

# 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 July to 31 December 2018.

## 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(4), 402(1) – 402(7), 403(2), 404(1) – 404(5) and 405(1) – 405(6) 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. The *Our Home Liverpool 2027* plan 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 key performance indicators (KPIs) and targets that have been provided to measure the overall progress in achievement of the vision outlined in the Community Strategic Plan.

The Long-Term Financial Plan presents the future financial sustainability of the Council and allocates sources of revenue and expenditure statements for the next 10 years. The Long-Term Financial Plan is updated on an annual basis through the Operational Plan budget. The Workforce Management Plan and Asset Management Plan provide vital information about the resources needed to deliver the projects and services envisaged by the community. The Workforce Management Plan outlines data about the workforce needed to achieve the community vision in the future while the Asset Management Plan ensures that the relevant assets needed for delivery of projects and services are optimally managed by Council.

## Summary of the Biannual Report July to December 2018

The Delivery Program and Operational Plan 2018-19 includes 110 actions that measure Council's progress in achieving the vision outlined in the Community Strategic Plan. There are 102 actions (93%) which are reported *on track* and eight reported as *needing attention*. The status of each action is represented with the following symbols:



On track



Needs attention



Deferred

## Highlights



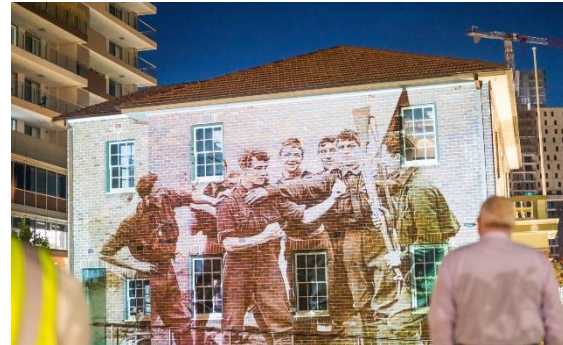
Council's New Year's Eve celebrations, Light Up the Lake, hosted 8000 people despite wet weather conditions. In addition to the evening entertainment and 9pm firework display, the event also featured a midnight firework display to ring in the new year.



Council's Capital Works program is underway with new footpaths and street paving works undertaken to support pedestrians. New footpaths were installed in Moorebank, Lurnea, Chipping Norton, Hammondville and Liverpool.



Liverpool welcomed the turning of the first sod at Badgerys Creek by Prime Minister Scott Morrison. The Western Sydney Airport will be built by 2026 and will provide 11,000 jobs during construction and 28,000 when the Airport and its Aerotropolis are built.



The centenary of Armistice was celebrated with a series of events in Liverpool. The Liverpool Regional Museum hosted the *Peace Comes to Liverpool* exhibition, a series of projections and installations were featured on Macquarie Street and a commemoration event was held in Bigge Park.



Council worked with Western Sydney University to invite leaders and visionaries to share their ideas and opinions at the Ideas 2170 event. The event discussed challenges, opportunities and innovative solutions on contemporary issues that affect South West Sydney.



Council's second annual Eat Your Heart Out event was an evening of food, music, art and culture with a selection of food trucks, performances, stall and games. Despite wet weather, the event attracted 4500 people to the Railway Street location.



Council officially opened a White Ribbon Garden at Bigge Park on White Ribbon Day in November. The garden celebrates Council achieving White Ribbon Accreditation in August as well as giving the community a place for quiet reflection.



Casula Powerhouse Arts Centre hosted *Wayfinders* as part of the *Oceania Rising* project, a collaboration with the Australian Museum and Blacktown Arts Centre. The exhibition offered a diverse range of perspectives and reflections on the impact of climate change.



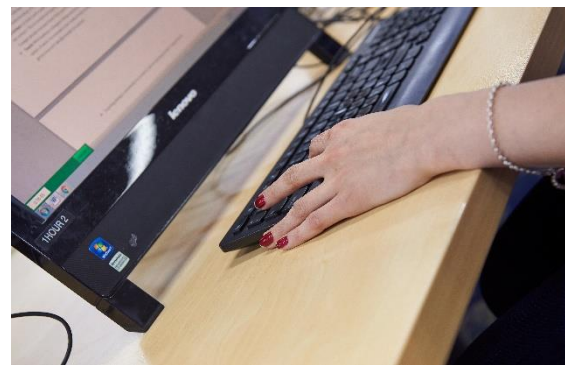
Liverpool's fifth annual Charity Ball hosted 300 guests at The William Inglis Hotel. The Havana-inspired event was hosted by Sandra Sully and raised more than \$46,000 for local social enterprise organisation Liverpool Neighbourhood Connections.



Almost 1000 people celebrated NAIDOC Week in Liverpool over three Council-hosted events including a Street March, a performance by Christine Anu at the Casula Powerhouse Arts Centre and a family fun day at Miller Community Centre.



Liverpool's Local Environmental Plan has been amended to rezone 25 hectares in the Liverpool CBD, which will reinvigorate the city centre and allow the construction of multi-purpose dwellings. This will create a vibrant residential and commercial hub in a walkable neighbourhood.



Council has expanded its online lodgement applications with the development and deployment of outdoor dining, road occupancy, work zone and complying development certificates. The expansion of online lodgement increases the community's accessibility to Council services.



## CREATING CONNECTION

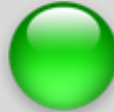

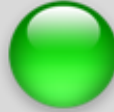


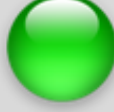
### Celebrate diversity, promote inclusion and recognise heritage

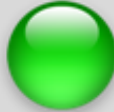

Action	Description	Comment	Status
C.01.01	Promote and manage heritage	Council heritage projects have been tracking well in 2018-2019. There have been delays as a result of external factors, however progress has been made on all key performance indicators and tasks for the financial year.	
C.01.02	Manage Liverpool Regional Museum to attract visitors	Liverpool Regional Museum has run a series of successful exhibitions and continues to develop community partnerships and increase visitation.	
C.01.03	Deliver citizenship ceremonies	Council hosted its largest Citizenship Ceremony in December with 486 citizens being welcomed into the community. Almost 900 people have received citizenship in the past six months. The Order of Liverpool Awards were delivered on Liverpool's Birthday on 7 November 2018 and the Australia Day Awards are on track for delivery.	
C.01.04	Implement actions from the Reconciliation Action Plan	The Reconciliation Action Plan Working Group was established and a meeting held on 29 November 2018. Local Aboriginal Elders were engaged to participate in story time at Council's Hinchinbrook Early Education and Care Centre as well as engaging a local Aboriginal artist to work with the Centre. Council staff were also provided opportunities to consult with the Aboriginal Consultative Committee at the November meeting where the group was involved with the naming of a new street in Casula.	

## Deliver a range of community events and activities

Action	Description	Comment	Status
C.02.01	Deliver events schedule	Council has delivered a range of successful events including NAIDOC Week, which included a Corroboree, street march and family fun day, the Armistice Centenary event and New Year's Eve, which included a midnight firework display for the first time. Council's annual Charity Ball was attended by more than 300 people and more than \$46,000 was raised for the selected charity, Liverpool Neighbourhood Connections.	
C.02.02	Manage civic events calendar	Liverpool hosted many civic events during the first two quarters of the financial year. Among them were Freedom of Entry and Armistice Day events, Liverpool's birthday, rededication of Augusta Cullen Plaza and the opening of the Water Play Splash Park at the Michael Wenden Aquatic Centre in Miller.	
C.02.03	Manage Anzac Day Dawn Service ceremony	The Anzac Day Dawn Service is currently being organised. Council is expecting 5000 attendees in 2019.	
C.02.04	Deliver engaging library programs	The library service continues to develop and implement programs relevant and beneficial to the Liverpool community. The HSC Program was successfully delivered in November with increased attendance compared with last year.	
C.02.05	Deliver Casula Powerhouse Arts Centre programs	Casula Powerhouse Arts Centre showcased 12 exhibitions during the past six months including Oceania Rising: Wayfinders, Landless Bodies and Otopan among others. The Centre also hosted a range of festivals and theatrical performances in addition to the delivery of programs for children, youth, seniors, access and culturally and linguistically diverse audiences.	

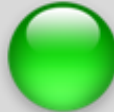



## Implement access and equity for all members of the community

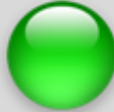

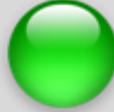
Action	Description	Comment	Status
C.03.01	Deliver high-quality childcare services	All childcare centres are now Wi-Fi enabled, which allows for more effective use of technology. Educators use <i>storypark</i> to document children's learning on both computers and tablets. The addition of Wi-Fi has allowed for educators to add information to children's documentation at any location throughout the service. In addition to this it has also enhanced the educator's ability to provide an innovative curriculum that meets the needs of children. Wi-Fi enables educators to quickly source information for children, ensuring that children are given opportunities to gain further knowledge during investigative learning. The Transition to School Program is currently at 100 per cent capacity and supported playgroups were delivered at Liverpool City Library and Carnes Hill Library.	
C.03.02	Provide well used and appropriate resources at Liverpool Libraries	The library collection has developed to have greater relevance and flexibility to reflect the changing Liverpool community. It has also decreased response time to requests and customer demands. The library will introduce an improved website in early 2019.	
C.03.03	Deliver Council-led programs that strengthen social inclusion and build community capacity	White Ribbon Accreditation launched in November 2018. The working group continues to meet regularly to oversee the implementation of targets in the policy. A total of 31 projects were funded in the past six months, supporting a number of programs and initiatives by not-for-profit agencies and community groups.	
C.03.04	Strengthen social inclusion in new developments	Council completed 17 social impact statements in the past six months including those relating to Liquor and Gaming, Development Applications and State Significant Developments.	
C.03.05	Implement actions from the Disability Inclusion Action Plan (DIAP)	All projects related to the implementation of the Disability Inclusion Action Plan are underway.	
C.03.06	Implement actions from the Youth Strategy and Action Plan	Council convened the Liverpool Youth Workers Network (LYWN) which consists of youth-focused organisations and services in the Liverpool Local Government Area to provide services, support and events for young people. School holiday programs in October included a Skate Competition and Pop Up Cinema. School holiday programs for January 2019 have been planned. Council also attended a four-day Police Youth Leadership Camp and supported the implementation of this program during December.	

Action	Description	Comment	Status
C.03.07	Deliver community projects and programs in collaboration with stakeholders	<p>Council collaborated with many stakeholders including a meeting of the South West Sydney Aged and Disability Forum in partnership with the City of Canterbury Bankstown and Fairfield City Council, and participation in the Community Drug Action Team (CDAT), the Liverpool Drug Action Team (LDAT) and the Liverpool City Police Area Command Community Precinct Committee.</p> <p>Council also convened two meetings of the Liverpool Refugee and Migrant Interagency (LRMI) in partnership with Western Sydney Migrant Resource Centre (WSMRC) and Settlement Services International (SSI) and three meetings of the Liverpool Youth Workers Network (LYWN).</p>	
C.03.08	Deliver the Community 2168 Project in partnership with South West Sydney Local Health District and Department of Family and Community Services	<p>Council held 16 events and workshops for the 2168 community in partnership with organisations such as Family and Community Services, Miller and Hume Community Housing among others. The second sitting of the Children's Parliament for 2018 was held on 20 November with approximately 150 people in attendance including Parliamentarians, ambassadors, school staff, service providers and parents.</p>	





## Provide community facilities which are accessible to all

Action	Description	Comment	Status
C.04.01	Meet demands for community-connected spaces	Overall utilisation of community venues and buses continue to reach and exceed the target totals despite Council's end of year closure, from 21 December 2018 to 2 January 2019 inclusive. Casual bookings are constant and following the Expression of Interest completed in December, new permanent hirers have been signed up to commence in January and February 2019. However, changes to space availability at the community centres as well as scheduled maintenance are expected to affect utilisation beginning in the next quarter. Community Facilities Management are endeavouring to have all clients placed in alternative community centres to ensure programs are not comprised during the closure period.	
C.04.02	Provide clean community facilities	The target amounts have been achieved, and while no standard cleans were completed during Council's end of year closure, weekend work and the New Year's Event at the Chipping Norton Lakes were accommodated.	
C.04.03	Deliver Council's adopted upgrade and renewals program for building assets	The overall program is substantially on target for completion by the end of June 2019. Some projects are being delivered over two years and will be completed in the 2019/20 financial year.	
C.04.04	Facilitate usage of Council sporting venues and leisure centres	Council's leisure centres have received more than 450,000 visits during the past six months. Sporting venues are operating at 100% utilisation. Council is working with Planet Footprint to develop reports to complete a review of the sporting facilities' utilities consumption.	

Action	Description	Comment	Status
C.04.05	Enhance access to facilities and resources through place-based planning initiatives	<p>Council engaged experts to deliver a landscape masterplan that would revive the Lighthorse Park and complements existing strategies by Council to create a dynamic and inclusive environment that supports healthy living and aligns with programs that will see the city facing the river. The concept design includes provision for a neighbourhood community facility as part of the proposed redevelopment which will promote inclusion and provide a much-needed facility in the city centre to support population increase. Public exhibition and consultation on the concept plan is planned for early 2019.</p> <p>A draft planning proposal for Miller Town Centre is being developed to deliver the best urban outcome for Miller.</p> <p>The Community Facilities Strategy was published on Council's website and is now publicly available.</p> <p>In addition, functional briefs for community facilities, recreation and open space in Edmondson Park, Basin 14 at Edmondson Park and Stante Reserve (Middleton Grange) have been completed. Greening Hill Road in Lurnea was launched in December with the project including new garden beds, trees and art work installation at Hill Road.</p>	
C.04.06	Manage library spaces to attract and inspire visitors	<p>Library membership has developed well with an increase of almost 12 per cent. Library programs have been promoted via social media and procurement processes have been initiated to progress with the replacement of library shelving.</p>	
C.04.07	Manage the Liverpool Animal Shelter	<p>The Liverpool Animal Shelter has collected 338 animals and 198 animals have been returned to their owners. The shelter has exceeded adoption targets with 87 per cent of dogs and 100 per cent of cats being rehomed within two months.</p>	



## 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	Most of the program is on target for completion by June 2019. Lurnea Community Hub and Cirillo Reserve are two-year projects with all design and procurement processes targeting completion by June 2019. Construction of these two projects is programmed for 2019-20. Sites have been identified for the Environmental Restoration Plan program and contract documents developed to allow procurement in February. Delivery of primary works is anticipated to be completed this financial year.	
C.05.02	Support community recreation through funding	The Liverpool Sporting Donations program assessed 100 per cent of applications that were received. The Liverpool Sporting Club Grants applications are open in January and will be assessed next quarter.	






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# STRENGTHENING AND PROTECTING OUR ENVIRONMENT



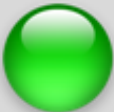
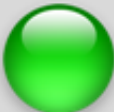

## Manage the community's disposal of rubbish

Action	Description	Comment	Status
S.01.01	Provide waste disposal services to the community	Waste disposal services were delivered to the community successfully. The 10-year Waste Management Strategy has been drafted.	
S.01.02	Manage the Community Recycling Centre	The greatest tonnage of collection at the Community Recycling Centre has come from cardboard and e-waste. The introduction of the Container Deposit Scheme could be attributed to diverting eligible containers out of the recycling stream.	

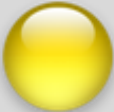






## Protect and enhance bushland, rivers and the visual landscape

Action	Description	Comment	Status
S.02.01	Manage Council's park maintenance program	The spring and early summer periods had a higher than average rainfall. This has seen an increase in grass growth. Tree plantings were restricted due to hot weather as planting occurs through the cooler months of the year.	
S.02.02	Develop and implement improvement strategies, policies and programs for the management of stormwater	Water quality monitoring is being undertaken at 19 selected locations at five monitoring sites along the Georges River and 12 monitoring sites in the South Creek catchment. Council is working with Blacktown City Council to finalise the most appropriate operation and maintenance manual that could be consistent across the councils.	
S.02.03	Make informed environmental decisions through the development of strategy, education and engagement	Council completed 100 per cent of ecological referrals for development applications within 10 business days. The result exceeds the target of 80 per cent.	
S.02.04	Assess applications to prune or remove trees	Council processed 96 per cent of applications to remove or prune trees within 10 business days. This result exceeds the target of 80 per cent.	
S.02.05	Manage contaminated lands under Council control	Council is on target to deliver the overarching waste management system covering asbestos, construction and demolition waste and the development of remediation action plans for high-priority contaminated lands.	



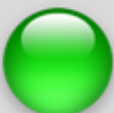
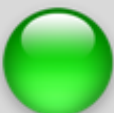
## Encourage sustainability, energy efficiency and the use of renewable energy

Action	Description	Comment	Status
S.03.01	Develop and implement environmental education for the community	Procurement of consultant services will occur in January for the delivery of the Prioritisation Guidelines and Pest and Weed Strategy. Due to the success of the 2018 South West Regional Speaking for the Planet event, Liverpool will once again partner with neighbouring councils and the Australian Botanic Gardens at Mount Annan for the 2019 event. Schools have been informed of the details of the Speaking for the Planet Event and a number have registered interest.	
S.03.02	Educate the community in waste disposal	Waste education continues to be a priority for the Waste Management Team during this period with five education programs delivered. Council's Chemical CleanOut event was conducted in July 2018.	
S.03.03	Develop and implement energy efficiency program	The State Government's Energy Rating Program was promoted to staff, residents and community groups via Council's quarterly newsletter, <i>Sustaining Liverpool</i> . The Office of Environment and Heritage funded energy efficiency projects focusing on the Whitlam Leisure Centre, Carnes Hill Precinct and Casula Powerhouse Arts Centre were completed. Council secured \$100,000 in funding under the State Government's 'Heritage Near Me Energy Grant' to reduce energy consumption and increase renewable energy at the Casula Powerhouse Arts Centre. The program is on schedule and is expected to be completed before 28 June 2019.	
S.03.04	Promote local and sustainable food sources	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 Dining in the Organic Kitchen Garden. During the Way Out West Children's Festival the education and public programs team conducted gardening and food workshops facilitated by the Head Chef of Bellbird Dining. The new Air Bee & Bee (native bee home) has welcomed its first residents, and the Casula Fowl House is under construction, with new Mulberry trees planted.	
S.03.05	Upgrade Council properties to increase sustainability	The 33 Moore Street carpark lighting upgrade is being tendered in January 2019.	

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

Action	Description	Comment	Status
S.04.01	Provide development assessment services	This target is based on the total capital investment for development projects from past years and will be subject to fluctuations that council is unable to influence, due to the cyclical nature of the property market.	
S.04.02	Develop, review and update asset management plans	The existing building asset management plan has been revised and is being reviewed for finalisation. A draft policy for drone operation has been developed. The draft policy is under further review based on comments received from stakeholders.	
S.04.03	Manage and maintain public health and safety compliance	Health and safety compliance is generally exceeding targets in all areas.	
S.04.04	Investigate, survey, design and estimate cost of Council's infrastructure delivery projects	The design of strategic projects is progressing well.	
S.04.05	Develop planning strategies	The Industrial Land Study has been completed. Other planning strategies to support the Local Environmental Plan review will commence in the third quarter.	
S.04.06	Manage land development engineering	The Land Development team have maintained an acceptable level of service. The Land Development team will be able to continue improving processes within the Development Assessment team.	
S.04.07	Manage building fire safety certification	Annual Fire Safety Statements have been issued for the majority of buildings and the program is scheduled on track for completion.	

## 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	The submission for accreditation for Pan Pacific Safe Community has been completed and submitted. The outcome is expected in February 2019. Council participates in monthly Domestic Violence Liaison Committee meetings and provides support to local domestic violence initiatives such as Stop DV Day.	
S.05.02	Undertake a program of upgrades and renewals for drainage infrastructure	Works to reline stormwater pipes to improve hydraulic capacity and provide extended service lives in Busby, Hammondville and Holsworthy are underway. It is proposed to install a Gross Pollutant Trap at Kelso Park in Moorebank and modify an existing Gross Pollutant Trap at Wattle Grove Lake in Wattle Grove. The design is underway. Land acquisition and detailed design are underway for Basin 14, Edmondson Park. Construction works are planned for commencement in 2019-20 subject to land acquisition being completed.	
S.05.03	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood prone land	Overland flow path study for rural catchment areas completed. Detailed concept design for all stormwater infrastructure completed. Design of creek enhancement and review of environmental factors (REF) are underway. Grant application for undertaking overland flow path study for rural catchment areas Stage 2 has been successful.	
S.05.04	Provide assistance and support to the RFS and SES	Funds have been expended as a percentage of budget allocation.	










# GENERATING OPPORTUNITY





## Meet the challenges of Liverpool's growing population

Action	Description	Comment	Status
G.01.01	Develop and manage the Long Term Financial Plan	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 Council incurred in the past three years which increased the real operating expenditure per capita.	
G.01.02	Manage Council's childcare centres sustainably	Planned capital works programs and a flooring upgrade have been delivered at Cecil Hills Early Education and Care Centre during the December/January closure period. Works were completed and ready for the commencement of 2019. In addition to this, works have also commenced at Holsworthy Early Education and Care Centre with upgrades to the children's bathrooms, due to be completed mid-January 2019.	
G.01.03	Manage accounts and investments	Council's current average return on investment of 2.87 per cent is higher than the 1.92 per cent Ausbond Bank Bill Index. Council's Business Activity Statements for the past five months were lodged on due dates. Council's outstanding debt ratio of 3.43 per cent is lower than the benchmark of less than 5 per cent.	
G.01.04	Establish a Development Corporation	A Private Public Partnership model is under investigation, while Council progresses the design development of several projects. Council have endorsed a progression of the project to the pre-expressions of interest stage.	
G.01.05	Build effective relationships with State and Federal departments and governments	Council staff have held 15 meetings with State and Federal Departments and seven meetings with State and Federal Members of Parliament during the period on topics such as Arts, Screen and Culture, Western Sydney Airport, Opportunities and Challenges for Population Growth and transport options among others.	




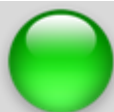
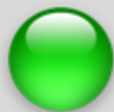
## Attract businesses for economic growth and employment opportunities


Action	Description	Comment	Status
G.02.01	Attract new jobs within Liverpool's industry focus areas	Investment interest continues to be strong in all sectors. CBD investment enquiry and Development Applications are increasing following the announcement of mixed-use zoning in the CBD. Industrial and retail/commercial development continues with a strong pipeline of investment anticipated.	
G.02.02	Market Liverpool as a business destination	A healthy lead generation pipeline continues demonstrating the strength of the local and regional economy. Businesses continue to be engaged through industry events.	
G.02.03	Develop the economic capacity of local businesses and residents	One Pop-Up Shop at Northumberland Arcade has been extended for an additional six months. Expressions of interest are currently open providing opportunities for two more start-up businesses. Successful applicants are due to commence operations in February 2019. Referrals to external agencies and internal staff continue to be a valuable method for business support.	
G.02.04	Progress Liverpool as an Innovation City	The Smart Pedestrian project is on track. Sensors have been deployed in the CBD and data is now being collected. The Innovation Strategy went on public exhibition in December 2018. Staff and community workshops were held throughout 2018 to engage with the community on the development of the strategy.	
G.02.05	Monitor and advise Council on matters relating to the development of Western Sydney Airport	Regular meetings were held with Western Sydney Airport, State Government Agencies, the Greater Sydney Commission and neighbouring councils, and workshops were attended with the Department of Planning and the Western Sydney Planning Partnership. Meetings were held with residents and community organisations and businesses seeking to operate in the Aerotropolis. Frequent presentations were made at conferences and stakeholder meetings. Good progress has been made towards the completion of the immediate imperatives (projects) identified in the Collaboration Area Place Strategy.	

## 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	Activations in the CBD have proven successful with Christmas in the Mall a highlight. Other highlights included the Welcome to Liverpool: Students Edition in Macquarie Mall and Eat Your Heart Out. The banner campaign is proving highly successful with strong demand continuing.	
G.03.02	Manage maintenance and repair program	<p>More than 12,500 square metres of road pavement has been repaired and resurfaced at various locations and 17 kilometres of road shoulder areas have been regraded and maintained.</p> <p>3600 linear metres of concrete footpath and 765 linear metres of kerbs and gutters have been reconstructed at a number of locations.</p> <p>A number of faded and missing line markings were reinstated on many streets including replacements and new installations of traffic signs.</p> <p>All 105 gross pollutants traps within the Local Government Area were cleaned twice and rubbish collected as per the cleaning schedule including repair of damaged drainage structures and waterways weed removal. In addition, a number of street drainage pits were checked and cleaned.</p> <p>Due to the NBN rollout and Electrical, Water and Gas supply upgrades to cater for the new developments, there is an influx of restoration works and as a result there is a slight delay in completing the permanent restoration works.</p> <p>1450 customer requests were received for various maintenance works and they have been inspected and necessary action taken within the time frames.</p>	
G.03.03	Manage the delivery of Liverpool Civic Place	Following the belated gazettal of Amendment 52 to the Liverpool Local Environmental Plan, Council has resolved to proceed with this project, and Development Application plans are being prepared.	
G.03.04	Deliver Property Services	Inspections of properties to be disposed of have been undertaken, and site investigations are underway. The review of the telecommunications portfolio is progressively being undertaken.	

## 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	All works are progressing well and are on target for completion by June 2019.	
G.04.02	Manage traffic and transport for Liverpool	Timely responses were provided to all correspondence from Members of Parliament. Timely responses were provided to city centre carparking and traffic related matters. All scheduled Liverpool Pedestrian, Active Transport and Traffic Committee meetings were held. Minutes have been adopted by Council and the resolution items are being implemented.	
G.04.03	Manage traffic and road safety on the local road network	The Learner Driver session was well attended with positive feedback. Council was successful in securing funding for the upgrade of the Cowpasture Road and Kurrajong Road intersection to improve road safety. Detailed design of the intersection upgrade has been completed and submitted to the Roads and Maritime Service for approval. It is expected the intersection upgrade will be carried out during this financial year.	
G.04.04	Assess impact of land development	The required advice has been provided to stakeholders. Moorebank Intermodal construction has commenced and the required Traffic Control Plans have been reviewed and approved within 14 days. Continual representation to Roads and Maritime Services and Transport for NSW for regional and transport improvements including Elizabeth Drive, Fifteenth Avenue, The Northern Road, Bringelly Road, bus services to Middleton Grange, Western Sydney Airport transport arrangements including future rapid transit and additional commuter parking at Edmondson Park.	
G.04.05	Advise on regional traffic and transport planning	Council continues representations and work with the Roads and Maritime Service for the design and delivery of the improvement works identified under the Western Sydney Infrastructure Plan including the Northern Road, Bringelly Road and M12 Motorway. Strategic concept design has been completed for Governor Macquarie Drive upgrade and funding opportunities are being investigated. A consultant has been engaged to prepare a functional and technical study as well as travel demand analysis to inform the preparation of a concept design. In addition, Transport for NSW have agreed to Council's request for a study to identify the required corridor to be preserved for Fifteenth Avenue, noting its future role as a rapid transit corridor to the Western Sydney Airport. Concept design to start next quarter.	








Action	Description	Comment	Status
G.04.06	Inspection of driveway constructions and management of road opening applications	Council received 615 Road Opening Applications between July 2018 and December 2018. More than 90 per cent of the applications have been processed and approved within the time frame. Council has also carried out and approved 827 driveway inspections for construction.	






# LEADING THROUGH COLLABORATION

## Seek efficient and innovative methods to manage our resources







Action	Description	Comment	Status
L.01.01	Provide support to Councillors and Executive Team	There were 402 Councillor requests received and actioned in the first two quarters with 72 per cent 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 seven Councillor Briefing Sessions and three Council Mobile Offices held in the first two quarters. The Council Mobile Office received and actioned 50 requests in this time. There were also 104 speeches prepared for the Mayor and CEO between July and December.	
L.01.02	Deliver Council meeting Secretariat	Council agendas were prepared each month and posted on its website and LG Hub system within time frames. Minutes of Council meetings were completed each month and posted on Council's website within time frames. All resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting with 168 resolutions assigned to relevant officers during the past two quarters. A report on outstanding resolutions was prepared and provided to Councillors and Executive Team each month and 90 per cent of resolutions were completed within time frames.	
L.01.03	Monitor and improve Council's processes for Enterprise Risk Management	Council has undertaken a comprehensive risk review in the past year and in the current quarter finalised and adopted a Risk Appetite Statement that will guide the organisation on the risks Council is willing to take or not take.	
L.01.04	Deliver professional, timely and authoritative governance services for Council	Council continues to uphold good governance by ensuring the provisions of the Code of Conduct for local government are observed.	

Action	Description	Comment	Status
L.01.05	Manage recruitment framework to attract and engage diversity in our new employees	There has been an increase in job applicants received during the second quarter, which is a positive indicator. Targets have been met in relation to the increase in job applications received (two per cent above target) and first-year turnover rate (0 per cent). These are positive indicators for Council with regards to the attraction and retention of staff. Work is still to commence on data collection that will give Council the opportunity to analyse its job applicant and employee diversity profile. The current target date for the capture of this information is 30 June 2019.	
L.01.06	Manage IT Business Strategy	Testing is a continual process within Information Technology. A process is in place to allow for such testing and is periodically completed and documented. Helpdesk tickets are being resolved within the key performance indicator time frame. On occasion, tickets are placed on hold as there may be a requirement for additional information from end users or vendors.	
L.01.07	Manage computer/infrastructure hardware administration program	Server availability, 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.	
L.01.08	Conduct, review and improve Council's internal audit activities	The Audit, Risk and Improvement Committee Charter has been revised and meetings are on track and progressing as planned. A new process has been implemented to allow for the extension of time frames associated with audit action items. Tracking of revised time frames has been introduced for all projects completed after 1 July 2018.	
L.01.09	Manage Council properties	The draft version of the Asset Plans are 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.	
L.01.10	Coordinate the development of Council award submissions and industry recognition	Council won both the Committee for Sydney Smart City Awards with the Smart Pedestrian Project and the Water Management category at the LGNSW Excellence in the Environment Awards with the Amalfi Park Basin: Brickmakers Creek flood mitigation project. Council was a finalist in the 2018 Imagine Awards for Museums and Galleries of NSW.	
L.01.11	Provide support to various Council committees	Support was provided to 27 Council committee meetings in the past two quarters. The Order of Liverpool Awards were determined and approved by Council and presented to recipients at the ceremony which also coincided with Liverpool's birthday on 7 November 2018. A report regarding recipients for the Australia Day Awards was considered by Council at the 21 November 2018 Council meeting. Awards will be presented to recipients at the Australia Day ceremony.	


Action	Description	Comment	Status
L.01.12	Manage the delivery of high quality, cost-effective legal services	Following a restructure and expansion of the legal team, Council has brought inhouse a significant amount of external legal expenditure. Current budget trends suggest that Council will save approximately \$100,000-\$200,000 in the total cost of legal services, as compared with past years.	
L.01.13	Manage employee performance achievement and development plans	Currently, 59 per cent of staff have People Achievement Plans and People Development Plans in place, which is an uplift of 27 per cent between quarter one and quarter two. Further improvement is anticipated with each People Achieving milestone.	
L.01.14	Prepare asset-related Statutory Reports in a timely manner to meet regulatory requirements	All the statutory and Council reports were completed within the due date.	











## Increase community engagement






Action	Description	Comment	Status
L.02.01	Promote Liverpool through marketing and communications	Council has used social media channels (including Facebook and Instagram), distributed media releases, media responses, flyers and generated positive news leads for metropolitan and local media outlets.	
L.02.02	Increase attendance at Council events through marketing	Council adopted a mixed approach of social media and advertising (print, online, posters and billboards) to promote events. Direct marketing (flyer distribution) was used to ensure the New Year's Eve event would be front of mind for as many Liverpool residents as possible. Despite electrical storms earlier in the evening, 7500 people came to the event, a testament to the success of the marketing campaign.	
L.02.03	Develop and participate in business community consultation	The newly amalgamated CBD and Tourism Committees have considered the draft Destination Management Plan for Liverpool and have now referred the document for consideration to Council. The CBD Activation Strategy was adopted by Council after rigorous community consultation and implementation has now commenced.	
L.02.04	Manage community events to increase community engagement	The Events team is preparing for the next Seniors Concert and will provide an attendance update for the next quarterly review.	
L.02.05	Promote and market community facilities	The Community Facilities webpage visits have also taken into account the community bus page and the individual community centre pages, leading to a significant increase. Council's new 14-seater community bus has been wrapped in brand colours and the new bus is confirmed for road use in the next quarter.	
L.02.06	Partner with organisations to increase Casula Powerhouse Arts Centre audience reach	Casula Powerhouse Arts Centre's marketing and publicity outreach continues to increase audiences. Publicity achieved more than 500 pieces of media in this quarter and attendance has increased by 20 per cent year on year across this quarter. Social media channels continue to grow at double the median rate.	
L.02.07	Promote Casula Powerhouse Arts Centre through marketing and communications	In addition to social media, Casula Powerhouse Arts Centre produces printed and online guides each quarter, as well as six-monthly schools' programs and annual matinee programs. Advertising occurs across a wide variety of print publications, including local newspapers, art magazines and street press. Radio presence has expanded significantly, with greater a profile on ABC Sydney and FBi, plus regular weekly spots on SER-FM.	




## Encourage community participation in decision-making

Action	Description	Comment	Status
L.03.01	Encourage community participation in decision-making processes	Key community engagement activities include Council committees, District Forums, Liverpool Listens, networks, community events, and developing consultation plans for social infrastructure planning in Lighthorse Park, McGirr Park, Austral and Carnes Hill. To encourage more responses the Liverpool Listens website now allows residents to comment without registering their details.	

## Strive for best practice in all Council processes

Action	Description	Comment	Status
L.04.01	Manage Council's customer service operations	The customer journey is being enhanced with the implementation of online services and our commitment to exceed community expectations.	
L.04.02	Manage and expand ePlanning Portal	The ePlanning system has undergone a number of minor updates and security upgrades over the 12-month period. A substantial restyling of the ePlanning Portal was undertaken for consistency with Council's updated corporate website. Council's web-based planning systems have had minimal down time during this reporting period.	
L.04.03	Manage and complete Integrated Planning and Reporting requirements	Council's Integrated Planning and Reporting requirements are on track. The Annual Report was completed and uploaded to Council's website and sent to the Office of Local Government on 28 November 2018 in compliance with the Local Government Act 1993. The Annual Report video has been uploaded to Council's website. One quarterly report was produced during the period. Production of the Biannual Report (July to December 2018) is underway as is the process of reviewing the Delivery Program and Operational Plan for the 2019-20 Financial Year.	
L.04.04	Prepare Annual Financial Statements	The audited financial statements were presented to the Council on 29 October 2018. Council's auditors, Audit Office of New South Wales, issued an unmodified audit opinion on the financial statements on 29 October 2018. The audited financial statements were lodged with the Office of the Local Government on 31 October 2018.	
L.04.05	Manage the delivery of monitored, transparent and accountable procurement services	The Procurement team has delivered a quality and transparent service. Achievement of the key performance indicator has been challenging but improved performance is expected through quarters three and four.	
L.04.06	Identify, eliminate and control hazards to create a safer workplace	There was a seven per cent increase in hazard reporting from last quarter. The completion of corrective actions will be addressed during the next quarter. In addition, Council is currently undertaking a full review of its Work Health and Safety Management Systems, which is expected to be completed in mid- to late 2019.	
L.04.07	Manage and report on workplace incidents	80 per cent of incidents were reported within 24 hours which is on target.	
L.04.08	Comply with the self-insurer licencing framework	Council completed 23 workplace inspections during the past six months and are on track for completion of the program by the end of the financial year.	

Action	Description	Comment	Status
L.04.09	Manage and deliver strategic initiatives	<p>Council will be hosting the Australian Local Government Women's Association (ALGWA) NSW Branch Annual Conference in April 2019. Organisation of this conference is underway and invitations have been sent to all councils in New South Wales. Council was also successful in its Expression of Interest to host the Local Government NSW Annual Conference in 2019.</p> <p>The draft list of Council services is being reviewed and amended with new information from business units across the organisation.</p> <p>A project plan has been developed for the Liverpool 2050 strategy and will commence early in 2019.</p>	
L.04.10	Manage Council's process mapping system	Council has created an internal communications campaign to raise the importance of process mapping and the usage of Promapp software. This has been complemented by training and process workshops. The Audit, Risk and Improvement Team 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.	
L.04.11	Utilise an effective resolutions model to promote a bullying- and harassment-free workplace	Currently, 76 per cent of Council staff have completed the Dignity and Respect program. Council has a target of 100 per cent of staff being trained in Dignity and Respect. Additional sessions are scheduled to capture these staff in the next two quarters and it is expected that performance will improve in quarters three and four as a result.	
L.04.12	Manage fleet and outdoor machinery and equipment	Council's workshop is delivering services within appropriate time frames.	
L.04.13	Engage employees through internal communication	During this quarter the Communications Team undertook regular internal communications activities to engage staff on operational, work and social matters. Four staff forum sessions were held across three Council sites, with presentations from staff of various levels from across the organisation highlighting key news and projects. 13 fortnightly e-newsletters were distributed to all staff to communicate information that included updates to policies and processes, news updates on major projects and community initiatives, recognition of staff achievements through awards and community feedback, a showcase of new employees, and invitations to Council-run events and activities within the local government area. Other activities included the promotion, content management and support for staff using Yammer, the organisation's staff social media platform, as well as support in crafting important messaging to be distributed by the CEO. The Communications Team also provided continued support to the People and Organisational Development department in communicating engagement activities to staff linked to the rollout of the organisation's new vision and values.	

Action	Description	Comment	Status
L.04.14	Provide transparent, fair and impartial inquiries into and assessments of customer complaints	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.	
L.04.15	Coordinate code of conduct and privacy complaints and public interest disclosures	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	
L.04.16	Develop, review and update asset management plans for Council's infrastructure and building assets	Data migration is in progress with the consultants. Data analysis, overview plan and draft modellings for car parks, buildings and Gross Pollutant Traps have been completed. Council is currently refining the models based on stakeholders reviewing comments. Field data collection has been completed. Data validation is in progress and expecting to complete the survey by February 2019.	

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  
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