

LIVERPOOL CITY COUNCIL RESPONSE TO SCALE AND CAPACITY CRITERIA:

Scale: Liverpool as a stand-alone option

As the regional city for South Western Sydney, Liverpool is one of the largest councils in NSW, covering an area 305 square kilometres. Its size is consistent with the size of the preferred merged entities outlined in the ILGRP's final report.

A metropolitan fringe council, Liverpool's population at 30 June 2014 was just below 200,000.¹ It is projected to grow by 48% to 295,000 by 2031. Its population size is significantly larger than nine out of the eighteen proposed mergers and is similar to that of Penrith.²

Liverpool currently has 17,286 residents per councillor and is forecast to have 29,500 residents in 2031. Due to the unique rural, urban and ethnic mix, a larger council may not effectively represent this diverse mix and would result in a loss of local focus due to the size of the organisation.

Capacity: Liverpool as a stand-alone option

In order to determine 'capacity', Council performed a detailed analysis and investigation of each of the key elements. Its response to these elements is outlined below:

- ***More robust revenue base and increased discretionary spending***

Council currently has a robust revenue base, with 70.4% of revenue derived from non-grant sources. The percentage will increase as Council pursues revenue from Joint Operation/shared services with Propel Partnerships. As the new commercial revenue source is difficult to forecast in the current environment, Council has been conservative and has not included any additional revenue in its FFTF financial forecasts.

Council is not just spending on roads and rubbish to achieve its FFTF benchmarks. Significant discretionary spending has occurred and is planned to establish Liverpool as a regional city through revitalising its town centre to encourage investment, installing CCTV cameras to address community safety concerns, developing a regional Community Recycling Facility and maintaining a significant cultural presence in Western Sydney, for example, the Casula Powerhouse Arts Centre. These initiatives are detailed further in this section.

- ***Scope to undertake new functions and major projects***

Since the announcement of Liverpool as the third regional city for Sydney, Council's focus has been to conceptualise and deliver projects which are aimed at positioning Liverpool as the destination of choice for business, jobs, retail and investment. Council is not just focusing on communities in the Liverpool LGA, but the entire South West Region.

Council has a demonstrated track record of undertaking new functions and delivering major projects. It has the seventh largest expenditure on capital works for

¹ *Liverpool City Community Profile* – weblink: <http://profile.id.com.au/liverpool/population-estimate>

² *Revitalising Local Government – Final Report of the Independent Local Government Review Panel* – October 2013 (pages 97 & 104-107)

metropolitan councils in NSW; its outlay in 2013/14 was \$47m, well above the metropolitan average of \$32m.³ Council has also further enhanced its approach to asset management, which has led to a significant improvement in Council's capacity to deliver its capital works program, with the forecast expenditure on capital works for 2014/15 being \$70m, demonstrating further Council's ability to deliver much-needed infrastructure and capital works to its community.

Recent major projects which Council has undertaken include:

- **Building our new city**⁴ — a \$15m city centre revitalisation project aimed at attracting investment to the Liverpool city centre, commensurate with Liverpool's status as a regional city. This project was launched as a direct result of community engagement undertaken to develop Council's Community Strategic Plan⁵, *Growing Liverpool 2023*, where the community expressed dissatisfaction with Liverpool's city centre and identified the need for a vibrant city centre which offers a range entertainment, retail and job options.

The strategy will trigger unprecedented business investment opportunities and jobs growth for both Liverpool and South West Sydney. It has already been successful, with a range of capital improvement works underway and the State Government committing to relocate public sector jobs to Liverpool. Council's leadership in this area has been recognised at an industry level with the project being *Highly Commended* in the 2015 Local Government Management Excellence Awards for Local and Economic Contribution. The communications strategy for the project has also been recently short-listed for the Local Government Ian Dougherty Communications Award.

- **Carnes Hill Community and Recreation Precinct** — planning and delivery of a \$35m recreation and sporting precinct covering 7,000 square metres to accommodate the South West Growth Centre, including Carnes Hill and surrounding suburbs. The centre is scheduled to open in August 2016.
- **Kurrajong Road/Bernera Road** — delivery of a \$42m upgrade to more than 4.8 kilometres of sub-arterial roads, which included building a new urban road, construction of a bridge over Cabramatta Creek, major stormwater management systems and street scaping to improve traffic links for major commercial, industrial and residential areas. The project is currently underway with completion scheduled for December 2015.
- **Badgerys Creek Airport Taskforce** — establishment of an airport taskforce to maximise the economic potential of the impending airport development, ensure the local community is represented and minimise any adverse impacts.
- **The Committee of Liverpool** — establishment of a high-level advisory board to contribute expertise, networks and contacts to Liverpool across a range of sectors, and guide the strategic development of Liverpool as the regional city for South West Sydney.

³ Attachment 1: Summary of capital expenditure taken from the Special Schedule 7 financial reports of 38 metropolitan councils.

⁴ Weblink: www.liverpool.nsw.gov.au/business/buildingournewcity.

⁵ *Growing Liverpool 2023, the 10-year plan for Liverpool* – weblink: www.liverpool2023.com.au.

- **Liverpool Community Recycling Centre** — establishment of the first centre of its kind in Sydney. This key regional facility, which services the Liverpool and South West Region, has won numerous awards and has been noted as 'best practice' by the Environment Protection Authority.

- ***Ability to employ a wide range of skilled staff***

Council's Workforce Management Plan has been developed to guide workforce planning for the next four years and enhance Council's capacity to respond to evolving and changing strategic directions and workplace priorities. It outlines the actions Council will take to improve productivity, performance and rewards for its workforce.

In addition, Council has entered into a long-term agreement with Propel Partnerships, which is aimed at boosting productivity and improving customer service through the creation of a fully integrated customer service centre and delivering a major program of business transformation across most of Council's front and back offices. This partnership will provide staff with an enhanced level of training, and re-engineered processes, which are aimed at developing their skills and abilities. More information on the Propel Partnership is contained in the appendix to this application.

- ***Knowledge, creativity and innovation***

Council has a track record of fostering a culture where knowledge, creativity and innovation thrive. It is home to the state-of-the-art Casula Powerhouse Arts Centre, a nationally recognised leading cultural and creative institution which has increased its visitation by 645% in the last five years alone and has attracted national audiences and international recognition.

Since election of this current Council and Mayor in September 2012, Liverpool has undergone rapid transformation, appointing a new CEO to streamline Council's service delivery and implement innovative technology-based solutions to address Liverpool's growth and ensure Council more efficiently delivers the levels of service expected by the community. Initiatives which have been implemented to date include:

- **Economic development focus**

The State Government has set an employment capacity target of 35,000 jobs in Liverpool by 2036 to accommodate the massive population growth. Although Liverpool has the advantage of a well established health and medical precinct, cluster of significant manufacturing and retail activity, transport (M7, M5 and the Hume Highway all meet at Liverpool) and freight hubs, the city centre requires rejuvenation, investment and promotion to harness its full potential as a regional city.

To address this, Council has created a specialist Economic Development Unit to develop an integrated economic development approach to revitalise the city centre. The approach is unique as it incorporates a mix of traditional business attraction strategies, the use of events as a catalyst for economic attention and a bottom-up urban planning approach to city centre revitalisation. Through establishing the Unit, Council now has the in-house skills and expertise to capitalise on these opportunities and deliver the best possible outcomes for the community.

The establishment of the Unit has resulted in tangible and measurable economic growth. Details on the impacts of this unit are outlined in the 'Strategic and policy development' component of this summary.

- **Modern customer contact centre**

Liverpool is the first Council in NSW to develop a long-term agreement with Propel Partnerships. Propel Partnerships is a joint venture between the Local Government Association of Queensland and globally recognised business services company Aegis. Propel Partnerships have been contracted to design and deliver a multi-channel customer contact service offering. Council will have a customer contact centre that will be equipped to handle voice, mail, chat, social media monitoring and engagement tools that are state-of-the-art and used by leading multi-national organisations. The customer contact centre, combined with Council's e-Planning Portal, will enable Council to offer services on behalf of other councils and organisations, expanding its revenue base and attracting alternative funding sources.

- **e-planning and the fast-tracking of development application processing**

In 2013/14 alone, Liverpool determined 1,245 development applications valued at \$711m⁶, requiring significant staffing resources in an area where all councils in NSW are experiencing a skills shortage. In addition, Council's four-year Delivery Program identifies the need to provide an additional 45,000 new homes to accommodate the growth that Liverpool is experiencing.⁷

To address this issue, Council has introduced state-of-the-art technology to modernise the way in which it processes and determines development applications. This includes the introduction of dedicated fast-track resources and introduction of innovative e-planning software and interactive online maps to streamline the way in which development applications are assessed. This is a first for NSW with demonstrated outcomes such as a reduction in turnaround times for dwellings from 63 business days in 2013/14 to 21 business days for AssessSMART applications and 4 business days for fast-tracked applications. Initial feedback suggests commercial developers will utilise Council as their certifying authority.

- **Creativity and cultural strategy**

Liverpool City Council has historically allocated significant resources to cultural activities and services such as Casula Powerhouse Arts Centre (CPAC), Library and Museum Services as well as to projects and policies which facilitate aspects of cultural development, including the Living Streets Program, a vibrant and well-resourced events calendar, a growing public art program, the LEAPs Task Force (Local Ethnic Affairs Priorities Statement) policy and the production of the Community Consultation Tool Kit.

Liverpool City Council's cultural strategy aims to maximise the benefits that a vibrant cultural sector brings to its community through effective cultural planning. It aims to contribute to and promote cultural activities which ensure that by 2023 Liverpool has:

⁶ *Liverpool City Council Annual Report 2013-14* (page 45).

⁷ *Liverpool City Council 4-year Delivery Program and 2015-16 Operational Plan* (page 29).

- A strong economy with a growing knowledge-based cultural and creative sector.
- An environment that strengthens appreciation of local identity and sense of place.
- An inclusive community with effective public services.
- A vibrant cultural life within the area and the region.

○ **Stormwater asset management**

Council has been recognised across the industry for its structured approach to asset and risk management and for use of available innovative technologies to manage its extensive network of piped drainage assets. In 2012 it was the recipient of the NSW Stormwater Award for innovation and excellence in stormwater asset management.

Piped drainage can sometimes suffer the out-of-sight, out-of-mind syndrome, resulting in maintenance works that are often random and reactive, and only carried out when it becomes apparent that the deterioration and defect of the pipe could be a threat to the safety of public or property. However, Liverpool recognised quite early that the risks of not managing the piped network in an appropriate and timely manner can be quite serious. A more proactive approach was therefore adopted by Council, which involves developing a detailed knowledge of the stormwater network's existing condition to help establish realistic levels of service, treatment intervention levels and to develop responsive works programs.

This has enabled Council to proactively develop maintenance and renewal strategies and programs that are responsive and cost effective. The programs identified through this process will improve hydraulic performance and significantly extend service lives.

○ **Casula Powerhouse Arts Centre (CPAC)**

CPAC is a multi-disciplinary arts centre with a program that includes exhibitions, theatre, festivals, live music, dance, workshops, seminars and education programs. CPAC's vision is to contribute to an inclusive and creative community through the presentation and production of compelling, quality and diverse cultural programs relevant and engaging to South West Sydney communities.

Being housed in a unique building, literally an old powerhouse, gives CPAC a point of difference. It is considered by Council to give reputational benefits to the Liverpool area due to the quality and recognition of its programming and built form.

CPAC is nationally recognised for its quality of programming, particularly exhibitions that deal with the culturally and linguistically diverse community and refugee and migrant issues.

As a major facility with the largest gallery spaces and theatre in South West Sydney, CPAC also services a broader community than residents and ratepayers. As Figure One shows, two-thirds of attendees are from outside the area, with the centre clearly acting as the arts facility for broader South West Sydney.

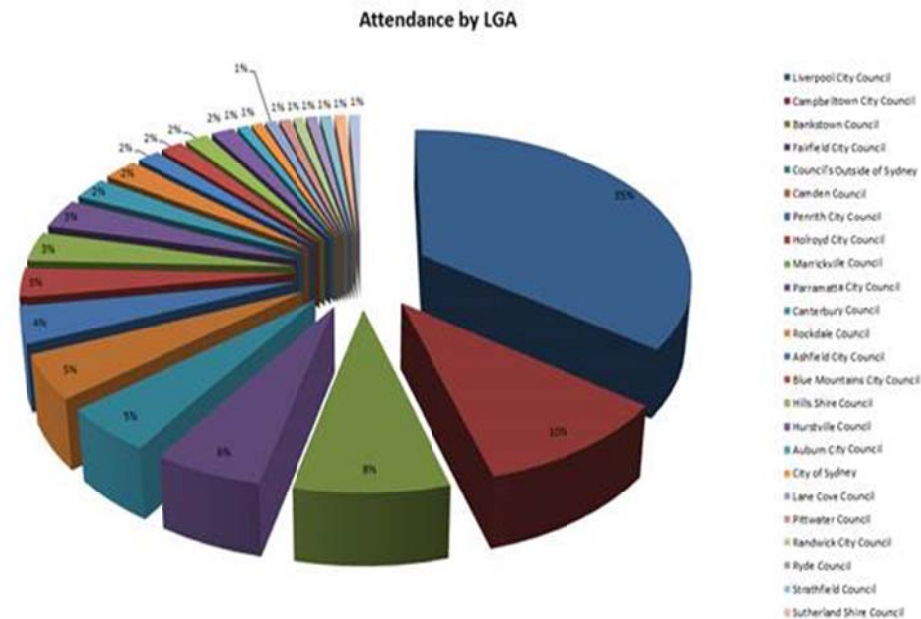


Figure One: Attendance at CPAC in 2013, broken down by LGA.

Over the last six years, visitation to CPAC has increased 246% and continues to trend upward as shown in Figure Two.

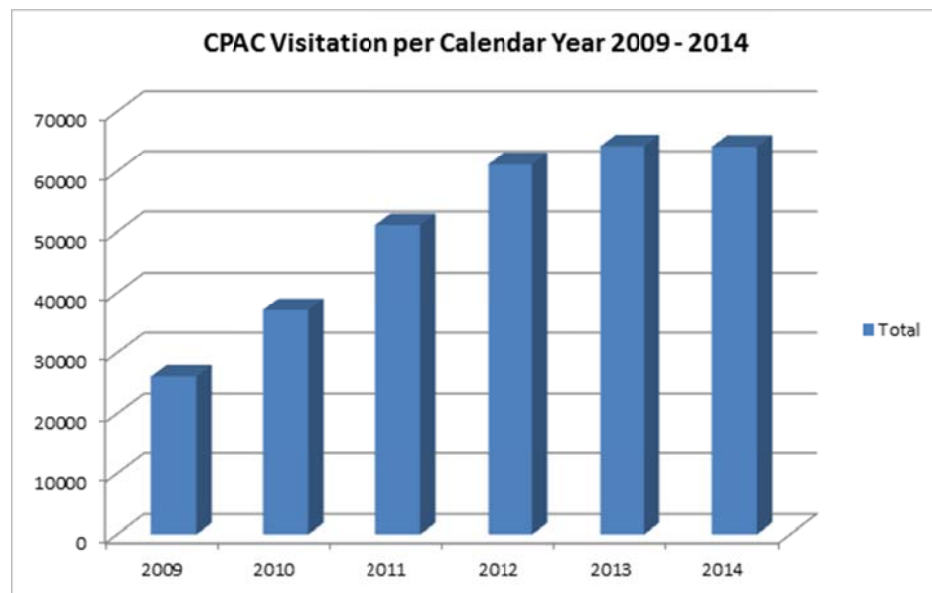


Figure Two: CPAC visitation per financial year 2009–2014.

- **Cutting edge networks and infrastructure**
A new wide area network (WAN) will be implemented by August 2015. Council's main building will have a full fibre optic with a dark fibre connection. Speeds will reach up to 10gb per second, which is 100 times faster than at present. Council will have one of the most advanced WANS in Australia which will enable:

- Increased productivity of Council's online systems, for example, Council's e-Planning tool.
- Implementation of a new cloud VOIP telephony and call centre system at Council's main building that will extend to depots, libraries, childcare centres and other facilities to significantly increase services and reduce telephony costs.
- Improved integration with Council and other councils' telephony systems.
- Advanced planning for a secondary data centre in the cloud that will enhance Council's Disaster Recovery and Business Continuity plans.
- Offsite storage of Council's core operating systems, for example, TRIM, Pathway, TechOne and Aurion. The networks will, however, ensure instantaneous access.
- Enhanced Council access to external IT services and use of cloud-based services.
- Council provision of online commercial services to other organisations.

○ **Award-winning children's services**

Council's Early Childhood Programs set a benchmark for the delivery of quality early education and care services in local government. With three National Quality Assessments resulting in Exceeding National Quality Standards, and the delivery of training to non-government and private providers, Liverpool's services demonstrate an uncompromising level of quality in early education and care.

Whereas most councils in NSW subsidise their children's services, Liverpool has radically transformed the way the childcare services operate, implementing a business model and completely eliminating a \$1m budget deficit. The services are now cost-neutral, with utilisation rates that are well above established targets. This has been achieved without compromising service delivery and ensuring the best possible care and education of children.

Council's leadership in this area was recognised at the 2013 Local Government Managers Excellence Awards, with Council winning the award for Excellence in Community Services.

○ **Waste management**

Council has consistently been a top performing metropolitan council⁸ in diverting waste away from landfill and increasing recycling. Some of the methodologies it has implemented in its waste management area include:

- Installation of CCTV surveillance at all known dumping hotspot areas. This provides continuous monitoring of known dumping hotspots and better information to prosecute offenders.
- Introduction of a *bulka bag* for household collection. This service will completely transform how household rubbish is collected, resulting in the following benefits:
 - Divert 60% to 90% of waste from landfill.
 - Reduce work, health and safety issues by minimising manual handling.
 - Increase reuse of material, for example, provides second-hand goods to disadvantaged groups.

⁸ Western Sydney Regional Waste and Resource Recovery Data Report 2011-2014 (page4)

- Reduce operating costs.
- Increase recycling.

○ **Advanced skills in strategic planning and policy development**

Liverpool's status as a regional city and its ability to strategically lead and plan for the region have been crucial to its success in facilitating regional economic, social, environmental and civic leadership outcomes and effectively and efficiently delivering services to the regional community.

The announcement in April 2014 of the Australian Government's decision to proceed with Sydney's second airport at Badgerys Creek has generated strong local, national and international interest in development opportunities in Liverpool. Liverpool's population is growing much faster than the Sydney average – currently 2.3%, which is almost twice the NSW average. To ensure the delivery of optimum future outcomes, Council has adopted a strong, strategic leadership approach to planning across the LGA, including economic development, Greenfield areas in the south west growth corridor, revitalisation of the city centre and on the Georges River. Council is also playing a strong role at State and Australian government levels in advocating for integrated, coordinated land use and infrastructure planning and 'big picture' thinking for South West Sydney, particularly in respect of Badgerys Creek Airport.

Specific planning and policy documents which Liverpool has developed include:

- **A suite of integrated planning and reporting documents**, including Community Strategic Plan (CSP), Delivery Program and quarterly reports, which are aimed at developing a performance based culture within Liverpool Council and operationalising the community's vision for the city.⁹
- **An Economic Development Strategy**,¹⁰ which has led to tangible benefits such as:
 - An increase in DAs lodged, with a 10% increase in DAs determined between 2012/13 and 2013/14 (valued at \$711m).
 - Creation of 1,500 new jobs.
 - Lobbying for connecting infrastructure to support the new airport at Badgerys Creek and that project's ability to create over 20,000 jobs in an area that has a significant jobs deficit.
 - Increased business confidence in Liverpool, which is reflected in the number of residential and mixed-use developments currently or intending to be built in the next 12 months.
 - Successful private and public sector pitches, which have resulted in a commitment from the State Government to relocate the Community Relations Commission and parts of Family and Community Services to Liverpool.
 - A partnership with the State Government Architect's Office and the University of Sydney to deliver a unique urban planning process for its city centre. This project is rapidly accelerating with outcomes including, improved connectivity in the city centre, an activation

⁹ *Growing Liverpool 2023 – The 10-year plan for Liverpool* – page 11.

¹⁰ *Liverpool Economic Development Strategy 2013-2018* – weblink:

www.liverpool.nsw.gov.au/__data/assets/pdf_file/0019/15625/Liverpool-Economic-Development-Strategy-2013-2018.pdf

strategy for key places and the redevelopment of Macquarie Mall.¹¹

- **Cultural mapping** — Liverpool Council has an impressive record in cultural planning and development, which is evident in its current service structure. It also has an active social planning role, which incorporates cultural policy and planning processes and in 1990 saw Council pioneer the use of cultural mapping processes in the development of cultural plans. Council's aim is to make CPAC and the Georges River cultural corridor a destination of choice for people to participate in arts, leisure and cultural events of significance and also to draw audiences from all over Sydney.
 - **Georges River Master Plan** — Council has taken the lead in planning the redevelopment of the Georges River precinct to deliver Liverpool's potential as a true river city. The redevelopment of the precinct provides an opportunity to transform an old and degraded industrial area into a revitalised, mixed-use urban waterfront precinct in close proximity to Liverpool city centre. This requires an integrated approach to planning, traffic, environmental, heritage, employment and community issues. Council recognises the delivery of linkages across the river and improved accessibility and lifestyle outcomes are important for the city and its future residents, which is why these are essential components of its current river master planning project.
 - **LEP review** – Council has resolved to undertake a detailed review of its LEP which includes studies on the development of a retail hierarchy, industrial and commercial land, heritage, employment, open space, recreational and environmental studies, together with transport and traffic planning. The review is being undertaken to ensure Liverpool is at the forefront of planning for a true regional city.
 - **Land planning** — Council has significant expertise in delivering greenfield development and industrial lands and has incurred notable expenses and allocated resources to address the planning and management of these areas for the development of a regional city over several decades. New estates, which Council has actively facilitated the development of, include:
 - Edmondson Park
 - Middleton Grange
 - Georges Fair
 - Elizabeth Hills.
- **Effective regional collaboration**

In *A Plan for Growing Sydney* (2015)¹², Liverpool has been identified as the regional city for South West Sydney. Council has delivered many initiatives which are integral to Liverpool's role as the capital of South West Sydney by providing leadership which crosses local government boundaries.

¹¹ *Building Our New City* – weblink: www.liverpool.nsw.gov.au/business/buildingournewcity.

¹² *A Plan for Growing Sydney* – weblink: www.strategy.planning.nsw.gov.au/sydney/the-plan/.

Examples of this include:

- **Shared services delivery model** — Council recently established the Liverpool Services Alliance, a strategic agreement with Propel. Propel is a partnership between Aegis and Local Government Queensland. Propel employs best practice, predominantly from the UK, to effectively manage customer and shared services. Since its implementation at Ipswich City Council (ICC) in Queensland, shared services delivery has halved the backlog in customer enquiries and anchored back-end office functions such as rates processing, customer service call centre administration, mail-room and records management for the council and other government and private organisations, significantly increasing ICC's financial sustainability and revenue base. By implementing this delivery model, Council is establishing the necessary systems and processes to undertake a similar offering at Liverpool, providing services to the region and beyond.
- **Liverpool Community Recycling Centre** — the first of its kind in Sydney, the Centre increases recycling, prevents hazardous waste from going into landfill and reduces the contamination of kerbside collections/bins with harmful chemicals and toxins. It is a key regional facility which serves the Liverpool and South West region and has been described as 'best practice' by the EPA. A model for similar centres in NSW, it has won several awards, including Excellence in Environmental Leadership and Sustainability at the Local Government Management Excellence Awards, and was highly commended for Resource Recovery in the Local Government Environment Awards 2014.
- **Western Sydney Regional Organisation Councils (WSROC)** — Council is an active member of WSROC, with one of its councillors, Tony Hadchiti, being the President of WSROC for the past two years. Activities in which Council has collaborated with other councils across the region include:
 - Joint advocacy on regional issues.
 - Assistance to the State and Australian governments in coordinating regional planning.
 - Provision of regional representation to higher levels of government.
 - Joint procurement, which allows Council to capitalise on volume rebates through bulk purchasing and managing contracts worth over \$30m, effectively saving around \$3m per year.
 - Participation in regionally funded programs on behalf of the State and Australian governments to deliver environmental and service improvements in areas such as waste management and street lighting.
- **Liverpool branding strategy** — Council's 10-year plan, *Growing Liverpool 2023*, identified that in order to stimulate investment in the region, the branding of the City of Liverpool and perceptions of the region needed to be improved. Consequently, Council has embarked on a branding strategy, which is aimed at creating an identity for the city, raising awareness to stimulate investment and attract jobs to meet the growing population, and challenging negative perceptions of the region. Council has partnered with two leading marketing/branding firms, Uberbrand and Principals, to develop the new brand, which will:

- Focus on what is unique about Liverpool.
- Articulate Liverpool's benefits in order to attract new businesses to the city.
- Create consistency and efficiency in all communications.
- Ensure Liverpool stands out for the right reasons.
- Assist Council in saying, 'this is what we stand for in the market and what we want to be known for'.
- Provide a focus for loyalty for the community and stakeholders.
- Leverage a visitor economy once the Badgerys Creek Airport is operational.

- ***Credibility for more effective advocacy***

Council has always been a progressive advocate for its community, with the objective of accommodating growth and ensuring access to jobs and employment underlying all of its policy and advocacy positions. An amalgamation with Fairfield will jeopardise this approach as Fairfield has generally taken an anti-development and anti-growth approach. This is evident in the different approaches towards the Western Sydney airport. Whereas Council adopted a more progressive view towards the airport, undertaking a massive community engagement campaign to determine whether community views had changed in the last 30 years, Fairfield has actively advocated against the airport, adopting the 'No planes in Western Plains' campaign.¹³

Since election of Council's current mayor in 2012 and development of its 10-year strategic plan, *Growing Liverpool 2023*, Council has advocated for:

- o Following widespread community research, a second Sydney airport at Badgerys Creek.
- o Integrated, coordinated land use and infrastructure planning and 'big picture' thinking for South West Sydney, particularly in respect to Badgerys Creek Airport.
- o Infrastructure and services investment commensurate with Liverpool's regional city status, resulting in a commitment from the State Government to relocate several departments to the Liverpool CBD.
- o A university in Liverpool, resulting in a commitment from the University of Western Sydney to establish a learning centre in Liverpool in 2016. The campus will comprise of post-graduate offerings, Pad Smart Business Centre and business networking and advisory centre.
- o An express train service to Liverpool to improve access by public transport to the city.
- o Since 2011, Council has actively contributed at local, regional and state levels to the reform agenda. Ongoing feedback has been provided, including submissions in November 2011 and February 2012 to Destination 2036, and in September 2012 and June 2013 to the ILGRP.
- o Relocation of SBS headquarters to Liverpool¹⁴ to serve as an anchor for a high-tech digital communications hub.

¹³ *No planes in Western Plains* – weblink:

www.fairfieldcity.nsw.gov.au/default.asp?iDocID=11272&iNavCatID=3642&iSubCatID=3653.

¹⁴ *News Local* – Liverpool Mayor Ned Mannoun praised for offering SBS new home after show Struggle Street sparks controversy – weblink:

www.dailytelegraph.com.au/newslocal/south-west/liverpool-mayor-ned-mannoun-praised-for-offering-sbs-new-home-after-show-struggle-street-sparks-controversy/story-fngr8hxx-1227346614906.

- ***Capable partner for State and Australian government agencies***

Council has established working relationships with most State and Australian government agencies, facilitating workshops with agency representatives to develop its *Growing Liverpool 2023 CSP* and thereby ensuring a direct alignment with state and local government planning frameworks.

Most recently, Council established the Committee for Liverpool, a high-level advisory board that contributes expertise, networks and contacts across a range of sectors to support economic and social development activities in Liverpool. The first meeting of the Committee was attended by the Premier, Mr Mike Baird MP. The Committee is an active example of Council's leadership role in the region, bringing together key stakeholders from a range of industries for the benefit of Liverpool city.

Its participants include:

- Ms Monica Barone, Chief Executive Officer, City of Sydney
- Mr David Borger, Western Sydney Director, Sydney Business Chamber
- Mr Christopher Brown AM, Chairman, Western Sydney Leadership Dialogue
- Mr Glenn Byres, Executive Director, Property Council NSW
- Mr Joseph Carrozzi, Managing Partner, PWC Sydney
- Ms Robynne Cooke, General Manager, Liverpool Hospital
- Mr Tony Costantino, Executive Director, Lend Lease Group
- Ms Suellen Fitzgerald, Director, Western Sydney Parklands Trust
- Professor Barney Glover, Vice Chancellor, University of Western Sydney
- Ms Marina Go, Chair, Wests Tigers NRL Club
- Cllr Tony Hadchiti, President, Western Sydney Regional Organisation of Councils
- Mr Andrew Head, Group General Manager, Transurban NSW
- Professor Chris Johnson, Chief Executive Officer, Urban Task Force
- The Hon. Craig Knowles AM, Chairman, Murray Darling Basin Authority
- Ms Amanda Larkin, Chief Executive Officer, South West Sydney Local Health District
- Mr John Lehmann, Editor-at-Large, Daily Telegraph/News Ltd
- Mr Jason Little, General Manager Australia, Goodman
- Ms Kerrie Mather, Managing Director & CEO, Sydney Airport Corporation
- Mr Brendan McRandle, Director - Western Sydney Unit, Federal Department of Infrastructure
- Mr John Papagiannis, Director, Development & Asset Management, Scentre Group/Westfield
- Mr Darren Pearce, Chief Executive, Australian Turf Club
- Mr Danny Rezek, Managing Partner, Western Sydney Office, Deloitte
- Mr Max Roberts, Head of NSW Government & Higher Education, SAP Australia
- Assoc. Professor Rod Simpson, Faculty of Architecture, Design & Planning, University of Sydney
- Mr Chris Tooher, Executive Director, Sydney Festival
- Dr Tim Williams, Chief Executive Officer, the Committee for Sydney.

- ***Resources to cope with complex and unexpected change***

Council has developed an in-depth Resourcing Strategy to ensure it is able to respond to complex and unexpected change. The Resourcing Strategy, encompassing the Long-Term Financial Plan, Workforce Management Plan and Asset Management Plan have been attached.

In addition, following a fire in October 2010 where the majority of council headquarters burnt down and all of its hard copy records were destroyed, Council established best practice disaster recovery systems. Council has since been invited to present at the Records and Information Management – Local Government Chapter Seminar on records disaster recovery and at the Finance Professionals Conference on disaster recovery and business continuity.

- ***High quality political and managerial leadership***

Council has recently undertaken an extensive functional and structural review that has resulted in a substantial difference in the way that Council operates and is led. An expanded senior executive team has been formed that builds on Council's existing strengths and brings together a diversity of skills and expertise over and above the traditional models of local government executive leadership. This has increased the strategic capacity of Council and involved the development of a substantial delivery program and operational plan that accommodate the regional city, rapid population and housing growth, a rich and diverse socio-economic mix and a growing commercial and industrial core.

Council has also acted on the Independent Local Government Panel's recommendations in developing its structure, appointing a FCPA- qualified Chief Financial Officer with significant private sector and state government experience.

In 2014 a Business Improvement Directorate was established to implement business excellence across the organisation and a Property Group established to capitalise on property investment solutions which improve Council's financial sustainability.

Also in line with the recommendations of the ILGRP final report, Liverpool is in the minority of councils in NSW with a four-year popularly elected mayor. This has led to strong, visible leadership for Liverpool, ensuring that Liverpool has a strong standing in Sydney.

Council has a track record of progressive political leadership, attracting significant media attention, investment and growth to the region. Key achievements include: establishing sound relationships with the local chamber of commerce, State and Australian governments, strong advocacy for the Western Sydney airport, establishing the Committee for Liverpool, a clear plan to revitalise the city centre, the development of a sound working relationship with Liverpool Hospital, advocacy and relationship-building to establish a university campus in Liverpool and delivery of the Carnes Hill Community and Recreation Precinct.

With a popularly elected mayor who serves a four-year term, Liverpool has been able to progress significant Council objectives that reach beyond the 12-month term of councillor-elected mayors. It has guaranteed a consistent and clear message for the region, stability for the organisation and a true alignment between Council's 10-year plan and operational objectives.