

# 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 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 the 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 July to December 2019

The Delivery Program 2017-2021 and Operational Plan 2019-20 include 107 actions that measure Council's progress in achieving the vision outlined in the Community Strategic Plan. The actions reported are *on track* and the status of each action is represented with the following symbols:



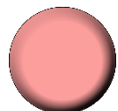
### Action on track

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



### **2019 Western Sydney International (Nancy-Bird Walton) Airport Minecraft Competition**

Liverpool Council in collaboration with the NSW Department of Education, Western Sydney Airport, Western Sydney University, Technology 4 Learning and Stem Share facilitated the second annual Western Sydney International Airport Minecraft Competition in August 2019.

Schools from across Western Sydney competed to design the Western Sydney International (Nancy-Bird Walton) Airport using Minecraft to win a share of \$40,000 in prize money.

Students were asked to address some of the real-world challenges involved in creating such a significant piece of infrastructure and create their answers using the widely popular electronic building blocks game of Minecraft. Students from around 40 schools across Western Sydney took part in this year's competition, with McCallums Hill Public School being crowned the winners. Their winning design focused on sustainability, customer experience and accessibility.



### **Fifteenth Avenue Upgrade**

Liverpool City Council unveiled its futuristic "first contact" vision of how the Western Sydney International Airport will be connected to Sydney via Liverpool's CBD.

Developed in consultation with Curtin University, the Fifteenth Avenue Smart Transit (FAST) Corridor will help deliver the connectivity the future airport needs to provide a high-quality, zero-emissions public transit connection along this 19km corridor. Council has begun design investigations for the upgrade of Hoxton Park Road and Fifteenth Avenue, which form the corridor between Liverpool city centre and Western Sydney International Airport, in preparation for the airport opening in 2026.



### **Love Livo Nights**

Liverpool City Council invited the community to share an after-work drink, grab a bite to eat and enjoy live music with friends and colleagues at a new pop-up event series on the first Thursday of every month, starting in September 2019. The new pop-up event series showcased the city's streetscapes by moving to a new laneway for each event, helping to establish a vibrant night-time economy in the heart of Liverpool. The three pop-up events at 35 Scott St Laneway, Moore Coffee, and Northumberland Serviceway were successful and well attended.



### **Liverpool Youth Council celebrates 20 years**

Liverpool Youth Council members past and present gathered in November 2019 to celebrate 20 years of giving young people a voice in the Liverpool area.

The Youth Council, made up of 12 young people aged 12-24 from across the Liverpool Local Government Area, was formed in 1999 to provide a way for young people to present issues and feedback to Liverpool City Council. Over the past two decades the Council has delivered several achievements for young people, including the creation of Kelso Skate Park and extended opening hours at Council libraries during HSC exams. As Sydney's third CBD, Liverpool is a growing hub for innovation excellence and Liverpool Youth Council will continue to help ensure Council meets the needs of young people.



### **Re-opening of Bigge Park Water Playground**

The water play area re-opened to the public in October 2019, with upgrades featuring automated accessible toilets, male and female toilets, family change rooms and individual changing stalls.

Council is also working on tenders for new operators of the café buildings with the existing café at the northern end being refurbished to provide a larger café area after a new Council storage building was constructed nearby.



### **Casula Powerhouse Arts Centre Celebrates 25 years**

Casula Powerhouse Arts Centre celebrated its 25<sup>th</sup> anniversary in October 2019. The local community was invited to share this milestone and enjoyed local residents' works and high-quality exhibitions, performances and programs from groups outside Liverpool.

Casula Powerhouse is a rapidly growing cultural facility of Liverpool City Council. It is a creative hub which highlights the skill and creativity of local artists.



### Parking Improvement in Liverpool CBD

Parking in the Liverpool CBD entered a new era with the launch of the NSW Government's Park'nPay app in October 2019. Liverpool is among the first areas of Sydney to use the app, which allows drivers to pay for parking and top-up using their phones. Parking in the CBD is a key priority for Liverpool City Council and the Park'nPay app will assist in the reduction of parking fines by notifying drivers when their meter is running low or their park is about to turn into a No Stopping zone. Drivers can then top-up their account through the app. In August 2019, Liverpool City Council launched Pay By Plate parking in the Liverpool CBD. Pay By Plate parking means tickets are no longer issued from parking meters. Instead, drivers enter their car number plate into the meter.

Pay By Plate is the latest in a series of measures by Council to improve parking in the CBD. Council added 106 parking spaces at Woodward Park with a further 120 to be delivered in early 2020.



### Major Projects

Works at Cirillo Reserve have commenced to convert the existing greenfield site into a local and regional sporting complex for the suburb of Middleton Grange.

The works will include the construction of two new sports fields, a cricket pitch, floodlighting, sports amenities building, a playground, an outdoor fitness gym and an off-leash dog park.

Works at Cirillo are scheduled to be completed by December 2020. In addition, new recreational facilities will be constructed at the adjoining Stante Reserve which will include a new water play facility, public amenities and change room, carpark and extended picnic facilities.



### Western Sydney Councils Unite to Tackle Shopping Trolleys

Councils across Western Sydney joined together to advocate that the State Government assist in removing abandoned shopping trolleys off their streets. The councils wrote to the Minister for Local Government, Shelley Hancock, requesting amendments to the Impounding Act 1993.

More than 1000 trolleys were collected from Western Sydney streets.

Liverpool City Council collected 300 trolleys in October 2019, following on from the 450 collected in June 2019. Council led this initiative, which resulted in the Minister announcing a review of the Impounding Act.



### **Gift of Time ceremony**

Liverpool City Council proudly celebrated the efforts of local volunteers and workers at the annual Gift of Time ceremony in August 2019 at Liverpool Catholic Club. More than 60 organisations and individuals were recognised for their achievements, contributions and positive impact on the local community. Volunteering provides valuable opportunities for people to develop new skills, gain work experience, meet other dedicated people and strengthen their community. This year's Gift of Time also provided an opportunity for Council to recognise the achievements of community members who have received prestigious awards in the past 12 months, including the Member of the Order of Australia, Medal of the Order of Australia and the Australian Fire Service Medal.



### **Liverpool City Council Charity Ball 2019**

The sixth annual Liverpool City Council Charity Ball was held in September 2019. The 'Tokyo Nights' themed event included fine dining, live entertainment, dancing and fundraising. More than \$50,000 was raised for the Ingham Institute for Applied Medical Research to support their student-focused programs for young people in Liverpool interested in health and science.



### **Liverpool Sculpture Walk**

Liverpool City Council opened the inaugural Liverpool Sculpture Walk with Sculpture by the Sea founding director David Handley in December 2019. The 10 sculptures have been installed along the Georges River at Casula Parklands. The local community was invited to view the sculptures, which will be on display until August 2020.



## CREATING CONNECTION

### **Direction Status Snapshot July-December 2019**

All of the 22 actions in the Delivery Program 2017-2020 and Operational Plan 2019-2020 under direction '*Creating Connection*' were marked as on track.

Council continues to deliver high-quality childcare services with Casula Preschool, Prestons Early Education and Care Centre and Cecil Hills Early Education and Care Centre exceeding National Quality Standards.

Council and Liverpool Regional Museum in partnership with Moorebank Heritage Group won the '2019 Sustainable Cities Heritage & Culture Award, NSW' for the exhibition 'Peace Comes to Liverpool: Commemorating the Centenary of Armistice'.

Council hosted 10 citizenship ceremonies and 1027 Liverpool residents became new Australian citizens.

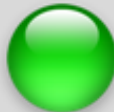



Council's 'Liverpool on a Roll' food festival event took place in November 2019 at Greenway Park, West Hoxton. More than 7000 people attended the successful event and experienced international food and music that celebrate the city's multicultural community. The 25 food stalls included mobile food vendors, restaurateurs and performers from the Local Government Area.

The Toda Sister City Student exchange to Japan was reinstated and nine Liverpool students and three teachers participated in the 2019 program. Council aims to foster the friendship between two nations, providing a positive education, cultural and international travel experience for young students.

The Casula Powerhouse Arts Centre delivered a wide range of exhibitions, theatre performances, events, education and public programs. Highlights include the CPAC 25th Birthday exhibitions, performances and celebrations; Liverpool Art Society competition and exhibition and the 27th Annual Mil-Pra Aboriginal Education Consultative Group Indigenous (AECG) Art Prize Exhibition.





Liverpool's first Communication Board was installed at Collimore Park playground on 11 December 2019. This project was funded through the Stronger Communities program and promotes inclusion and access to all community members by providing tools to communicate and overcome barriers to communication such as disability, language, or limited expressive abilities.


## Celebrate diversity, promote inclusion and recognise heritage

Action	Description	Comment	Status
C.01.01	Promote and manage heritage	<ul style="list-style-type: none"> <li>Council has recently reviewed the way it manages heritage properties. This was completed in accordance with heritage best practice, development of plans and supporting specifications for conservation work at the former Liverpool Court House and facilitation of the Liverpool Heritage Advisory Committee.</li> </ul>	 On track
C.01.02	Manage Liverpool Regional Museum to attract visitors	<ul style="list-style-type: none"> <li>Council and the Liverpool Regional Museum in partnership with Moorebank Heritage Group won the '2019 Sustainable Cities Heritage &amp; Culture Award, NSW' for the exhibition 'Peace Comes to Liverpool: Commemorating the Centenary of Armistice'.</li> <li>Liverpool Regional Museum continues to increase its visitor numbers with a focus on improving its visibility as a cultural venue.</li> </ul>	 On track
C.01.03	Deliver citizenship ceremonies	<ul style="list-style-type: none"> <li>Council hosted 10 citizenship ceremonies in the six months.</li> <li>1027 Liverpool residents became new Australian citizens.</li> <li>Due to population growth in the Liverpool LGA, citizenship numbers have increased and an additional ceremony will be held in January 2020.</li> </ul>	 On track
C.01.04	Implement actions from the Reconciliation Action Plan	<ul style="list-style-type: none"> <li>Council continues to collaborate with local Aboriginal services and organisations to promote awareness of local Aboriginal issues.</li> <li>Cultural talks have been delivered at local childcare centres to educate Liverpool's young people on the Aboriginal history and culture of this area.</li> <li>Council secured funding to restore and upgrade the Maria Lock memorial signage at Brickmakers Creek. This funding is being provided through the Stronger Communities program, a funding initiative of the Federal Government.</li> </ul>	 On track

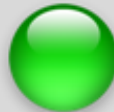
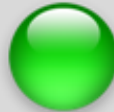

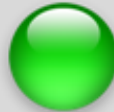


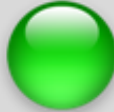

## Deliver a range of community events and activities

Action	Description	Comment	Status
C.02.01	Deliver events schedule	<ul style="list-style-type: none"> <li>• Council delivered the Liverpool on a Roll event which attracted more than 7000 people to Greenway Park, West Hoxton. The event was successful with 25 food stalls that included mobile food vendors, restaurateurs and performers from the Local Government Area.</li> <li>• Council successfully delivered the Seniors Concert at the Liverpool Catholic Club in November 2019. Nine hundred local senior citizens attended the Christmas luncheon and enjoyed entertainment including a performance by students from Liverpool Public School.</li> </ul>	 On track
C.02.02	Manage civic events calendar	<ul style="list-style-type: none"> <li>• The Toda Sister City Student exchange to Japan was reinstated and nine Liverpool students and three teachers participated in the 2019 program.</li> <li>• Toda Mayor Sugawara and Councillors welcomed Liverpool students and teachers. An extensive itinerary of activities was designed for the students to provide a memorable cultural experience.</li> </ul>	 On track
C.02.03	Manage Anzac Day Dawn Service ceremony	<ul style="list-style-type: none"> <li>• Regular meetings with the Liverpool RSL sub branch have been held to grow/develop the Anzac Day Dawn Service.</li> </ul>	 On track
C.02.04	Deliver engaging library programs	<ul style="list-style-type: none"> <li>• The library is exploring specialist workshops and learning opportunities to engage with the community. The library hosted a Christmas-themed, succulent wreaths workshop for adults. The event was highly sought after by the community with an additional workshop added and sold out within four hours.</li> <li>• The annual Summer Reading Club program has been redesigned to not only be more accessible for the community but also encourage participants to seek meaningful interactions with their family. The program aims to establish reading as routine and the new activity booklet model presents various ways to access literature, while acknowledging the International Year of Indigenous Languages.</li> <li>• The library in partnership with Migrant and Refugee Progressive Pathways hosted a series of workshops to provide information and guidance around job seeking. The workshops were well received and proved to be a valuable tool to connect the community.</li> </ul>	 On track







Action	Description	Comment	Status
C.02.05	Deliver Casula Powerhouse Arts Centre (CPAC) programs	<ul style="list-style-type: none"> <li>• The Casula Powerhouse Arts Centre continues to deliver a wide range of exhibitions, theatre performances, education and public programs, and community events for the Liverpool LGA. Highlights over the past six months include the CPAC 25th Birthday exhibitions, performances and celebrations; the Liverpool Art Society competition and exhibition; and the 27th Annual Mil-Pra Aboriginal Education Consultative Group Indigenous (AECG) Art Prize Exhibition.</li> <li>• The theatre plays host to a wide variety of performing arts experiences, from kids' shows to seniors' matinees and all points between, including comedy and cabaret.</li> <li>• Education activities continue to reach local residents of all ages, interests and abilities.</li> </ul>	 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"> <li>Casula Preschool, Prestons Early Education and Care Centre and Cecil Hills Early Education and Care Centre received a rating of exceeding National Quality Standards in all seven quality areas.</li> <li>Holsworthy Early Education and Care Centre were also assessed in December 2019. Council is yet to receive notification of the outcome of the assessment</li> <li>Children's services are currently working in partnership with the NSW Health Childhood Obesity Prevention Officer to enhance families' understanding of the importance of making appropriate decisions to support the nutritional and physical activity needs of their children.</li> <li>Transition to School and supported playgroups are facilitated within local and city libraries.</li> </ul>	 On track
C.03.02	Provide appropriate resources at Liverpool libraries that are well used	<ul style="list-style-type: none"> <li>Liverpool Libraries are providing well-used and best practice library collections. The library continues to focus on responding to customer requests and building a collection that reflects the interests of the community.</li> <li>The growth in usage of Council's eCollections has been very strong, in turn increasing access to collections 24/7 and to customers who cannot visit buildings. The number of eCollections loans for the period was 14,888.</li> </ul>	 On track
C.03.03	Strengthen social inclusion in new developments	<ul style="list-style-type: none"> <li>School holiday activities were held in July, with 160 young people participating in skateboard lessons, outdoor obstacle training and basketball workshops across the Liverpool Local Government Area.</li> <li>The school holiday program continued in October 2019. Liverpool City Council in partnership with the Lebanese Muslim Association delivered a series of youth outreach events at the Carnes Hill Community Centre and Recreation Precinct. This project aims to provide support and activities to young people who access the Carnes Hill Skate Park and community centre.</li> </ul>	 On track
C.03.04	Implement actions from the Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> <li>Council installed an accessible Communications Boards at Collimore Park. This project was funded through the Stronger Communities program.</li> <li>International Day of People with Disability (IDPwD) event was held in partnership with Civic Disability Services at Casula Powerhouse Arts Centre. More than 600 community members participated in this event which included an artists' market for artists with disability, art workshops and information stalls.</li> </ul>	 On track

Action	Description	Comment	Status
C.03.05	Deliver Council-led programs that strengthen social inclusion and build community capacity	<ul style="list-style-type: none"> <li>• Council has implemented several diverse community capacity-building initiatives over the last six months. Through the ClubGRANTS scheme, \$789,943.30 has been invested into programs and activities to benefit the community.</li> <li>• The "Living Library" event in October 2019 provided opportunities for local community members to engage with stories and share their lived experiences of mental health as consumers, carers and professionals.</li> </ul>	 On track
C.03.06	Deliver the 2168 Children's Parliament in partnership with Department of Social Services and Mission Australia	<ul style="list-style-type: none"> <li>• Forty members of the 2168 Children's Parliament, teachers and parents/carers met on 19 November 2019 to discuss topics, including public speaking, debating, speech writing and presentation skills.</li> <li>• Forty Parliamentarians, teachers, principals, families, ambassadors, project partners and local service providers attended the Parliament sitting to debate issues including healthy eating, cultural discrimination and policy change.</li> <li>• Forty-six students participated in an art project with a focus on health and wellbeing in their community during a Mental Health Week event at Miller Square.</li> <li>• Participating schools (approximately 450 students) were engaged in a community pride flag making project. The students will parade their flags at a 2168 gateway launch in 2020.</li> </ul>	 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"> <li>• Council completed the upgrade of the office space at Carnes Hill Community Centre during the period.</li> <li>• Works have been scheduled at Greenway Park Community Centre, Heckenberg Community Centre and Wattle Grove Community Centre.</li> </ul>	 On track
C.04.02	Deliver Council's adopted upgrade and renewals program for Council's building assets	<ul style="list-style-type: none"> <li>• A wide variety of community buildings are being renewed or constructed. These include heritage building conservation projects, community and childcare buildings, library and museum upgrades, sports amenities buildings and leisure centre upgrades. Major projects include the construction of an amenities building at McGirr Park in Miller and Cirillo Reserve in Middleton Grange.</li> </ul>	 On track
C.04.03	Facilitate usage of Council sporting venues and leisure centres	<ul style="list-style-type: none"> <li>• The summer sporting season has commenced with more than 95% of available sporting venues supporting summer user groups.</li> <li>• More than 400,000 visits at four aquatic and leisure centres were recorded in the past six months.</li> <li>• The leisure centres report substantial membership and program growth in the latter part of the reporting period that has resulted in a marginal increase in attendance.</li> </ul>	 On track
C.04.04	Enhance access to facilities and resources through place-based planning initiatives	<ul style="list-style-type: none"> <li>• Planning for social infrastructure in Edmondson Park and Austral is in progress.</li> <li>• Council continues to oversee the operation and management of Carnes Hill Recreation and Community Precinct.</li> <li>• Council is supporting Frasers with the place planning community engagement strategy for the development of Edmondson Town Centre.</li> </ul>	 On track
C.04.05	Manage Library spaces to attract and inspire visitors	<ul style="list-style-type: none"> <li>• Libraries continue to be one of the most used services, with thousands of customers each week.</li> <li>• There was a total of 365,030 visitors across all Liverpool Council libraries during the period.</li> </ul>	 On track
C.04.06	Manage the Liverpool Animal Shelter	<ul style="list-style-type: none"> <li>• The Liverpool Animal Shelter exceeded all targets with 100% of cats and 100% of dogs rehomed within the required timeframe during the period.</li> </ul>	 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"> <li>• Several playgrounds have been upgraded (Fassifern Park, Liverpool; Whitlam Park No. 2, Liverpool; Syme Park, Moorebank; Tall Gums Park, Casula; Voyager Park, Voyager Point; Clinches Pond, Moorebank; and Rosedale Oval, Warwick Farm).</li> <li>• Major projects are being undertaken at Cirillo Reserve and Stante Reserve, Middleton Grange.</li> <li>• Concept design of Phillips Park, Lurnea has been completed.</li> </ul>	 On track



## STRENGTHENING AND PROTECTING OUR ENVIRONMENT

### Direction Status Snapshot July-December 2019

All of the 25 actions in the Delivery Program 2017-2020 and Operational Plan 2019-2020 under direction '*Strengthening and Protecting our Environment*' were marked as on track.

Council has seen a 20% increase in the community's disposal of rubbish at the Community Recycling Centre over the past six months.

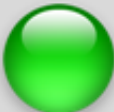


Water quality monitoring at selected locations along the Georges River and South Creek catchment is underway under the ongoing water quality monitoring program. Council has developed a water quality monitoring report card, which indicates whether targets are being met to improve water quality. The report card is published on Council's website and is updated quarterly.

Council's environmental education program continues to engage the community. In November 2019 Council trialled a science talk 'Sounds of Summer: Talk & Tea'. This session was well received by the community who were encouraged to provide their feedback. Council aims to introduce this as a regular program.

The final Local Strategic Planning Statement (LSPS) was endorsed by Council on 11 December 2019 and has been referred to the Greater Sydney Commission for a formal assurance review. The planning proposal for the Local Environmental Plan has been referred to the Department of Planning for a Gateway determination.


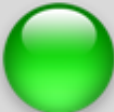

A Mosquito Management Plan has been implemented. A contractor has been engaged and is currently waiting for optimal conditions to conduct the first spray.


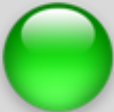
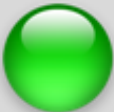
## Manage the community's disposal of rubbish

Action	Description	Comment	Status
S.01.01	Provide waste disposal services to the community to maximise recovery of materials	<ul style="list-style-type: none"> <li>The six-monthly diversion rate for kerbside waste is 33%, and 39% for kerbside bulky waste.</li> <li>Council has participated in eight 'Project 24' meetings with partnering councils in the past six months to discuss future waste processing and disposal options for their communities.</li> </ul>	 On track
S.01.02	Manage the Community Recycling Centre and household problem waste	<ul style="list-style-type: none"> <li>There has been a 20% increase in the community's disposal of rubbish at the Community Recycling Centre over the past six months.</li> </ul>	 On track
S.01.03	Maintain the cleanliness of public spaces	<ul style="list-style-type: none"> <li>There has been a 5.81% increase in the number of illegal dumping requests compared with this time last year.</li> <li>About 96% of the street sweeping program and 98% of the public bin servicing and CBD cleaning program was completed within schedule.</li> </ul>	 On track

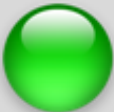
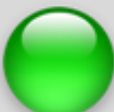





## Protect and enhance bushland, rivers and the visual landscape

Action	Description	Comment	Status
S.02.01	Manage Council's park maintenance program	<ul style="list-style-type: none"> <li>• The parks workforce has been realigned to allocate specific teams for designated areas.</li> <li>• A program for tree planting is being developed for implementation in autumn. Tree planting has been placed on hold due to the lack of rain, onset of the heat of summer and water restrictions.</li> <li>• Council also intends to commence the beautification of roundabouts and median strips in autumn.</li> <li>• Detailed design of seven bush regeneration sites covering 74 hectares has been undertaken and works are currently going through Council's tender process.</li> </ul>	 On track
S.02.02	Develop and implement improvement strategies, policies and programs for the management of stormwater	<ul style="list-style-type: none"> <li>• Water quality monitoring at selected locations along the Georges River and South Creek catchment is underway.</li> <li>• Council has developed a quarterly water quality monitoring report card, which measures targets to improve water quality. The report card is available on Council's website.</li> <li>• Vegetation condition assessment of riparian zone across the LGA for the development of riparian areas plan of management (PoM) has been completed.</li> <li>• Development of Vegetation Management Plan (VMP) for Cabramatta Creek has been completed.</li> </ul>	 On track
S.02.03	Make informed environmental decisions through the development of strategy, education and engagement	<ul style="list-style-type: none"> <li>• All responses to requests on ecological related advice from key service areas were completed within 10 business days and include:</li> <li>• The completion of the updated biodiversity mapping and report for the LGA.</li> <li>• Promotion of energy and water efficiency-related initiatives and opportunities to the community.</li> <li>• Contribution to the development of strategic directions in partnership with the Western Sydney Regional Organisation of Councils' (WSROC) Western Sydney Energy program.</li> <li>• Delivery of sustainability community engagement and promotion including rainwater tank workshops, energy and water-related articles in the Sustaining Liverpool newsletter.</li> </ul>	 On track




Action	Description	Comment	Status
S.02.04	Assess applications to prune or remove trees	<ul style="list-style-type: none"> <li>In total, 98% per cent of applications to prune or remove trees on private property were completed within 10 business days.</li> </ul>	 On track
S.02.05	Manage contaminated lands under Council control	<ul style="list-style-type: none"> <li>Council actively implements strategies and manages contaminated land as required by the Contaminated Land Management Act 1997.</li> </ul>	 On track
S.02.06	Engage the community in protection of natural areas	<ul style="list-style-type: none"> <li>Council supported 10 environment volunteer groups, facilitated four community environmental volunteering requests and delivered four community tree planting activities in the period.</li> </ul>	 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"> <li>In November 2019 Council trialled a science talk 'Sounds of Summer: Talk &amp; Tea'. This session was well received by the community who were encouraged to provide their feedback.</li> <li>Council aims to introduce 'Sounds of Summer: Talk &amp; Tea' as a regular program.</li> </ul>	 On track
S.03.02	Educate the community in waste disposal	<ul style="list-style-type: none"> <li>Council delivered nine education initiatives and participated in two waste and recovery projects including stage four of the Litter Regional Implementation Program and the Waste Infrastructure Site Analysis.</li> </ul>	 On track
S.03.03	Develop and implement energy efficiency program	<ul style="list-style-type: none"> <li>State Government initiatives on energy efficiency and renewable energy were actively promoted in the Winter and Summer editions of the Sustaining Liverpool newsletter.</li> </ul>	 On track



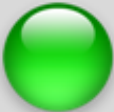

Action	Description	Comment	Status
S.03.04	Promote local and sustainable food sources	<ul style="list-style-type: none"> <li>The Organic Kitchen Garden continues to be a popular feature of the Bellbird Bar and Dining experience, also hosting garden tours for various interested groups.</li> <li>The garden was trialed at the annual Wow festival in July 2019, including garden discovery experiences and a fence decorating workshop. A garden volunteer program has also been introduced which will gradually expand over the coming year.</li> </ul>	 On track
S.03.05	Upgrade Council properties to increase sustainability	<ul style="list-style-type: none"> <li>The 33 Moore Street sustainability assessment has been completed and the rating is current. National Australian Built Environment Rating System (NABERS) certificates will be completed by the end of financial year.</li> </ul>	 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"> <li>Council processed 546 Development Applications (DA) during the period contributing significantly to the economy and housing diversity of Liverpool. Approximately 45% of the DA's were determined within 40 working days, which is a significant improvement in assessment and determination times over the last six months.</li> <li>When considering the final quarter of 2019 between October to December 2019, the percentage of DAs determined within 40 working days has further increased to 49.4%.</li> </ul>	 On track
S.04.02	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood-prone land	<ul style="list-style-type: none"> <li>The Overland Flow Path Study for the rural catchment areas in South Creek catchment is underway.</li> <li>The detailed design of stormwater infrastructure in East Leppington is underway.</li> <li>The flood risk constraint study for Liverpool Collaboration Area is underway.</li> </ul>	 On track
S.04.03	Manage and maintain public health and safety compliance	<ul style="list-style-type: none"> <li>The outcomes for health and safety compliance exceeded the set targets including the actioning of customer requests, determination of construction certificates and development applications under the fast track process.</li> </ul>	 On track

Action	Description	Comment	Status
S.04.04	Develop planning strategies	<ul style="list-style-type: none"> <li>The final Local Strategic Planning Statement (LSPS) was endorsed by Council on 11 December 2019 and has been referred to the Greater Sydney Commission for a formal assurance review.</li> <li>The planning proposal for the Local Environmental Plan has been referred to the Department of Planning for a Gateway determination.</li> </ul>	 On track
S.04.05	Manage land development engineering	<ul style="list-style-type: none"> <li>The Land Development unit is committed to delivering efficient customer service and processing times have improved in the delivery of public infrastructure in the past six months.</li> </ul>	 On track
S.04.06	Manage building maintenance including fire safety	<ul style="list-style-type: none"> <li>Building works and compliance requests for Liverpool City Council buildings are either occurring on schedule or earlier than scheduled in consultation with the asset owners and asset users.</li> </ul>	 On track
S.04.07	Manage the design of public spaces	<ul style="list-style-type: none"> <li>The draft Liverpool City Centre Public Master Plan has been finalised and is currently on public exhibition</li> <li>Work will begin in early 2020 for the development of project plans and business cases for new projects.</li> </ul>	 On track

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

Action	Description	Comment	Status
S.05.01	Undertake a program of upgrades and renewals for drainage infrastructure	<ul style="list-style-type: none"> <li>Relining and structural patches of stormwater drainage pipes is being completed. These works will significantly increase the service life of the stormwater drainage system, which will reduce flooding of roads and properties.</li> <li>Gross Pollutant Traps (GPT) projects are progressing well.</li> </ul>	 On track
S.05.02	Investigate, survey, design and estimate cost of Council's infrastructure delivery projects	<ul style="list-style-type: none"> <li>Investigations and design of capital works projects are in progress including the Fifteenth Avenue upgrade from Cowpasture Road to Devonshire Road, Edmondson Avenue upgrade from Bringelly Road to Fifteenth Avenue and M7 underpass and shared path at Middleton Grange.</li> </ul>	 On track
S.05.03	Provide assistance and support to the Rural Fire Service and State Emergency Service	<ul style="list-style-type: none"> <li>Funding has been provided to the Rural Fire Service (RFS) and State Emergency Service (SES) as per budget allocation and local government agreement.</li> <li>Both SES and RFS are fully engaged in local emergency management committee meetings with complete collaboration between Council and both services.</li> <li>Bushfires, floods or other emergency incidents are managed in a collaborative manner with the appropriate response agency.</li> </ul>	 On track
S.05.04	Develop plans to support community wellbeing	<ul style="list-style-type: none"> <li>A Mosquito Management Plan has been implemented. A contractor has been engaged and is waiting on optimal conditions to conduct the first spray.</li> </ul>	 On track



# GENERATING OPPORTUNITY

## Direction Status Snapshot July-December 2019

All of the 19 actions in the Delivery Program 2017-2020 and Operational Plan 2019-2020 under direction '*Generating Opportunity*' were marked as on track.

Council's Early Education and Care Services and Preschool reported a high level of utilisation with current data depicting that services are utilised at an average rate of 99%.

Council's Liverpool Civic Place Masterplan is currently under assessment and the Early Works Development Application has been lodged.

The community engagement for the Woodward Place Master Plan is scheduled to commence in January 2020.

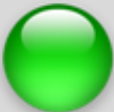



Council's Pop Up Shop program ended in December 2019 and nine businesses were supported with a retail shopfront and business advisory support. Council is investigating opportunities to continue this program in the future.

Council was successful in securing the National Economic Development Conference 2020 Conference to be held in Liverpool in November 2020.






Eat Your Heart Out received a Place Leaders Award for Small Scale Place Project.

Approximately 8300sqm of road pavement has been repaired and resurfaced at various locations and 41km of road shoulder areas have been regraded and maintained. In addition, approximately 5100 linear metre of concrete footpath, 1000 liner metre of kerb and gutter and 200sqm of paved footpath have been reconstructed at several locations.

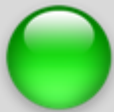
## Meet the challenges of Liverpool's growing population

Action	Description	Comment	Status
G.01.01	Demonstrate financial sustainability	<ul style="list-style-type: none"> <li>The current forecast of Operating Performance Ratio at 2.8% is better than the Fit for the Future projected at -1.0%.</li> <li>The current forecast of Own Source Operating Revenue Ratio at 58.8% is slightly lower than the benchmark. However, the forecast is higher than the Fit for the Future projection at 64.7%. Liverpool is a growth council and its income from developer works has significant impact on this ratio.</li> <li>The current forecast of Debt Service Ratio at 4.3% is lower than the projected Fit for the Future indicator of 6.4%. However, the forecast is still below the benchmark of less than 20%.</li> <li>Debt outstanding ratio for the quarter at 9.6% is slightly high mainly due to several large unpaid debts, which are being pursued in accordance with Council policy.</li> <li>Council's current average return on investment of 2.77% is higher than the 1.58% Ausbond Bank Bill Index.</li> </ul>	 On track
G.01.02	Manage Council childcare centres' sustainability	<ul style="list-style-type: none"> <li>Council's Early Education and Care Services and Preschool reported a high level of utilisation with current data depicting that services are utilised at an average rate of 99%.</li> <li>Current wait list figures highlight the significant demand on services within the community. Council is working alongside internal and external stakeholders to ensure it is able to meet the challenges of Liverpool's growing population.</li> </ul>	 On track
G.01.03	Deliver strategic property projects	<ul style="list-style-type: none"> <li>Liverpool Civic Place Masterplan is under assessment and the Early Works Development Application has been lodged.</li> <li>Community engagement for the Woodward Place Master Plan is scheduled to commence in January 2020.</li> <li>Moorebank Sports Club negotiations and concept planning is continuing.</li> <li>Casula Mall and Wattle Grove town centre proposals are progressing well.</li> </ul>	 On track
G.01.04	Build effective relationships with State and Federal departments and governments	<ul style="list-style-type: none"> <li>Council met with State Members of Parliament and Council staff attended State and Federal department meetings to discuss topics such as Western Sydney International (Nancy Bird Walton) Airport, planning proposals, road upgrades and public transport.</li> </ul>	 On track

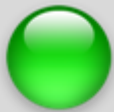

## Attract businesses for economic growth and employment opportunities


Action	Description	Comment	Status
G.02.01	Attract new jobs within Liverpool's industry focus areas	<ul style="list-style-type: none"> <li>Council has recruited an Employment Officer to work with local businesses on the "Local Jobs for Local People" campaign.</li> </ul>	 On track
G.02.02	Market Liverpool as a business destination	<ul style="list-style-type: none"> <li>A CBD prospectus has been completed to showcase commercial stock coming online.</li> <li>Events held include Liverpool on A Roll and Spark Festival, developing a model to encourage visitation and tourism into the region, raise the profile of Liverpool as a food and event destination and supporting development of local and start-up businesses.</li> <li>As part of the launch of the Innovation Hub, the Liverpool Innovation Precinct is piloting a program to assist medtech start-ups with referrals and commercialisation.</li> </ul>	 On track
G.02.03	Develop the economic capacity of local businesses and residents	<ul style="list-style-type: none"> <li>Council referred more than 30 businesses to external and internal programs and advisors over the past six months. These programs and advisors assist businesses with broad-ranging advice on business planning, marketing, social media, staffing issues, corporate structures and other aspects of business formation and development.</li> <li>Council's Pop Up Shop program ended in December 2019. Nine businesses were supported with a retail shopfront and business advisory support. Council is investigating opportunities to continue this program in the future.</li> </ul>	 On track
G.02.04	Develop Liverpool as an Innovation City	<ul style="list-style-type: none"> <li>Innovation activities are in progress with additional projects, including a 12-month car share trial to commence in 2020.</li> <li>City Deal digital commitments are in progress with the Digital Action Plan expected to be endorsed by the City Deal Implementation Board in 2020.</li> <li>The Centre for Civic Innovation proof-of-concept has been completed. The pilot was successful, two ideas were incubated and one was developed into a viable business.</li> </ul>	 On track
G.02.05	Monitor and advise Council on matters relating to the development of Western Sydney International Airport	<ul style="list-style-type: none"> <li>Council continues to advocate for the airport and Aerotropolis and actively promotes the city centre as a vital component of the airport's development. Council is preparing a submission on the Western Sydney Aerotropolis Plan and continues to advocate for the Fifteen Avenue Smart Transit corridor.</li> </ul>	 On track







Action	Description	Comment	Status
G.02.06	Promote Liverpool as a visitor destination	<ul style="list-style-type: none"> <li>• Council is delivering actions from the Destination Management Plan including the development of Liverpool's first Visitor Guide.</li> <li>• Council was successful in securing the National Economic Development Conference (NEDC) in November 2020 as the Destination Sponsor.</li> <li>• The Love Liverpool brand has been well-received and is being rolled out across Council events and activations.</li> </ul>	 On track

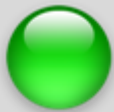
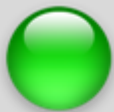
### Create an attractive environment for investment

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"> <li>• The delivery of the City Activation Strategy initiatives, including Love Livo Nights, is on track. These small, medium and large-scale events, activations, studies, street art and installations attract residents and visitors, increase economic activity, and increase vibrancy of the city centre.</li> <li>• Eat Your Heart Out received a Place Leaders Award for Small Scale Place Project.</li> </ul>	 On track
G.03.02	Manage maintenance and repair program	<ul style="list-style-type: none"> <li>• Approximately 8300sqm of road pavement has been repaired and resurfaced at various locations and 41km of road shoulder areas have been regraded and maintained.</li> <li>• Approximately 5100 linear metre of concrete footpath, 1000 liner metre of kerb and gutter and 200sqm of paved footpath have been reconstructed at several locations.</li> <li>• A number of faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs at approximately \$160,000.</li> <li>• In total, 105 gross pollutants traps were cleaned four times. Repairs of damaged drainage structures, collection of rubbish and waterways weed removal was collected as per the cleaning schedule. In addition, a number of street drainage pits were checked and cleaned.</li> <li>• Due to NBN rollout and electrical, water and gas supply upgrades to cater for new developments, there was an influx of requests for restoration works. As a result there is a slight delay in completing permanent restoration works as scheduled.</li> <li>• Council received 1050 customer requests for various maintenance works. These have been inspected and necessary actions taken within the timeframe.</li> </ul>	 On track

Action	Description	Comment	Status
G.03.03	Deliver Property Services	<ul style="list-style-type: none"> <li>• Council continued to provide Property Services, including responding to requests for outdoor dining and implementing permanent easements and road closing negotiations.</li> <li>• The acquisition of properties for Basin 14, Edmondson Park and provision of Austral Basins was completed during the period.</li> <li>• The Liverpool Civic Place Master Plan has also been lodged.</li> </ul>	 On track

#### 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"> <li>• Council's adopted upgrade and renewals program for roads and transport-related assets have been delivered successfully. These include the construction of additional car parking at Woodward Park, resurfacing of Fifteenth Avenue between Devonshire Road and Ramsay Road, and stormwater pipe renewal works across the LGA.</li> </ul>	 On track
G.04.02	Manage traffic and transport for Liverpool	<ul style="list-style-type: none"> <li>• Council continues to work with developers and stakeholders to deliver actions from the Liverpool Pedestrian, Active Transport and Traffic Committee meetings.</li> <li>• Council provided input on the Roads and Maritime Services (RMS) proposed upgrade of the section of Hoxton Park Road between Banks Road and Cowpasture Road and the proposed M12 Motorway.</li> <li>• Stage one of the Bringelly Road upgrade has been completed.</li> <li>• Council continues to work with the RMS on the upgrade of Bringelly Road stage two and The Northern Road.</li> </ul>	 On track
G.04.03	Manage traffic and road safety on the local road network	<ul style="list-style-type: none"> <li>• Council delivered two learner driver programs and three child restraint (Buckle Up) sessions in the past six months. All were well attended.</li> <li>• All new street light designs were reviewed and approved in consultation with the street lighting provider Endeavour Energy within 14 days.</li> </ul>	 On track
G.04.04	Assess impact of traffic and transport conditions and services	<ul style="list-style-type: none"> <li>• Advice on the Intermodal traffic impacts, including construction traffic, were provided within 14 days of the request and included in Council's submission to the Department of Planning on the Intermodal.</li> </ul>	 On track

Action	Description	Comment	Status
G.04.05	Advise on regional traffic and transport planning	<ul style="list-style-type: none"> <li>• Representations have been made to Roads and Maritime Services (RMS) and Transport for NSW (TfNSW) for traffic and transport improvements and services including upgrades of classified road sections and public transport services in Liverpool.</li> <li>• In response to these representations, RMS has completed upgrades to the following three critical intersections: Hoxton Park Road/Whitford Road intersection, Elizabeth Drive/Marsden Street intersection, Hume Highway/Hoxton Park Road/Terminus Street.</li> <li>• In addition, Council has provided input for road works being carried out around Western Sydney International Airport along Bringelly Road and The Northern Road.</li> </ul>	 On track
G.04.06	Inspect driveway constructions and manage road opening applications	<ul style="list-style-type: none"> <li>• There were 460 road opening applications received between July-December 2019.</li> <li>• More than 90% of the applications have been processed and approved within the time frame.</li> <li>• There have been 820 driveway inspections carried out and approved for construction.</li> </ul>	 On track



## LEADING THROUGH COLLABORATION

### **Direction Status Snapshot July-December 2019**

All of the 41 actions in the Delivery Program 2017-2020 and Operational Plan 2019-2020 under direction '*Leading Through Collaboration*' were marked as on track.

Council has met and delivered its reporting and governance obligations for the period.

Council submitted entries for 11 awards. Five successful entries included Local Government Procurement Awards 2019 – Procurement Professional of the Year 2019; Australian Hearts – Corporate Heart Hero; Place Leaders Asia Pacific Conference – 2019 Small Scale Place Project Award; CivicRisk Mutual Awards – Flammable Cladding; Keep Australia Beautiful NSW 2019 Sustainable Cities Awards in two categories – Aboriginal Cultural Heritage Award and the Heritage and Culture Award.


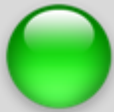

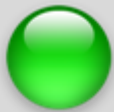
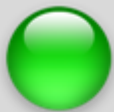

Council was highly commended for its submission to the LGNSW Excellence in the Environment Awards 2019 – Asbestos and Waste Management System.






Casula Powerhouse Arts Centre (CPAC) continues to host community events of various sizes and also seeks to be able to deliver activities to the community through partnerships with other organisations. Recent examples including Branch Nebula's DEMO, Ironfest and the Palestinian Film Festival. New attractions including the Parklands and the Sculpture Walk have been well received by the community.




Council assisted in the delivery of the Local Government NSW (LGNSW) Annual Conference 14-16 October 2019, held at the William Inglis Hotel and the opening reception event at CPAC. Liverpool welcomed 872 delegates and registered guests who were given the opportunity to participate in a local education tour where Council staff presented key locations and discussed the growth and future of our growing city.

Council continuously strives to effectively attract, engage, develop, recognise and retain talented people who can respond to emerging community needs now and into the future. These strategies include the adaption of more flexible working arrangements and improvements in hiring approach and practice, to optimise Council's ability to attract and retain the best and a diverse range of talent.




**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"> <li>• There were 423 Councillor requests received and actioned, with 73% responded to within the two-day timeframe. A report on Councillor requests was prepared and provided to the Mayor, Councillor and the Executive Team each month.</li> <li>• Eight Councillor Briefing Sessions and three Council Mobile Offices were held. The Mobile Offices received and actioned 45 requests.</li> <li>• Council's ward boundaries were reviewed and adopted by Council at the September 2019 Council Meeting.</li> </ul>	 On track
L.01.02	Deliver Council meeting Secretariat	<ul style="list-style-type: none"> <li>• Council Agenda and minutes were prepared and published within timeframes.</li> <li>• All resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting.</li> <li>• A report on outstanding resolutions was prepared and provided to Councillors and the Executive Team each month and 87% of the 212 resolutions were completed within timeframes</li> </ul>	 On track
L.01.03	Monitor and improve Council's processes for Enterprise Risk Management	<ul style="list-style-type: none"> <li>• Council has established an Enterprise Risk Management Framework and annual risk plan to improve overall risk maturity within the organisation.</li> </ul>	 On track
L.01.04	Deliver professional, timely and authoritative governance services for Council	<ul style="list-style-type: none"> <li>• The Governance Unit continues to provide support to Council to ensure that ethical business practices are established, and transparency of business processes are maintained across Council.</li> </ul>	 On track
L.01.05	Manage recruitment framework to attract and engage diversity in our new employees	<ul style="list-style-type: none"> <li>• A new Flexible Working Policy was adopted to help attract, develop and retain a diverse workforce.</li> </ul>	 On track
L.01.06	Manage IT Business Strategy	<ul style="list-style-type: none"> <li>• During the period, Council enhanced its security position major projects including, finalisation of the Disaster Recovery Plan (DRP), completion of the CBD 3D model, delivery of standard operating system conformity, upgrade of Council's applications and implementation of the Server Environment Patching schedule.</li> </ul>	 On track

Action	Description	Comment	Status
L.01.07	Manage computer/infrastructure hardware administration program	<ul style="list-style-type: none"> <li>Council ensured the continual software patching of operating systems to enhance protection and integrity of data. The network has been updated to ensure sustained service time and connectivity.</li> </ul>	 On track
L.01.08	Conduct, review and improve Council's internal audit activities	<ul style="list-style-type: none"> <li>Council has a robust process to conduct, review and improve activities across the organisation through a balanced Enterprise Risk Management Framework which includes a risk policy, risk strategy, annual risk plan and a structured reporting methodology.</li> </ul>	 On track
L.01.09	Manage Council properties	<ul style="list-style-type: none"> <li>Council is currently preparing Property Asset Plans to guide its property management into the future.</li> <li>Parking improvements implemented during the period include the introduction of the UbiPark system in the 33 Moore Street carpark basement and upgrading parking meters to Pay by Plate and Park'n Pay.</li> <li>During the period, the lease of Level 3, 33 Moore Street to the University of Wollongong commenced.</li> </ul>	 On track
L.01.10	Coordinate the development of Council award submissions and industry recognition for Council	<ul style="list-style-type: none"> <li>Council submitted entries for 12 awards in the past six months. Five were successful, one highly commended and another will be announced in March 2020. Successful entries include Local Government Procurement Awards 2019 – Procurement Professional of the Year 2019; Australian Hearts – Corporate Heart Hero; Place Leaders Asia Pacific Conference – 2019 Small Scale Place Project Award; CivicRisk Mutual Awards – Flammable Cladding; Keep Australia Beautiful NSW 2019 Sustainable Cities Awards in two categories - Aboriginal Cultural Heritage Award and the Heritage and Culture Award. In addition, Council was highly commended for its submission of the LGNSW Excellence in the Environment Awards 2019 – Asbestos and Waste Management System.</li> </ul>	 On track
L.01.11	Provide support to various Council committees	<ul style="list-style-type: none"> <li>Support was provided to 27 Council committee meetings.</li> <li>The Order of Liverpool Awards were presented in November 2019.</li> <li>Nominations for Australia Day Awards were adopted by Council at the November 2019 Council meeting.</li> </ul>	 On track


Action	Description	Comment	Status
L.01.12	Manage the delivery of high-quality, cost-effective legal services	<ul style="list-style-type: none"> <li>Management and delivery of high-quality, cost-effective legal services have been met.</li> </ul>	 On track
L.01.13	Engage employees to manage performance achievement and development planning	<ul style="list-style-type: none"> <li>In total 82% of eligible employees have a People Achieving Plan.</li> <li>A new hire, onboarding and offboarding survey will be implemented in 2020 and coincides with a new onboarding framework for Council. These surveys are aimed at enhancing employee engagement and providing insight into people practices and initiatives.</li> </ul>	 On track
L.01.14	Prepare asset-related statutory reports in a timely manner to meet regulatory requirements	<ul style="list-style-type: none"> <li>All regulatory requirements were met including, condition of public infrastructure report, Grants Commission Annual Return for Local Roads and Bridges and the Local Roads Data System Survey.</li> </ul>	 On track

### Increase community engagement

Action	Description	Comment	Status
L.02.01	Promote Liverpool through marketing and communications	<ul style="list-style-type: none"> <li>Council produced a comprehensive program of communications including Facebook and Instagram posts, media releases and responses.</li> </ul>	 On track
L.02.02	Increase attendance at Council events through marketing	<ul style="list-style-type: none"> <li>The Communications team supported a range of events, including Ideas 2170, Eat Your Heart Out and Liverpool On a Roll, through media releases and social media posts.</li> </ul>	 On track
L.02.03	Manage community events to increase community engagement	<ul style="list-style-type: none"> <li>Council successfully delivered a range of community events, the Liverpool City Charity Ball, Gift of Time Ceremony, CPAC 25<sup>th</sup> Anniversary, Light Up the Lake (New Years Eve), Liverpool on a Roll, Way Out West and Eat Your Heart Out food festivals.</li> <li>The annual 'Gift of Time' volunteers recognition dinner hosted 180 representatives from volunteer organisations in recognition of their efforts to improve Liverpool.</li> </ul>	 On track



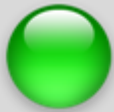

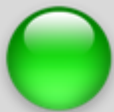
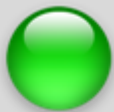
Action	Description	Comment	Status
L.02.04	Assist with the promotion, coordination and growth of sporting codes	<ul style="list-style-type: none"> <li>Council continues to support local athletes as they achieve regional, state and national team selection in their chosen sport.</li> <li>Council provided \$3,200 in sporting donations to 15 recipients.</li> </ul>	 On track
L.02.05	Partner with organisations to increase Casula Powerhouse Arts Centre's (CPAC) audience reach	<ul style="list-style-type: none"> <li>Casula Powerhouse Arts Centre (CPAC) continues to be a popular venue to host community events of various sizes, including monthly free events such as the Italian Community Film Screenings and The Welcome Choir, plus one-off free events including the Sacred Music Festival and the Craft Film Festival</li> <li>CPAC also seeks to be able to deliver exciting events and activities to the community through partnerships with other organisations including Sculpture By The Sea, the US Consulate, the Sydney Latin American Film Festival and the Powerhouse Voices Choir.</li> </ul>	 On track
L.02.06	Promote Casula Powerhouse Arts Centre (CPAC) through marketing and communications	<ul style="list-style-type: none"> <li>New attractions including the Parklands and the Sculpture Walk have delivered an increase in public profile and media coverage, receiving extensive national reporting with stories on Channel 9 News, the Sydney Morning Herald and other media channels.</li> <li>A total of 680 media items were secured for Casula Powerhouse Arts Centre during the period.</li> </ul>	 On track







### Encourage community participation in decision-making






Action	Description	Comment	Status
L.03.01	Encourage community participation in programs and decision-making processes	<ul style="list-style-type: none"> <li>Council's committees and forums continue to provide an opportunity for organisations, services and community members to engage with Council and participate in decision-making processes. During the period, there were 8000 visits to the Liverpool Listens website and 299 new registrations.</li> <li>Key matters discussed included crime and safety, illegal dumping, development proposals and future development planning.</li> </ul>	 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"> <li>Council continues to improve and refine the way it communicates with the community, to enhance personal interaction through online services, counter and call centre functions that reflect the ever-changing needs of customers.</li> </ul>	 On track
L.04.02	Manage and expand ePlanning Portal	<ul style="list-style-type: none"> <li>Council continues to invest resources into developing and implementing online systems to support improved customer engagement/transitions and streamlined internal processes. These initiatives include application tracking, development enquiry and online lodgement tools and result in broader benefits to customers and the council.</li> </ul>	 On track
L.04.03	Manage and complete Integrated Planning and Reporting requirements	<ul style="list-style-type: none"> <li>Council is meeting its Integrated Planning and Reporting requirements.</li> <li>The Biannual Report for July to December 2019 will be submitted to Council in February 2020.</li> <li>The Annual Report was delivered and published in November 2019.</li> </ul>	 On track
L.04.04	Comply with financial legislative requirements	<ul style="list-style-type: none"> <li>Council's Business Activity Statements for the past five months were lodged by the due dates.</li> <li>Council's auditors, Audit Office of New South Wales, issued an unqualified audit opinion on the financial statements on 28 October 2019.</li> <li>The audited financial statements were lodged with Office of the Local Government on 31 October 2019.</li> </ul>	 On track
L.04.05	Manage the delivery of monitored, transparent and accountable procurement services	<ul style="list-style-type: none"> <li>An Ethical and Sustainable Procurement Policy was completed.</li> <li>A risk-based performance measurement framework project in procurement services is in progress.</li> </ul>	 On track
L.04.06	Identify and report hazards to promote a safe workplace	<ul style="list-style-type: none"> <li>Hazard reporting continues to increase, allowing Council to address matters of concern within a timely manner to further reduce risk. Site inspections will be completed by the end of the financial year</li> <li>Work Health and Safety site inspections have commenced and will be reported on at the end of the financial year.</li> </ul>	 On track

Action	Description	Comment	Status
L.04.07	Manage and report on workplace Work Health and Safety (WHS) risks through injury management and proactive engagement with staff and stakeholders	<ul style="list-style-type: none"> <li>There were 10 lost time injuries reported in July-December 2019. Council continues to identify, manage and report on workplace WHS risks in a timely manner.</li> </ul>	 On track
L.04.08	Manage staff Health and Wellbeing Program (HWB)	<ul style="list-style-type: none"> <li>The Health and Wellbeing claims for session 2 2018 was 149 and a total claim amount of \$19,236.</li> <li>The Health and Wellbeing claims for session 2 2019 was 201 and a total claim amount of \$26,309.</li> </ul>	 On track
L.04.09	Manage and deliver strategic initiatives	<ul style="list-style-type: none"> <li>Council assisted with the delivery of the Local Government NSW (LGNSW) Annual Conference, which was held at the William Inglis Hotel 14-16 October 2019, attracting councillors and council staff from across the state.</li> <li>The review of the Council Pathway Customer Request process is underway with consultations scheduled to be completed in February 2020.</li> <li>Council continues to work with metropolitan councils on the Resilient Sydney strategy. The 35 actions are being delivered to improve safety and quality of life in metropolitan Sydney.</li> </ul>	 On track
L.04.10	Manage Council's process mapping system	<ul style="list-style-type: none"> <li>Council continues to identify, review and create new business unit processes.</li> <li>The review of critical Council services is underway.</li> </ul>	 On track
L.04.11	Utilise an effective resolutions model to promote a bullying and harassment-free workplace	<ul style="list-style-type: none"> <li>Council continues to deliver Dignity and Respect in the Workplace training.</li> </ul>	 On track
L.04.12	Manage fleet and outdoor machinery and equipment	<ul style="list-style-type: none"> <li>The workshop continues to deliver maintenance work and is on track with service schedules.</li> </ul>	 On track

Action	Description	Comment	Status
L.04.13	Engage employees through internal communication	<ul style="list-style-type: none"> <li>Staff continue to benefit from internal communications delivered through Council's staff e-newsletter In the Loop, CEO Presentations, Leadership Forums and Yammer, helping to improve engagement, staff morale and productivity.</li> <li>Following feedback received through a staff survey, minor improvements to internal communications channels, namely the intranet upgrade project and the format of the quarterly CEO Presentations and Leaders' Forum, have been made.</li> </ul>	 On track
L.04.14	Coordinate code of conduct and privacy complaints and public interest disclosures	<ul style="list-style-type: none"> <li>The Internal Ombudsman has assessed and finalised most of the 150 complaints received over the past six months.</li> </ul>	 On track
L.04.15	Develop, review and update asset management plans for Council's infrastructure and building assets	<ul style="list-style-type: none"> <li>Reviewing and updating of asset management plans for Council's transport and drainage portfolios are progressing satisfactorily.</li> <li>Inventory verification and condition assessment of Council's detention basins and wetlands have been completed.</li> <li>Condition assessment of Council's childcare centres is underway. Condition assessment of park amenity buildings is scheduled in February 2020.</li> <li>Substantial works on the road network data verification, and pavement management system calibration have been completed.</li> </ul>	 On track
L.04.16	Manage Council's insurance-related matters	<ul style="list-style-type: none"> <li>All targets have been met for the reporting period.</li> </ul>	 On track
L.04.17	Manage Council's equipment Stores	<ul style="list-style-type: none"> <li>Cycle counts are conducted monthly.</li> <li>Annual and biannual stock take was conducted.</li> </ul>	 On track

Action	Description	Comment	Status
L.04.18	Manage the review of developer contributions systems and policies	<ul style="list-style-type: none"> <li>• Council is working to increase the transparency and efficiency of all elements of the infrastructure planning framework. This includes enhancements to governance, systems and policies that provide community, developers and Council with certainty around what infrastructure is needed, what it will cost and when it will be delivered.</li> <li>• Changes, including updates to various contributions plans and release of digital tools, will be implemented over the next 12 months.</li> </ul>	 On track
L.04.19	Manage Council projects effectively	<ul style="list-style-type: none"> <li>• Council has initiated works to develop and implement a Project Management Framework to manage projects within Council.</li> </ul>	 On track
L.04.20	Maintain Council's Asset Management System	<ul style="list-style-type: none"> <li>• A trial test on footpath assets and development of predictive modelling of various asset classes is underway.</li> <li>• Council is implementing the Council Assetic Strategic Maintenance Planning software to further improve maintenance planning and programming of Council's assets.</li> </ul>	 On track

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## For further information



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