

BIANNUAL PERFORMANCE REPORT.



Introduction

Section 404(5) of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 30 June 2019.

A Snapshot of Integrated Planning and Reporting Suite of Documents

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with sections 402-405 of the *Local Government Act 1993*. This suite of documents includes the 10-year Community Strategic Plan *Our Home Liverpool 2027*, the four-year Delivery Program delivered through four annual Operational Plans, the Workforce Management Plan, the Asset Management Plan and Long-Term Financial Plan.

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. *Our Home Liverpool 2027* outlines the long-term vision for Liverpool City by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's actions including key performance indicators (KPIs) and milestones that have been provided to measure the overall progress in achievement of the vision outlined in the Community Strategic Plan.

Summary of the Biannual Report January to June 2019

The Delivery Program 2017-2021 and Operational Plan 2018-19 includes 110 actions that measure Council's progress in achieving the vision outlined in the Community Strategic Plan. By 30 June 2019, 94% of actions from the Delivery Program 2017-2021 and Operational Plan 2018-2019 were on track with the remainder needing attention. The status of each action is represented with the following symbols:



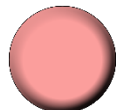
Action on track

Measures are being met and work is delivered to schedule



Action needs attention

Not all measures are being met or reaching satisfactory levels; work is ongoing and under review



Action not met

Measures are not being met and completion dates are unclear

Highlights



Casula Parklands Opening

Liverpool City Council's most exciting adventure playground, Casula Parklands, opened on Saturday, 4 May 2019. Families enjoyed delicious free food, live music and all the delights of the \$4 million state-of-the-art adventure playground. The parklands also include off leash dog parks, a ninja training circuit and outdoor fitness gym.



Bernera Road Opening

Liverpool Council and the local community celebrated the opening of Bernera Road in Edmondson Park on Saturday, 25 May 2019. A 1.35km stretch of Bernera Road (formerly known as Croatia Avenue) between Camden Valley Way and Edmondson Park train station was reconstructed and widened using more than 30,000 tonnes of recycled road base and asphalt. Nearly \$16 million of the total \$35 million cost was funded by the NSW Department of Planning, with Liverpool City Council providing the balance.



Children's Parliament

The fifth Children's Parliament sitting was held on 12 June 2019 at the Council Chambers attended by school representatives, teachers, principals, families and politicians. There were 40 Parliamentarians from 10 primary schools in the 2168 postcode area that presented on issues of safety, childhood obesity, unhealthy eating and cultural discrimination. These key issues were identified through a survey of 686 students from grades 4-6. The Parliamentarians sought advocacy and commitment from all levels of government to bring positive outcomes for children. In preparation for the sitting, Parliamentarians participated in 38 sessions including focus groups, a visit to NSW Parliament, workshops and small educational group sessions.



Pride of Place Exhibition

Liverpool proudly celebrated its Aboriginal heritage with the launch of the 'Pride of Place' exhibition at Carnes Hill Library in February 2019. The display showcases 155 Aboriginal artefacts that are estimated to be at least 4000-8000 years old.

The artefacts on display were remnants of Neolithic stone tool making and were uncovered during test excavation before the construction of the Carnes Hill Community and Recreation Centre. The display provided an opportunity to share local Aboriginal culture and stories.



Liverpool on a Roll

The inaugural Liverpool On A Roll food festival was met with unprecedented interest from local residents and people from across South West Sydney, attracting 10,000 people on the night. Despite an unseasonal cold-snap, crowds stayed for hours enjoying the ambience, entertainment and an array of dishes 'on a roll'. The event was an opportunity to promote local restaurateurs – inviting them to showcase their cuisine as a pop-up food stall. Attendees and stallholders were extremely pleased with the event.



Soft Centre at Casula Powerhouse Arts Centre

In its second year, Soft Centre delivered a one-day festival of radical performance art, installations, one-off collaborations and an electronic music. CPAC's vast industrial spaces were transformed, and the second iteration of Soft Centre showcasing the talent in Greater Western Sydney by highlighting local performers on their own specially curated stage. For the second year running, the 2018 Soft Centre won the FBi Radio Sydney Music, Art and Culture (SMAC) award for its carefully thought out and innovative program in Liverpool Council's Cultural Facility.



Pan Pacific Safe Community Accreditation

Liverpool was accredited as a Pan Pacific Safe Community on 7 March 2019. In being accredited, Liverpool joins an international network of communities which follow a set of core criteria that emphasise community leadership, participation, communication and networking in order to make the city a safer place to live, work and visit. This accreditation was made possible through strong local partnerships with key community partners such as NSW Police, NSW Health, and local community service providers.



Commitment to Religious Harmony

In response to the horrific terror attack in Christchurch, New Zealand in March 2019, Council, in partnership with the Western Sydney Migrant Resource Centre, hosted an event that brought together people from all faiths and cultural groups to sign a Declaration on Cultural and Religious Harmony. Coinciding with National Harmony Day, the event, held in Macquarie Mall in the Liverpool City Centre, renewed the commitment of all Liverpool community groups, regardless of their cultural or religious beliefs, to living in peace and harmony in Liverpool.



New Technology at Carnes Hill

Council is continually assessing new technologies to improve services to the community. In the latest initiative pin-code entry panels have been installed at the Carnes Hill Community Centre as a trial to improve the user experience at our community facilities.



Movies in the Mall

Liverpool families enjoyed free films on the first Friday of every month in 2019, with Movies in the Mall. This initiative has been well received by the community with family's grabbing a bite to eat from the food truck and enjoying.



Funding for VC Scott Memorial Park

Council has worked successfully with the Austral Soccer Club to secure a \$70,000 grant through the Federal Department of Infrastructure, Transport, Cities and Regional Development. This grant will be used for improvement works at VC Scott Memorial Park that will include awning and BBQ construction, safety fencing and irrigation works to support the Soccer Club's activities.



ANZAC Day

The annual ANZAC Day Dawn Service has delivered in collaboration with the Liverpool RSL Sub Branch. The Dawn Service commenced with a march from the John Edmondson VC Memorial Club to the Liverpool War Memorial at Bigge Park. A catafalque party commenced the Dawn Service proceedings which was attended by approximately 3500 people. Amongst the attendees were Members of Parliament, veterans, Defence Force personnel, schools and community members.



CREATING CONNECTION

Direction Status Snapshot January – June 2019

Of the 26 actions in the Delivery Program 2017-2020 and Operational Plan 2018-2019 under direction '*Creating Connection*', 99 per cent were marked as on track.

Council's 'Sorry Day' event held at the Liverpool Regional Museum and the Australian Botanic Garden, Mount Annan, School Holiday Youth Week the South West Disability Expo and the ANZAC Day Dawn Service, which recognise Liverpool's heritage and diversity and provide an opportunity for the community to come together.

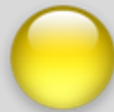


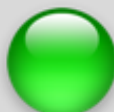
Council continues to deliver high quality child care services with Warwick Farm Early Education and Care Centre Exceeding National Quality Standards.

The new library website was launched in April 2019 and was well received with the community finding it easier to navigate and as a result, online memberships have increased.

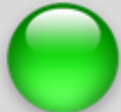
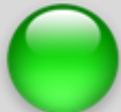



The Liverpool Animal Shelter successfully re-homed 98 per cent of cats and 88 per cent of dogs within two months.

Council continues to work towards achieving goals outlined in the Liverpool Heritage Strategy, however, there have been some project delays due to external factors and it is anticipated that these projects will commence in the new financial year.

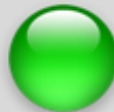
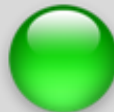
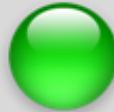

Celebrate diversity, promote inclusion and recognise heritage

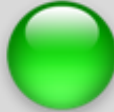


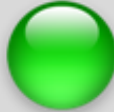
| Action | Description | Comment | Status |
|---------|---|--|--|
| C.01.01 | Promote and manage heritage | <ul style="list-style-type: none"> • Council continues to work towards achieving goals outlined in the Liverpool Heritage Strategy. • 94 per cent of heritage referrals for development applications have been completed within 10 working days. • There have been some project delays due to external factors, however it is anticipated that these projects will commence in the new financial year. |  Needs attention |
| C.01.02 | Manage Liverpool Regional Museum to attract visitors | <ul style="list-style-type: none"> • The Liverpool Regional Museum has continued to expand its exhibition output and has continued to increase its positive media coverage working in partnership with other Liverpool City Council cultural facilities Casula Powerhouse Arts Centre and Liverpool City Library. |  On track |
| C.01.03 | Deliver citizenship ceremonies | <ul style="list-style-type: none"> • Council hosted six Citizenship Ceremonies in the last six months. On 10 April, 21 May and 24 June 2019 at Casula Powerhouse Arts Centre. 360 Liverpool residents became new Australian Citizens. • Council will continue hold Citizenship ceremonies monthly and will organise additional ceremonies as required to reduce the waiting list. |  On track |
| C.01.04 | Implement actions from the Reconciliation Action Plan | <ul style="list-style-type: none"> • Council's 'Sorry Day' event was held at the Liverpool Regional Museum and the Australian Botanic Garden, Mount Annan on 24 May 2019. This event provides an opportunity for community members, both Indigenous and non-Indigenous, to learn about and reflect upon the Stolen Generations and subsequent impacts on Aboriginal and Torres Strait Islander communities. • Council continues to advocate for better employment outcomes for Aboriginal and Torres Strait Islander community members by supporting the development of an Aboriginal Employment Strategy as part of Council's wider Employment Strategy, which encompasses equal employment opportunity principles for all community members. |  On track |

Deliver a range of community events and activities




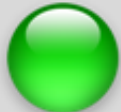
| Action | Description | Comment | Status |
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| C.02.01 | Deliver events schedule | <ul style="list-style-type: none"> The full events schedule including the debut of a new event, Liverpool on a Roll has been delivered for 2018/19 and planning is underway for the next financial year. |  On track |
| C.02.02 | Manage civic events calendar | <ul style="list-style-type: none"> Council hosted a number of key events which included the new adventure play space at Casula Parklands on 4 May 2019 and the new Bernera Road Extension on 25 May 2019, both attracting more than 1000 attendees. Planning continues for the incoming student delegation from Toda in July 2019 and outbound student delegation in September 2019. |  On track |
| C.02.03 | Manage Anzac Day Dawn Service ceremony | <ul style="list-style-type: none"> The ANZAC Dawn Service in collaboration with Liverpool RSL and Liverpool Council was well received with 3500 attendees. |  On track |
| C.02.04 | Deliver engaging library programs | <ul style="list-style-type: none"> Liverpool City Library continues to strengthen partnerships and make new connections. Programs and Outreach have concentrated on developing and growing its audience to increase the reach of communications. New lifestyle programs have been offered such as Green Cleaning, Beeswax Wraps and Terrariums and Tea and have been at full capacity. With the success of these programs the library is looking forward to offering more creative and sustainable lifestyle programs in the coming year including Photography Basics and Science Talks. |  On track |
| C.02.05 | Deliver Casula Powerhouse Arts Centre programs | <ul style="list-style-type: none"> The Casula Powerhouse Arts Centre continues to deliver a wide range of exhibitions, theatre performances, education and public programs and community events for Liverpool. Highlights include Powerhouse Voices, The Golden Boys, Homelands World Music Tour, Twelfth Night, Tree of Life, Australian Poetry Slam and Sydney Writer's Festival. CPAC hosted 24 exhibitions and 29 Theatre/Music Programs. |  On track |


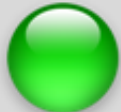
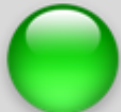
Implement access and equity for all members of the community

| Action | Description | Comment | Status |
|---------|--|--|---|
| C.03.01 | Deliver high-quality childcare services | <ul style="list-style-type: none"> Community programs, such as the Transition to School program and supported playgroups continue to be delivered successfully at the libraries with ongoing demand demonstrated by the number of families on the wait lists. In January 2019 Warwick Farm Early Education and Care Centre was assessed against the National Quality Standards with the service receiving a rating of 'Exceeding National Quality Standards' in all seven quality areas highlighting Council's solid position as a benchmark service in Liverpool. In June 2019, Casula Preschool was assessed against the National Quality Standards, with the service being commended on its quality learning environments for children. Satisfaction surveys were distributed to families to gauge the effectiveness of Council practices and service delivery. The survey identified a satisfaction rate of 95 per cent with minimal feedback provided for areas of improvement. |  On track |
| C.03.02 | Provide well used and appropriate resources at Liverpool Libraries | <ul style="list-style-type: none"> The new library website was launched on 3 April 2019 and has been well received with the community who are finding it easier to navigate. As a result online memberships have increased. |  On track |
| C.03.03 | Deliver Council-led programs that strengthen social inclusion and build community capacity | <ul style="list-style-type: none"> Council continues to partner with and provide support to a large number of local service providers and programs through Council's Grants, Donations and Corporate Sponsorship programs. In the 2018/19 financial year Council provided \$430,000 worth of funding for 62 community projects and programs that benefit the Liverpool community. Council works closely with a number of key community services to deliver a range of programs specific to Culturally and Linguistically Diverse (CALD) communities. These programs promote social cohesion and inclusion for community members of refugee and migrant backgrounds by engaging them in education, skills development, and social activities. |  On track |
| C.03.04 | Strengthen social inclusion in new developments | <ul style="list-style-type: none"> Council's Community Planning team assessed and completed 21 social impact assessments in the last six months, including those relating to Liquor and Gaming, Development Applications and State Significant Developments. |  On track |

| Action | Description | Comment | Status |
|---------|--|--|---|
| C.03.05 | Implement actions from the Disability Inclusion Action Plan (DIAP) | <ul style="list-style-type: none"> • A portable hearing loop is now available for use at Liverpool City Library. This facility uses both t-Coil and Infrared technology to ensure that all community members are able to participate in community meetings, training, and events held at Council facilities. • A series of information sessions for seniors were held at Liverpool City Library from February to April 2019. • Local seniors were entertained at the annual Liverpool Seniors Concert held over two days at Liverpool Catholic Club on 17-18 April 2019. More than 900 local seniors attended. • The South West Sydney Disability Expo was held on 5-6 April 2019 at the Whitlam Leisure Centre. More than 1500 community members. |  On track |
| C.03.06 | Implement actions from the Youth Strategy and Action Plan | <ul style="list-style-type: none"> • Council delivered school holiday activities in concurrence with Youth Week providing a holistic program of events for local young people, including opportunities to engage in sport, art and community activities. • A total of 650 young people participated in school holiday and Youth Week events across Liverpool in April 2019. |  On track |
| C.03.07 | Deliver community projects and programs in collaboration with stakeholders | <ul style="list-style-type: none"> • Council continues to collaborate with government and non-government agencies in order to facilitate planning and partnership projects. • Liverpool's ClubGRANTS scheme was delivered, with 54 community programs and projects funded for more than \$780,000. • Council convened four sector-specific interagencies with local stakeholders. The interagencies provide opportunities to collaborate on projects and programs for the Liverpool community and provide strategic support and guidance to non-government organisations. |  On track |
| C.03.08 | Deliver the Community 2168 Project in partnership with South West Sydney Local Health District and Department of Family and Community Services | <ul style="list-style-type: none"> • Collaborative efforts continue with residents, and government and non-government agencies to plan and deliver a broad range of community engagement activities, events and support community capacity building programs. • The Miller Community Centre continues to be a central location to facilitate training (employment and education) opportunities and as an outlet to the local sector and community groups for meetings and social and recreation activities. |  On track |

Provide community facilities which are accessible to all

| Action | Description | Comment | Status |
|---------|--|---|--|
| C.04.01 | Meet demands for community-connected spaces | <ul style="list-style-type: none"> Overall utilisation of community venues continue to meet target. While several centres were closed during the quarter for scheduled maintenance and renewal works, permanent hirers were accommodated in alternate centres. The Federal Elections were also held in May 2019, contributing to increased visits. Community venues also continue to be popular for social functions. A new licence tenant has started at Memorial Community Centre and the second round of the Licence Expression of Interest has commenced and successful applicants are expected to start in August 2019. Utilisation for community buses has significantly exceeded the target, brought by an increase in internal bookings and some casual bookings by community organisations. |  On track |
| C.04.02 | Provide clean community facilities | <ul style="list-style-type: none"> Target amount of cleans for the community venues has been achieved. |  On track |
| C.04.03 | Deliver Council's adopted upgrade and renewals program for building assets | <ul style="list-style-type: none"> The planned programs of works were substantially completed. Some major projects such as lift replacement at Warren Serviceway Car Park, City Library and Casula Powerhouse Arts Centre, and amenities building at Bigge Park are delayed due to circumstances beyond Council's control. |  On track |
| C.04.04 | Facilitate usage of Council sporting venues and leisure centres | <ul style="list-style-type: none"> Council continues to support recreation and sporting participation within the community through leisure centres and sporting venue provision. Council's leisure centres have received more than 370,000 visits during the last six months and Liverpool's sporting venues have experienced strong demand for winter season use from schools, community clubs and casual users. |  On track |

| Action | Description | Comment | Status |
|---------|---|---|---|
| C.04.05 | Enhance access to facilities and resources through place-based planning initiatives | <ul style="list-style-type: none"> • Planning for a four court tennis court facility at McGirr Park Miller is complete and will be delivered by the end of 2019 calendar year. • The Community consultation and needs analysis for the Carnes Hill Recreation Precinct is complete. Master planning for the revitalisation of Lighthorse Park to a district level recreation, open space and community hub is complete. • Social infrastructure demand, utilisation and needs analysis for the revitalisation of existing assets is complete. • Master planning for social infrastructure in Miller Town Centre has commenced, for completion by June 2020. • The Live Life Get Active fitness and well-being camps have been highly successful with camps now operating at five locations across the Local Government Area. |  On track |
| C.04.06 | Manage library spaces to attract and inspire visitors | <ul style="list-style-type: none"> • Improvements in library services are reflected in increased visits and membership. Council's new library website has made it easier to join online and use services. Refurbishments to buildings have been well received by the community. |  On track |
| C.04.07 | Manage the Liverpool Animal Shelter | <ul style="list-style-type: none"> • The Liverpool Animal Shelter exceeded all targets with 98 per cent of cats and 88 per cent of dogs re-homed within two months. |  On track |

Create a dynamic, inclusive environment, including programs to support healthy living

| Action | Description | Comment | Status |
|---------|---|---|---|
| C.05.01 | Deliver Council's adopted upgrade, renewal and conservation program for recreation and green assets | <ul style="list-style-type: none"> • All Open Space renewal and upgrade programs were completed in June 2019. Lurnea Community Hub and Cirillo Reserve are planned to be delivered over two program years. Construction of these two projects is programmed for 2019/2020. |  On track |
| C.05.02 | Support community recreation through funding | <ul style="list-style-type: none"> • Sporting donations to individuals and teams representing at a regional, state and national level continue to be assessed and distributed on a quarterly basis with eight applications received this quarter. • Council has assessed the 27 applications for the Liverpool Sporting Donations program and allocated a total of \$30,000 to the seven successful applicants. |  On track |



STRENGTHENING AND PROTECTING OUR ENVIRONMENT

Direction Status Snapshot January – June 2019



Of the 23 actions in the Delivery Program 2017-2020 and Operational Plan 2018-2019 under direction '*Strengthening and Protecting our Environment*', 98 per cent were marked as on track.

Council continues its education programs including the Sustainability Blitz workshop series and tree planting, which both continue to draw community interest. The installation of LED lighting in the 33 Moore Street car park has improved energy efficiency ratings and the new native bee house at Casula Powerhouse Arts Centre has been opened for the local bee population.




Council continues to work collaboratively with a number of internal and external partners to increase safety and reduce crime in the Liverpool Local Government Area (LGA) and Liverpool has since been accredited as a Pan Pacific Safe Community. In addition, Council continues to work with the South West Sydney Domestic Violence Alliance to implement initiatives which respond to increasingly high levels of domestic violence.



The number of Development Applications (DA) and construction certificates determined is lower than the expected target, and can be attributed to an increase in the complexity, size and cost of development applications submitted for assessment. Given the changes to the property and development markets, Council continues to work with internal and external stakeholders to deliver DA determinations and construction certificates within suitable timeframes.

Manage the community's disposal of rubbish




| Action | Description | Comment | Status |
|---------|--|--|---|
| S.01.01 | Provide waste disposal services to the community | <ul style="list-style-type: none"> Council has seen a reduction in diversion from landfill due to the regulatory changes to Mixed Waste Organic Output that came into effect in October 2018. Illegal dumping requests were actioned within time frames and public place bin servicing program was 98 per cent completed. Council participated in seven meetings with neighbouring councils, which included Project 24 and Western Sydney Regional Organisation of Councils. |  On track |
| S.01.02 | Manage the Community Recycling Centre | <ul style="list-style-type: none"> Council has seen an increase in the community's disposal of rubbish at the Community Recycling Centre. This shows active engagement with the Centre. |  On track |



Protect and enhance bushland, rivers and the visual landscape

| Action | Description | Comment | Status |
|---------|--|---|---|
| S.02.01 | Manage Council's park maintenance program | <ul style="list-style-type: none"> The continued warmer weather saw a lot of resources focused on grass cutting through the first half of the year and follow up on storm damage. With the cooler periods officially here grass cutting has reduced and the focus has returned to customer requests for pruning and maintenance during the slower growing periods. |  On track |
| S.02.02 | Develop and implement improvement strategies, policies and programs for the management of stormwater | <ul style="list-style-type: none"> Water quality monitoring at selected locations along Georges River and South Creek catchment is underway under the ongoing water quality monitoring program. Council has developed a water quality monitoring report card, which has been published on Council's website. The report card will be updated quarterly. |  On track |
| S.02.03 | Make informed environmental decisions through the development of strategy, education and engagement | <ul style="list-style-type: none"> Council completed 100 per cent of ecological referrals for development applications within 10 business days. The result exceeds the target of 80 per cent. |  On track |

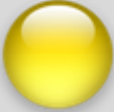

| Action | Description | Comment | Status |
|---------|---|--|---|
| S.02.04 | Assess applications to prune or remove trees | <ul style="list-style-type: none"> 96 per cent of applications to remove or prune trees were processed within 10 business days or less. This result exceeds the target of 80 percent. |  On track |
| S.02.05 | Manage contaminated lands under Council control | <ul style="list-style-type: none"> Investigations continue at the former gas works site, Speed Street, Liverpool. Procuring appropriate remediation contractor for Kurrajong Road remediation. Waiting on planning approval for remediation at Powell Park, former BMX track. |  On track |


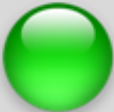



Encourage sustainability, energy efficiency and the use of renewable energy

| Action | Description | Comment | Status |
|---------|---|--|---|
| S.03.01 | Develop and implement environmental education for the community | <ul style="list-style-type: none"> The Sustainability Blitz workshop series has proven increasingly popular, with workshops consistently booking out and receiving positive feedback from participants. Community Tree Planting activities continue to draw community interest, though wet weather does impact participation. Council supported a number of additional activities with various community groups, in addition to the calendared activities. The 2019 Speaking for the Planet event was a success, with Liverpool schools performing admirably in the regional competition. |  On track |
| S.03.02 | Educate the community in waste disposal | <ul style="list-style-type: none"> Council delivered six events and education programs and participated in two regional waste projects in the last six months. |  On track |
| S.03.03 | Develop and implement energy efficiency program | <ul style="list-style-type: none"> State Government initiatives on energy efficiency and renewable energy were promoted to the community via the 'Sustaining Liverpool' newsletter, Council workshops and the local media. These mechanisms were also used to communicate useful information to the community on a broad range of sustainability topics. |  On track |



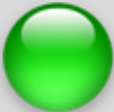

| Action | Description | Comment | Status |
|---------|---|--|---|
| S.03.04 | Promote local and sustainable food sources | <ul style="list-style-type: none"> The Casula Powerhouse Arts Centre continues its commitment to healthy, sustainable food and a healthy sustainable environment, growing the majority of vegetables and herbs used at Bellbird Bar and Dining in the Organic Kitchen Garden. The new Air Bee & Bee (native bee hotel) has welcomed its first residents, and the Casula Fowl House is under construction, with new mulberry trees planted for it. The perimeter fence and main housing structure for the chickens will be built in July 2019. |  On track |
| S.03.05 | Upgrade Council properties to increase sustainability | <ul style="list-style-type: none"> LED lighting was installed in the 33 Moore Street car park which has further improved the National Australian Built Environment Rating System (NABERS) energy efficiency rating. |  On track |

Exercise planning controls to create high-quality, inclusive, urban environments

| Action | Description | Comment | Status |
|---------|---|---|--|
| S.04.01 | Provide development assessment services | <ul style="list-style-type: none"> The number of Development Applications (DA) determined is lower than the expected target, and can be attributed to an increase in the complexity, size and cost of development applications submitted for assessment. An increase in the complexity of DA's has affected the determination of 50 per cent of DA's assessed within 40 working days, due to the extensive and in depth level of assessment required, from internal and external agencies. With changes to the property and development markets, the Development Assessment team is continuously working on improving DA determination times without compromising the attainment of appropriate planning outcomes. |  Needs attention |
| S.04.02 | Develop, review and update asset management plans | <ul style="list-style-type: none"> Council continues to have up to date Asset Management Plans. Council updated its Building Asset Management Plan this year with latest valuation and condition information. |  On track |

| Action | Description | Comment | Status |
|---------|---|---|--|
| S.04.03 | Manage and maintain public health and safety compliance | <ul style="list-style-type: none"> The outcomes for health and safety compliance substantially exceed the targets in most areas. In addition, there has been a reduction in complaints received relating to non-compliant swimming pools which is a positive outcome. |  On track |
| S.04.04 | Investigate, survey, design and estimate cost of Council's infrastructure delivery projects | <ul style="list-style-type: none"> Investigations and design of capital works projects was completed on time to achieve capital works delivery target. Necessary design of major projects such as Edmondson Avenue, Manning Street Bypass design, Eleventh Avenue reconstruction and Fifteenth Avenue are progressing. |  On track |
| S.04.05 | Develop planning strategies | <ul style="list-style-type: none"> The studies to inform the Local Environmental Plan (LEP) review are on track. A number of studies have been completed to support the development of the Local Strategic Planning Statement and to guide a review of the LEP. These include the Local Housing Study, Social Infrastructure Study, Industrial Lands Study, Housing Feasibility and Housing Market Analysis. Strategies to complete during 2019/20 are Centres and Corridors Study, Rural and Scenic Lands Study, Sustainable Urban Mobility Plan and Sustainability Studies. |  On track |
| S.04.06 | Manage land development engineering | <ul style="list-style-type: none"> There was a decrease in the number of Development Applications and construction certificates; however, timeframes were not met due to delay in obtaining the correct documentation and fee payment. |  Needs attention |
| S.04.07 | Manage building fire safety certification | <ul style="list-style-type: none"> Under the Environmental Planning and Assessment Regulation 2000, inspection and maintenance of Council's property portfolio has been carried out by a competent fire safety practitioner to a standard no less than that to which the measure was originally designed, as identified on the building's fire safety schedule. |  On track |

Develop and advocate for, plans that support safe and friendly communities

| Action | Description | Comment | Status |
|---------|---|---|---|
| S.05.01 | Implement actions from the Community Safety and Crime Prevention Strategy 2018-2022 | <ul style="list-style-type: none"> • Council continues to work collaboratively with a number of internal and external partners to increase safety and reduce crime in the Liverpool Local Government Area (LGA). Liverpool's accreditation as a Pan Pacific Safe Community demonstrates a sector-wide commitment to reducing crime and increasing public perceptions of safety within the LGA. • Council continues to work with the South West Sydney Domestic Violence Alliance to implement initiatives which respond to increasingly high levels of domestic violence. • Council's Community Safety and Crime Prevention Strategy and Action Plan 2019-2022 has been endorsed by Council. This plan provides a framework for Council to implement programs and initiatives which address crime and safety in the Liverpool LGA. |  On track |
| S.05.02 | Undertake a program of upgrades and renewals for drainage infrastructure | <ul style="list-style-type: none"> • Relining of stormwater pipes in Busby, Hammondville and Holsworthy to improve hydraulic capacity and provide extended service life has been completed. • Modification of an existing Gross Pollutant Trap at Wattle Grove Lake in Wattle Grove is complete. • Basin 14 land acquisition and detailed designs are underway. Construction works are planned to commence in 2019/20, subject to land acquisition being completed. |  On track |
| S.05.03 | Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood prone land | <ul style="list-style-type: none"> • Overland flow path study for rural catchment areas has been completed. • Detailed concept design for all stormwater infrastructure in Austral and Leppington North has been completed. • Detailed design of stormwater infrastructure in East Leppington is underway. |  On track |
| S.05.04 | Provide assistance and support to the RFS and SES | <ul style="list-style-type: none"> • Total funds expended of budget allocation. |  On track |



GENERATING OPPORTUNITY

Direction Status Snapshot January – June 2019




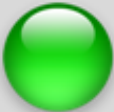

Of the 20 actions in the Delivery Program 2017-2020 and Operational Plan 2018-2019 under direction '*Generating Opportunity*', 99 per cent were marked as on track.

A steady rise in stakeholder engagement has resulted in more than 3000 new jobs being created in the local government area. The City Activation Strategy has been adopted, along with the implementation and completion of the Smart Pedestrian project. Council continues to advocate on behalf of residents with regards to the Western Sydney International Airport and Aerotropolis and actively promote the city centre as a vital component of the airport's development. The Destination Management Plan and City Activation Strategy are contributing to increased activity in the city centre with the communities embracing and engaging in city activation.






Council's maintenance and repair program has resulted in the repair and resurfacing of more than 25,000 square metres of road pavement and 27 kilometres of road shoulder areas being regraded and maintained. In addition, 6700 linear metres of concrete footpaths, 1600 linear metres of kerb and guttering and 310 square metres of paved footpaths have been reconstructed at a number of locations.

Council continues renegotiate its telecommunications portfolio with external stakeholders. While this negotiation has not been finalised, Council anticipates completion in the new financial year.

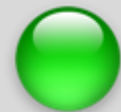



Meet the challenges of Liverpool's growing population

| Action | Description | Comment | Status |
|---------|--|--|---|
| G.01.01 | Develop and manage the Long Term Financial Plan | <ul style="list-style-type: none"> • Council is on track to achieve six out of seven key Fit for the Future (FFF) performance indicator ratios. • The FFF estimates did not include unexpected expenditure on hazardous waste remediation that Council incurred in the past three years which increased real operating expenditure per capita. |  On track |
| G.01.02 | Manage Council's childcare centres sustainably | <ul style="list-style-type: none"> • Council's Early Education and Care Centres have maintained consistent utilisation over the 2018/2019 period operating at a capacity of 99.89 per cent highlighting the demand for Council services from the community. • Council's focus on maintaining high quality facilities with ongoing revitalisation works enhances both the visual appeal and effectiveness of the learning environment, which in turn contributes to the high utilisation of Council services. |  On track |
| G.01.03 | Manage accounts and investments | <ul style="list-style-type: none"> • Council's current average return on investment of 2.80 per cent is higher than the 1.99 per cent Ausbond Bank Bill Index. • Council's Business Activity Statement for the past eleven months were lodged on due dates. • Council's outstanding debt ratio of 3.51 per cent is lower than the benchmark of less than 5 per cent. |  On track |
| G.01.04 | Establish a Development Corporation | <ul style="list-style-type: none"> • A Private Public Partnership model is currently under investigation. While Council progress the design development of several projects. Council has endorsed a progression of the project to the pre-expressions of interest stage. |  On track |
| G.01.05 | Build effective relationships with State and Federal departments and governments | <ul style="list-style-type: none"> • Council met with three State Members of Parliament in the last six months. Council staff attended 88 meetings during the period with State and Federal departments to discuss topics such as Western Sydney International (Nancy-Bird Walton) Airport, planning proposals, road upgrades and public transport. |  On track |





Attract businesses for economic growth and employment opportunities



| Action | Description | Comment | Status |
|---------|---|---|---|
| G.02.01 | Attract new jobs within Liverpool's industry focus areas | <ul style="list-style-type: none"> Facilitation of 13 solutions for major project developments occurred in the last six months. The City Economy Team continues to advocate for local people to fill new jobs as they occur via contribution at Pre Development Application (DA) meetings and in contribution to DA referrals. Regular advocacy is occurring with the developers of the Moorebank Intermodal Terminal and Western Sydney Airport. Over 3000 new jobs were created in 2018/2019 sectors including health, transport logistics, hospitality, advanced manufacturing, retail and professional services. |  On track |
| G.02.02 | Market Liverpool as a business destination | <ul style="list-style-type: none"> The City Economy team continues to generate and work on a substantial lead pipeline that is well above target. |  On track |
| G.02.03 | Develop the economic capacity of local businesses and residents | <ul style="list-style-type: none"> There has been a consolidation of strong efforts across business development/investment attraction, innovation and the visitor economy. There has been a steady rise in stakeholder engagement resulting in leads and conversions with over 3000 new jobs being created in the Local Government Area. |  On track |
| G.02.04 | Progress Liverpool as an Innovation City | <ul style="list-style-type: none"> Innovation actions are on track with the adoption of a City Innovation Strategy, the implementation and completion of the Smart Pedestrian project and ongoing discussions with city partners to develop an innovation hub in Liverpool. |  On track |
| G.02.05 | Monitor and advise Council on matters relating to the development of Western Sydney Airport | <ul style="list-style-type: none"> The Manager Aerotropolis and City Planning continues to advocate on behalf of Liverpool's residents with regard to the airport and the aerotropolis and actively promotes the city centre as a vital component of the airport's development. |  On track |

Create an attractive environment for investment

| Action | Description | Comment | Status |
|---------|---|---|--|
| G.03.01 | Activate and develop vibrant places that attract residents, visitors and workers to Liverpool | <ul style="list-style-type: none"> The Destination Management Plan and City Activation Strategy are currently being implemented, including the launch of 'Love Liverpool' campaign. Increased activity in the city centre, combined with ongoing attendance and business participation, indicates that communities are embracing the city activations and engaging in activities in their Local Government Area. |  On track |
| G.03.02 | Manage maintenance and repair program | <ul style="list-style-type: none"> More than 25,000 square metres of road pavement have been repaired and resurfaced at various locations and 27 kilometres of road shoulder areas have been regraded and maintained. 6700 linear metre of concrete footpath, 1600 linear metre of kerb and guttering and 310 square metres of paved footpath have been reconstructed at a number of locations. A number of faded and missing line markings were reinstated on a number of streets including replacements and new installations of traffic signs at the cost of over \$475,000. All 105 gross pollutants traps within the Local Government Area were cleaned four times and rubbish was collected as per the cleaning schedule, including repairs of damaged drainage structures, and waterways weed removal. In addition, a number of street drainage pits were checked and cleaned. Due to the NBN rollout and electrical, water and gas supply upgrades to cater for the new developments, there were an influx of restoration works and as a result there is a slight delay in completing the permanent restoration works. 2800 customer requests were received for various maintenance works and these have been inspected and necessary actions were taken within the timeframes. |  On track |
| G.03.03 | Manage the delivery of Liverpool Civic Place | <ul style="list-style-type: none"> Following the gazettal of Amendment 52 to the Liverpool Local Environmental Plan, Council has resolved to proceed with Liverpool Civic Place, and Development Application plans are being prepared. |  On track |
| G.03.04 | Deliver Property Services | <ul style="list-style-type: none"> Council continues renegotiate its telecommunications portfolio with external stakeholders. While this negotiation has not been finalised, Council anticipates completion in the new financial year. |  Needs attention |

Advocate for, and develop, transport networks to create an accessible city

| Action | Description | Comment | Status |
|---------|---|--|---|
| G.04.01 | Deliver Council's adopted upgrade and renewals program for roads and transport-related assets | <ul style="list-style-type: none"> Council's adopted upgrade and renewals program for roads and transport related assets have been delivered successfully. |  On track |
| G.04.02 | Manage traffic and transport for Liverpool | <ul style="list-style-type: none"> Preliminary analysis of the traffic counts along Moore Street and other surrounding streets in the CBD indicate that the scoping investigation for a transit boulevard can be implemented without significant traffic impacts. In addition, Roads and Maritime Services have been requested to deliver two projects at Moore Street and Bathurst Street to assist with delivery of the Moorebank Transit project. Strategic design of Edmondson Avenue widening has been completed and Council has engaged a consultant to carry out the concept and detailed designs for the road upgrade. Options for improved wayfinding signage in the Liverpool City Centre is being considered and the scoping investigation for wayfinding signage will be prepared in 2019/20. |  On track |
| G.04.03 | Manage traffic and road safety on the local road network | <ul style="list-style-type: none"> The Road Safety 'Buckle Up' program continues to receive significant community attendance and appreciation. Other road safety initiatives, including Roads and Maritime Services/Police initiated programs, have also been implemented, such as road safety messages during key public holidays. Learner Driver seminars continue to be well attended. Design for the Cowpasture Road and Kurrajong Road intersection upgrade has been completed. Council is awaiting Roads and Maritime Services approval for the upgrade and tenders have been called for the intersection improvement planned to be completed during the 2019 calendar year. |  On track |
| G.04.04 | Assess impact of land development | <ul style="list-style-type: none"> Assessment of Development Application referrals, Pre Development Applications and Planning Proposals were delivered in a timely manner. Council is liaising with the Roads and Maritime Services (RMS) on road widening of Moorebank Avenue to minimise the impacts of the Moorebank terminal developments. The road widening is to be carried out by the proponent of the Moorebank Intermodal developments. Representations continue to be made to Transport for NSW for improvements to the public transport network and to RMS in respect of priority projects such as Bringelly Road and planning for The Northern Road and M12 Motorway. |  On track |

| Action | Description | Comment | Status |
|---------|--|--|---|
| G.04.05 | Advise on regional traffic and transport planning | <ul style="list-style-type: none"> • Council inputs have been provided to enable Roads and Maritime Services (RMS) to continue with the design and delivery of The Northern Road upgrade, Heathcote Road, M12 Motorway and Bringelly Road Stage two. • Funding discussions have been held with the RMS and the Federal Department of Regional Development for the road sections of Governor Macquarie Drive between the Hume Highway and Munday Street and between Newbridge Road and Alfred Road. |  On track |
| G.04.06 | Inspection of driveway constructions and management of road opening applications | <ul style="list-style-type: none"> • 1512 driveway inspections have been carried out and approved for construction. • 1150 number of road opening applications were received between July 2018 and June 2019. • Over 90 per cent of the applications have been processed and approved within the time frame. |  On track |



LEADING THROUGH COLLABORATION

Direction Status Snapshot January – June 2019

Of the 38 actions in the Delivery Program 2017-2020 and Operational Plan 2018-2019 under direction '*Leading Through Collaboration*', 95 per cent were marked as on track.

Council has met and delivered its reporting and governance requirements for the 2018-19 financial year.





Council was a finalist in the 2019 NSW Local Government Excellence Awards in categories 'People and Culture' and 'Special Project Initiative'. Council also received two awards at the 2019 Ministers Awards for Women in Local Government in the categories of 'Elected Representative' and 'Women in Non-Traditional Roles'.







Council's mystery shopper results place the Customer Experience team in the top three metropolitan councils in NSW for customer service. Enhancements have been made to the ePlanning Portal, including application tracking and mapping of infrastructure provided by developers, increasing the accessibility and transparency of planning information to the community.





The prioritisation of the e-recruitment implementation has delayed work on the diversity data collection, however, the implementation of the e-recruitment system will give Council the opportunity to explore, capture and analyse its job applicant and employee diversity profile. Council is working towards delivering its 'Dignity and Respect in the Workplace' program, however has not yet reached its target of 100 per cent of staff.

While hazard reporting has increased across Council due to staff education and communications campaigns, the timeframe to finalise corrective actions is not meeting target. There were 20 workplace inspections completed during the year with the remaining 19 to be completed during July 2019.



Seek efficient and innovative methods to manage our resources






| Action | Description | Comment | Status |
|---------|--|--|---|
| L.01.01 | Provide support to Councillors and Executive Team | <ul style="list-style-type: none"> • There were 870 Councillor requests received and actioned in the 2018/19 financial year, 225 of which were received and actioned in the fourth quarter. 68 per cent of the Councillor requests were responded to within the two-day timeframe. • A report on Councillor requests was prepared and provided to Councillors and the Executive team each month. There were 12 Councillor Briefing Sessions and six Mobile Offices held in the 2018/19 period. • The Mobile Office received and actioned 92 requests in the 2018/19 period (36 of which were from the fourth quarter) and there were 174 speeches in the 2018/19 period (35 of which were from the fourth quarter) prepared for the Mayor or CEO. |  On track |
| L.01.02 | Deliver Council meeting Secretariat | <ul style="list-style-type: none"> • Council agendas were prepared each month and posted on Council's website and LG Hub within timeframes. • Minutes of Council meetings were completed each month and posted on Council's website within timeframes. • All resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting with 345 Council resolutions assigned to relevant officers in the 2018/19 period (86 of which were from the fourth quarter). • A report on Outstanding Resolutions was prepared and provided to Councillors and the Executive team each month and 87 per cent of resolutions were completed within timeframes. |  On track |
| L.01.03 | Monitor and improve Council's processes for Enterprise Risk Management | <ul style="list-style-type: none"> • Council have undertaken a comprehensive risk review and have adopted a Risk Appetite Statement that will guide the organisation on risk tolerance and those risks Council is not willing to take. • Risk treatments have been developed for all risks above Council's risk appetite. The Chief Executive Officer approved those risks above risk tolerance where it was identified not practical nor cost effective to implement additional risk treatments to manage risks. |  On track |
| L.01.04 | Deliver professional, timely and authoritative governance services for Council | <ul style="list-style-type: none"> • The Governance Unit provides ongoing support that is required to ensure that Council continues to maintain and exceed the ethical standards that are expected by the community. Work is currently underway to bring all policies up to date and communications are regularly sent and followed up to ensure maximum compliance with pecuniary interest and related party disclosure reporting. |  On track |

| Action | Description | Comment | Status |
|---------|---|---|--|
| L.01.05 | Manage recruitment framework to attract and engage diversity in our new employees | <ul style="list-style-type: none"> • There was a decrease in the number of job applications received due to the lower number of positions that were advertised. • The prioritisation of the e-recruitment implementation has delayed work on the diversity data collection, however, the implementation of the e-recruitment system will give Council the opportunity to explore, capture and analyse its job applicant and employee diversity profile. |  Needs attention |
| L.01.06 | Manage IT Business Strategy | <ul style="list-style-type: none"> • A process is in place to allow for continual IT testing. This is periodically completed and documented. • Helpdesk tickets are being resolved within the key performance indicator period. On occasion, tickets are placed on hold as there may be a requirement for additional information from end users or vendors. • There has been a delay in the Citrix implementation as it is expected to be captured as part of an upgrade program which is currently out to tender. |  Needs attention |
| L.01.07 | Manage computer/infrastructure hardware administration program | <ul style="list-style-type: none"> • Server network availability and the computer hardware refresh are on target and key performance indicators have been met. These targets ensure computer systems are highly available and Liverpool City Council can continue to provide quality services to the community. |  On track |
| L.01.08 | Conduct, review and improve Council's internal audit activities | <ul style="list-style-type: none"> • The Audit, Risk and Improvement Committee meetings are on track and progressing as planned. |  On track |
| L.01.09 | Manage Council properties | <ul style="list-style-type: none"> • The draft version of the Asset Plans are currently under review. • The 33 Moore Street car park upgrade has been completed and the Liverpool City Council Properties Strategic Plan has been completed and adopted by Council. |  On track |
| L.01.10 | Coordinate the development of Council award submissions and industry recognition | <ul style="list-style-type: none"> • Council entered the 2019 Ministers Awards for Women in Local Government and won the Elected Representative category and was Highly Commended for category Women in non-traditional roles. • Council was also a finalist for the 2019 NSW Local Government Excellence Awards in two categories; People and Culture and Special Project Initiative. |  On track |


| Action | Description | Comment | Status |
|---------|--|---|---|
| L.01.11 | Provide support to various Council committees | <ul style="list-style-type: none"> Support was provided to 49 Committee meetings in the 2018/19 period. |  On track |
| L.01.12 | Manage the delivery of high quality, cost-effective legal services | <ul style="list-style-type: none"> Legal Services continue the trend over recent years of completing a greater number of matters with a decreased reliance on external legal service providers. This has significantly reduced the cost to Council while not compromising the quality of service provided. An increase in the number of internal legal staff required a review of these KPIs in future reporting cycles. |  On track |
| L.01.13 | Manage employee performance achievement and development plans | <ul style="list-style-type: none"> 73 per cent of staff has achievement and development plans, which is an uplift of 10 per cent from quarters three and four. It is noted that the City Presentation Directorate are not using People Achieving at present and staff are still being assessed via competency assessment process. |  On track |
| L.01.14 | Prepare asset-related Statutory Reports in a timely manner to meet regulatory requirements | <ul style="list-style-type: none"> Council continue to provide all asset related statutory reports including Condition of Public Infrastructure, Grant Commission Annual Returns to ensure that Council meets its statutory obligation and have access to available grants for infrastructure renewal. |  On track |

Increase community engagement

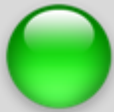


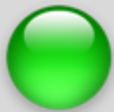

| Action | Description | Comment | Status |
|---------|---|---|---|
| L.02.01 | Promote Liverpool through marketing and communications | <ul style="list-style-type: none"> Council produced a significant program of communications including engaging Facebook and Instagram posts, interesting and relevant flyers and agenda setting media releases. |  On track |
| L.02.02 | Increase attendance at Council events through marketing | <ul style="list-style-type: none"> Council organised Ideas 2170: Vital Signs: Meeting Liverpool's Health Challenges, which attracted an audience of 70 people. Communications supported a range of other events through media releases and social media posts. |  On track |






| Action | Description | Comment | Status |
|---------|---|---|--|
| L.02.03 | Develop and participate in business community consultation | <ul style="list-style-type: none"> Council is a Member of the Liverpool Innovation Precinct Committee, Committee for Western Sydney Taskforce, Western Sydney Leadership Dialogue, Western Sydney Attraction Office, Economic Development Australia, Western Sydney First and Western Sydney Business Connection. Included in these memberships are regular committee meetings, inputs to policy and procedural guidelines and negotiating high profile events and forums to be held in Liverpool. |  On track |
| L.02.04 | Manage community events to increase community engagement | <ul style="list-style-type: none"> The annual Liverpool Seniors Concert held at the Liverpool Catholic Club aims to engage seniors in a social activity that fosters networking opportunities and encourages community participation. This year's event held over two days on 17-18 April 2019 was attended more than 900 local seniors. |  On track |
| L.02.05 | Promote and market community facilities | <ul style="list-style-type: none"> There were more than 1800 visits to Community facility page website over the last six months. |  On track |
| L.02.06 | Partner with organisations to increase Casula Powerhouse Arts Centre audience reach | <ul style="list-style-type: none"> A range of popular programs, festivals and events has seen a significant increase in attendance at the Casula Powerhouse Arts Centre. External hiring of the venue also continues to increase. Bellbird Bar and Dining is attracting more people to the Centre to taste the fresh food on offer. |  On track |
| L.02.07 | Promote Casula Powerhouse Arts Centre through marketing and communications | <ul style="list-style-type: none"> Community engagement is continuing to increase through expanding marketing and publicity reach, targeted social media campaigns, printed brochures and program booklets, advertising in local papers and mainstream and alternative radio plus a range of other media. |  On track |







Encourage community participation in decision-making

| Action | Description | Comment | Status |
|---------|--|--|---|
| L.03.01 | Encourage community participation in decision-making processes | <ul style="list-style-type: none"> Key community engagement activities include Council committees, District Forums, Liverpool Listens, interagencies and networks, and community events. A community engagement framework for social infrastructure planning has been developed. |  On track |

Strive for best practice in all Council processes

| Action | Description | Comment | Status |
|---------|--|---|---|
| L.04.01 | Manage Council's customer service operations | <ul style="list-style-type: none"> The customer journey is being enhanced with the implementation of online services and our commitment to exceed community expectations. Recent mystery shopper results place Liverpool Council in the top three metropolitan councils in NSW for customer service. |  On track |
| L.04.02 | Manage and expand ePlanning Portal | <ul style="list-style-type: none"> The ePlanning system has undergone consolidation over the last six months as online lodgement of applications are fine-tuned following initial launch. The ePlanning team is actively working with counterparts at the NSW Department of Planning on the design and implementation of a range of ePlanning offerings to complement those on offer through Liverpool's ePlanning portal. Initiatives include online lodgement of DAs (centralised lodgement for NSW), integrated referral system for applications requiring assessment by NSW Government authorities and a data analytics project. Enhancements have been made to the ePlanning Portal, including application tracking and mapping of infrastructure provided by developers, increasing the accessibility and transparency of this important planning information. |  On track |
| L.04.03 | Manage and complete Integrated Planning and Reporting requirements | <ul style="list-style-type: none"> Council's Integrated Planning and Reporting requirements are being met. One quarterly report was produced during the quarter. The Delivery Program and Operational Plan for the 2019-20 Financial Year was completed and exhibited in April and May 2019 and was adopted at the Council meeting on 29 May 2019. Corporate Strategy is awaiting an update from the Office of Local Government on a set performance measurement framework. |  On track |
| L.04.04 | Prepare Annual Financial Statements | <ul style="list-style-type: none"> Council's financial statements were audited by Audit Office of New South Wales issuing an unmodified audit opinion on the financial statements on 29 October 2018. The audited financial statements were presented to the Council on 29 October 2018 and were lodged with the Office of the Local Government on 31 October 2018. |  On track |
| L.04.05 | Manage the delivery of monitored, transparent and accountable procurement services | <ul style="list-style-type: none"> The Business Partner Model was successfully implemented and this shows in the team result of achieving 100 per cent of tenders in quarter four within the 120 day target. |  On track |

| Action | Description | Comment | Status |
|---------|---|--|--|
| L.04.06 | Identify, eliminate and control hazards to create a safer workplace | <ul style="list-style-type: none"> 53 hazards were reported across Council over the last 12 months. The Safety and Wellness team have been campaigning and educating staff through toolbox talks and the Work Health and Safety Committee about the need for workers to report incidents, including hazards over the last three years. This has resulted in year on year increases in hazard reporting across Council which equates to a 64 per cent increase in hazard reporting. The finalisation of corrective actions within their timeframes are currently not meeting the target of 100 per cent. |  Needs attention |
| L.04.07 | Manage and report on workplace incidents | <ul style="list-style-type: none"> There were 14 lost time injuries reported this financial year. |  On track |
| L.04.08 | Comply with the self-insurer licencing framework | <ul style="list-style-type: none"> There were 20 inspections completed to date with the remaining 19 to be completed in July 2019. |  Needs attention |
| L.04.09 | Manage and deliver strategic initiatives | <ul style="list-style-type: none"> The Australian Local Government Women's Association Conference was held at Casula Powerhouse Arts Centre on 4-6 April 2019. The event was successful and well received. The review of Pathway is underway and consultation with business units continues to identify processes that need to be refined. Liverpool 2050 has been merged with the Local Strategic Planning Statements project with draft content in development. Council's list of services has been created and templates for this project drafted. |  On track |
| L.04.10 | Manage Council's process mapping system | <ul style="list-style-type: none"> Council has conducted an internal communications campaign to raise the importance of process mapping and the usage of Nintex Promapp software (Quality Management System). This has been complemented by training and process workshops. An automated training program has been rolled out throughout the organisation. The Audit, Risk and Improvement Unit is monitoring the maturity of Council's processes and is striving for a continuous increase in the processes mapped and reviewed over the next reporting period. |  On track |

| Action | Description | Comment | Status |
|---------|--|--|--|
| L.04.11 | Utilise an effective resolutions model to promote a bullying- and harassment-free workplace | <ul style="list-style-type: none"> There has been a significant drop in the number of grievances lodged relating to behavioural issues. The 83 per cent participation rate in Dignity and Respect training is a seven per cent increase over the previous reporting quarter but is still not meeting the 100 per cent target. |  Needs attention |
| L.04.12 | Manage fleet and outdoor machinery and equipment | <ul style="list-style-type: none"> The Depot Masterplan Stage One was completed and presented to Council in 2018 for endorsement. |  On track |
| L.04.13 | Engage employees through internal communication | <ul style="list-style-type: none"> Staff engagement with existing internal communication channels continues to grow steadily, helping to improve staff motivation, behaviours and productivity to deliver even greater outcomes for the community. |  On track |
| L.04.14 | Provide transparent, fair and impartial inquiries into and assessments of customer complaints | <ul style="list-style-type: none"> All complaints and recommendations were dealt with within required timeframes, as set out in the Internal Ombudsman Policy and the Code of Conduct Procedures and as required by the NSW Ombudsman for public interest disclosures. |  On track |
| L.04.15 | Coordinate code of conduct and privacy complaints and public interest disclosures | <ul style="list-style-type: none"> All Code of Conduct and privacy complaints and public interest disclosures have been dealt with and reported on in accordance with Council policies and legislative requirements. |  On track |
| L.04.16 | Develop, review and update asset management plans for Council's infrastructure and building assets | <ul style="list-style-type: none"> Council has started implementation of Strategic Maintenance Planning (SMP) for Council assets that will provide seamless maintenance planning and programming. |  On track |

LIVERPOOL
CITY
COUNCIL,



For further information



Visit Us

Customer Service Centre
Ground Floor, 33 Moore Street, Liverpool, NSW 2170
Open Monday - Friday, 8.30am - 5pm



Phone

1300 36 2170
Calling from interstate: (02) 9821 9222
National Relay Service (NRS): 133 677
(for hearing and speech impaired customers)



Email

lcc@liverpool.nsw.gov.au



Post

Locked Bag 7064, Liverpool BC, NSW 1871



Fax

(02) 9821 9333



Website

www.liverpool.nsw.gov.au