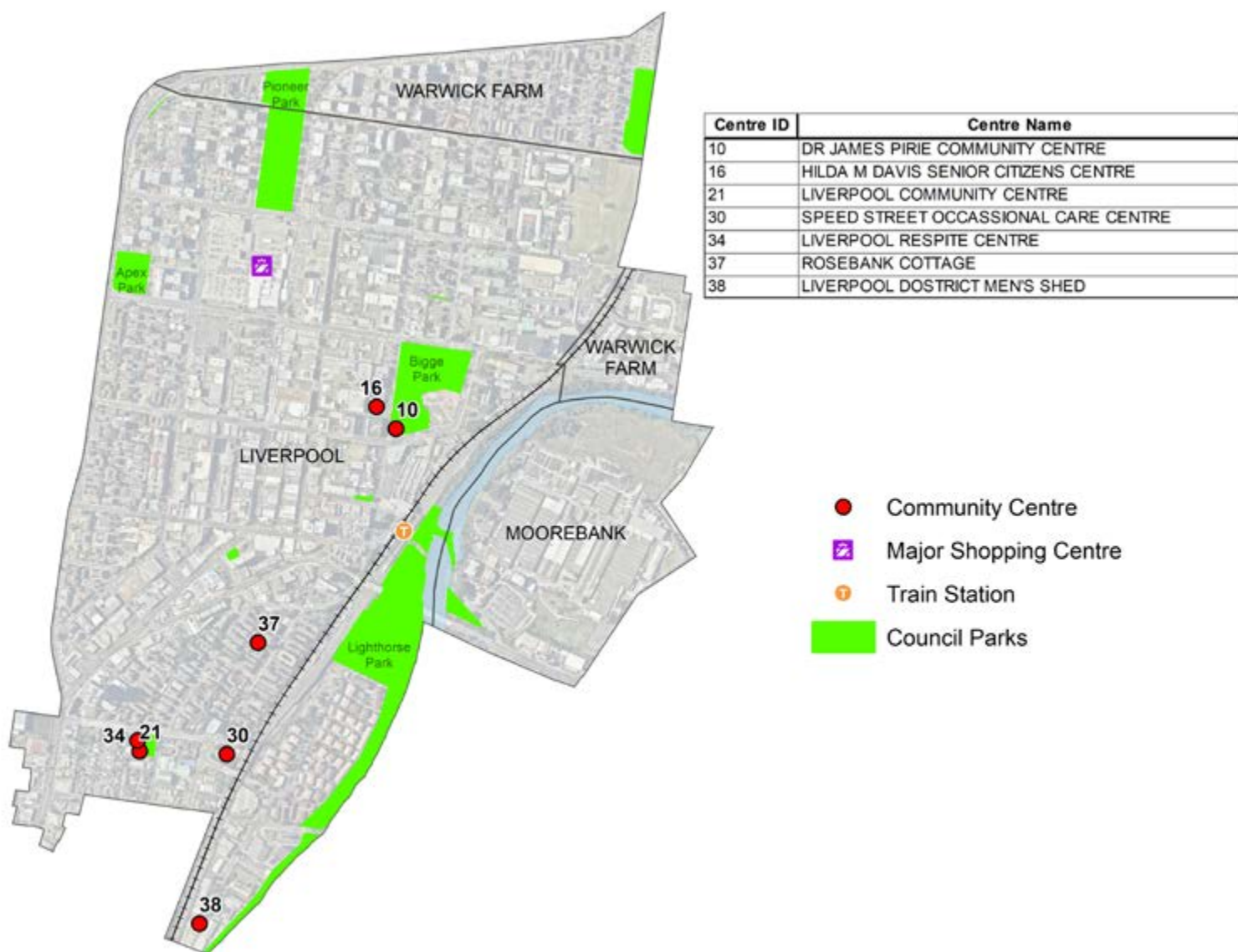
2016 POPULATION RESIDENTS	28 597
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### KEY CHALLENGES:

- > Meeting the needs of future population living in high density housing; and
- > Managing community expectations around shared multi-purpose facilities

### PROJECT PRIORITIES:

- > Exploration of opportunities for current Liverpool City Library site to house multiple community organisations; and
- > Upgrade and repurposing of Dr Pirie Centre to support activities in Bigge Park.



## EASTERN DISTRICT

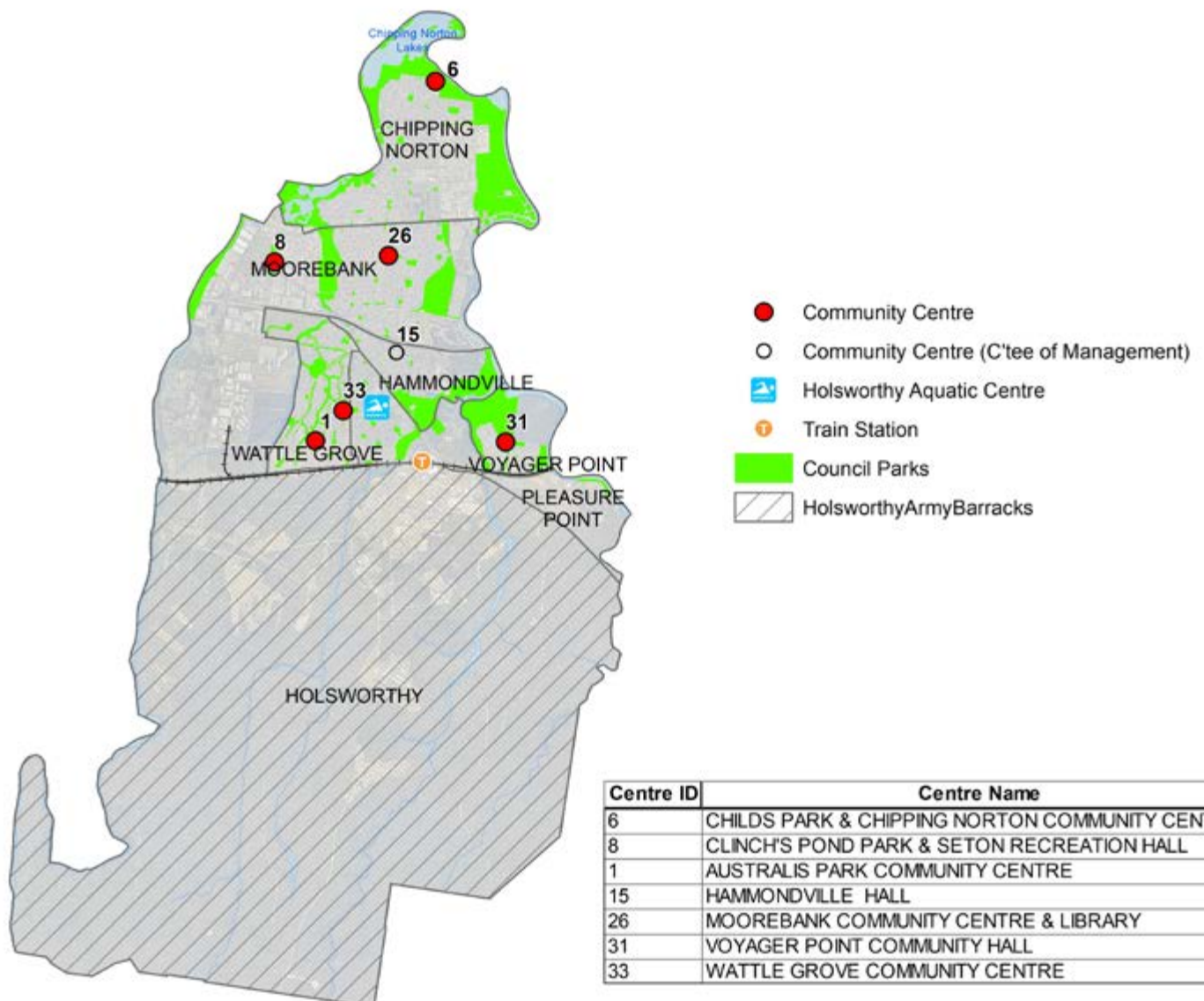
2016 POPULATION RESIDENTS	35 708
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### KEY CHALLENGES;

- > Realising the community value and potential of the Chipping Norton Lakes area; and
- > Managing the impact of planned Moorebank Intermodal.

### PROJECT PRIORITIES;

- > In accordance with the vision for future masterplan for Chipping Norton Lakes Regional Parklands, develop appropriate spaces for community activities;
- > Explore opportunities for greater local community use of Voyager Point Community Facility;
- > Develop options for the renewal of Moorebank Community Facility; and
- > Determine optimal use of Wattle Grove Youth Centre.



# 14. IMPLEMENTATION AND MONITORING

## IMPLEMENTATION

Council is aware that many of the strategies are long term in nature and require significant planning and resourcing to progress this strategy.

For each proposed community hub, more detailed work is required to determine feasibility, project costings, findings from stakeholder consultations, timeframes for decommissioning, and due process for disposal of assets. Commencement dates for projects will be confirmed on an annual basis as they are further developed and budgets and resources allocated for their delivery. The newly established Community Facilities Strategy Group will provide regular quarterly updates regarding the tracking of each key action contained in this Strategy.

## MEASURING SUCCESS

This Strategy proposes a new set of measures for how Council currently assesses the outcomes of community facilities. Three indicators will be used to measure the progress of the overall success of this Strategy.

## OVERALL OCCUPANCY RATE

The occupancy rate of all community facilities is the most important indicator for tracking the overall performance of community facilities over time. The occupancy rate reflects:

- > Whether demand for community facilities is being met;
- > Whether the location, size, and internal configurations of facilities meet the needs of the community;
- > The amenity and functionality of facilities;
- > The overall responsiveness of Council's management of facilities to issues as they arise; and
- > How well facilities are promoted.

The occupancy rate indicates the relative performance of each individual facility against the broader network. The occupancy rate will be calculated by the following formula:

OCCUPANCY RATE = TOTAL HOURS BOOKED / BY TOTAL HOURS AVAILABLE.

The target occupancy rate across all community facilities LGA wide is 75%, which allows for periods of maintenance when public access to a facility is restricted. The occupancy rate of community facilities will be reported each quarter.

## CUSTOMER SATISFACTION

A system to survey hirers will be developed and undertaken to ascertain the overall level of user satisfaction of facilities. This survey is aimed at ascertaining the degree of satisfaction and will align with other Council surveys. Staff will explore the possibility of automatically sending hirers a survey link 24 hours after the date of their booking for one of Council's community facilities.

A five point scale ranging from "very satisfied" to "very dissatisfied" will be used to determine the relative satisfaction of community facilities from year to year, and will help align this Strategy with other Council satisfaction surveys. A benchmark of 80% of hirers being "very satisfied" or "satisfied" is recommended. Additional surveys will be periodically undertaken to ascertain hirer satisfaction with differing functions of community facilities e.g. cleanliness, customer service, condition of facilities, appearance, accessibility etc.

## CONDITION ASSESSMENT

Understanding the physical condition of community facilities provides the basis for preparing life-cycle assessments of facilities. Three sub-indicators will be utilised which are:

- > The level of building compliance across all facilities with relevant legislation and regulations (target is 90%);
- > The proportion and number of facilities which are rated as either 'good' or 'excellent'; and
- > The proportional spend on compliance, reactive, and proactive maintenance.

The condition assessment will be reported each quarter.

# 15. NEXT STEPS

Implementation of this Strategy has already commenced across many key areas. Working groups have been formed to look at improving maintenance budget and expenditure and look at condition ratings, and also to consider better website marketing and improvements to the booking system.

## COMMUNITY ENGAGEMENT

Community engagement and data collected over a five year period underpins this Strategy. Council has consulted via numerous platforms including telephone surveys, face-to-face surveys and online to garner the community's views of Council's existing facilities and what they would like to see improved. The results of that engagement have directly informed the Strategy's key directions and priorities. Council now needs to continue to engage the community on this Strategy and future implementation.

Engaging the community on significant Council strategies is important to ensure Council is meeting the expectations of residents. At the same time, this Strategy represents significant change to community assets over a 20-year period, and care must be exercised in communicating what this change will look like.

Some key questions for the engagement process will include:

- > Do you agree with the vision, guiding principles and key directions proposed in the paper?;
- > Are there things we have not covered?; and
- > Is there any idea you would add?.

## COMMUNITY FACILITIES STRATEGY GROUP AND WORKING GROUPS

Implementation of this Strategy will be carried out by Council officers identified in an Action Plan that will be prepared following adoption of the final Strategy. The decision making group comprising of Directors will be the Community Facilities Strategy Group. This group will meet quarterly, chaired by the Director Property Services.

Working groups will also meet more regularly to implement the Strategy.

### KEY ACTIONS:

- > Commence operation of the Community Facilities Strategy Group quarterly meetings and current working groups.

## DEVELOP A FACILITIES IMPROVEMENT ACTION PLAN

Within 12 months of adoption of this Strategy, a five year Improvement Action Plan will be developed based on recommendations found in section 12 of this strategy. This plan will outline works to be undertaken to all existing facilities, taking into consideration content of this strategy and more detailed information captured around each facility e.g. current user profiles, rental returns, building conditions.

The intent of this plan is to provide additional certainty to Council, centre hirers and users regarding:

- > Prioritisation of works;
- > Timelines for undertaking improvements to facilities;
- > Responsibilities by Council departments; and
- > Scope of works and funding required.

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**LIVERPOOL  
CITY  
COUNCIL**



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**COMMUNITY FACILITIES MANAGEMENT TEAM**

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