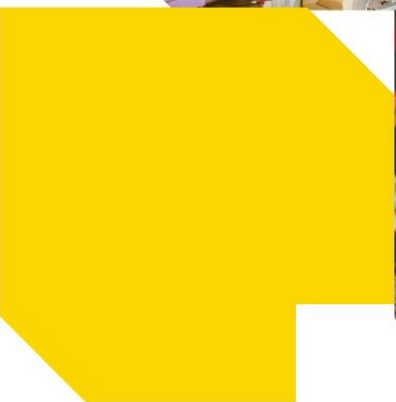


BIANNUAL PERFORMANCE REPORT.



LIVERPOOL
CITY
COUNCIL.



Introduction

Section 404(5) of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 30 June 2020.

A Snapshot of Integrated Planning and Reporting 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*. These documents include the 10-year Community Strategic Plan *Our Home Liverpool 2027*, the Delivery Program, annual Operational Plans, the Workforce Management Plan, 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 by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's Principal Activities including key performance indicators (KPIs) and milestones that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

Summary of the Biannual Report January to June 2020

The Delivery Program 2017-2022 and Operational Plan 2019-2020 includes 107 Principal Activities that measure Council's progress in achieving the vision outlined in the Community Strategic Plan.

During this period, Council experienced unexpected natural disasters, including bushfires, floods and the current COVID-19 pandemic. This uncertainty has brought about continuous and rapid change in Council's daily operations including the cancellation of major events and the closure of several Council facilities. This has impacted the local community, economy and Council's operations and financial performance.

Council's priority during this period was the safety of residents and staff. Council followed federal and state government advice and developed local initiatives tailored to meet the needs of the community. This included a comprehensive package to support local businesses affected by the COVID-19 pandemic and a range of capital works.

By the end of June 2020, 69 per cent of the 107 Principal Activities in the Delivery Program were on track or completed and 31 per cent were affected by the COVID-19 pandemic.



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



COVID-19 affected

Measures affected due to COVID-19 pandemic

Highlights



Australia Day celebration

Council, in collaboration with Channel 10, hosted Australia Day 2020 at Woodward Park, Liverpool. More than 7000 people attended the event which featured live entertainment, international cuisine, rides and games.

On the day of celebrations, Council partnered with the Rotary Club of Liverpool to raise funds for the NSW Rural Fire Service.



Celebration of local achievers and new citizens on Australia Day

Council's annual Australia Day awards and Citizenship Ceremony was held at Casula Powerhouse Arts Centre to celebrate the city's local achievers and welcome its newest citizens.

The event was hosted by Liverpool Mayor, Councillor Wendy Waller and Liverpool's 2020 Australia Day Ambassador, Nicholas Gleeson.



Support for the Rural Fire Service

Council donated \$20,000 to the local fire service during the extreme bushfire season in early 2020. This donation was in addition to approximately \$2900 collected from attendees at Council's New Year's Eve celebration, *Light Up the Lake* and more than \$2800 from attendees at Australia Day celebrations.

Council also supported the Rural Fire Service by distributing flyers with information on how to maintain personal safety and protect property to bushfire-prone areas in Liverpool.



Infrastructure works

Council delivered road improvements, park and facility upgrades and an online community consultation program.

Works included the \$1.7 million upgrade of Apex Park in Liverpool, a new recreation space at Cirillo Reserve, Middleton Grange, new tennis courts at McGirr Park, Miller and repairs to flood-damaged fencing at the Casula Parklands off-leash dog areas.

The first stage of road improvements at the intersection of Qantas Boulevard and Sixteenth Avenue in Middleton Grange have also been completed and further road-widening works are underway.



Liverpool City Centre Public Domain Master Plan

Council endorsed the Liverpool City Centre Public Domain Master Plan in June 2020.

The Plan is Council's 10-year vision to guide the development of public space and pave the way to a greener, more vibrant and active city centre while fostering an 18-hour economy.



New car park delivers 125 spaces in the city centre

A total of 125 new parking spaces were created at Woodward Park, Liverpool. The new car park provides 10 hours free parking. It can be accessed via Memorial Avenue and a free shuttle bus service is available.

Council is currently building another new car park at Speed Street that will provide a further 74 spaces.



Connected Liverpool 2040

Council's Local Strategic Planning Statement (LSPS) vision was approved by the Greater Sydney Commission. *Connected Liverpool 2040* will guide development in Liverpool for the next 20 years, balancing the need for housing, jobs and services as well as parks and community facilities to ensure the city remains liveable for generations to come.



Fifteenth Avenue Smart Transit

Transport for NSW has committed to greater collaboration with the community to deliver a quality public transport link between the Liverpool CBD, Western Sydney Aerotropolis and Western Sydney International Airport.

The commitment is the result of Council's advocacy when it became aware of plans to upgrade Hoxton Park Road and potentially affect the Fifteenth Avenue Smart Transit (FAST) Corridor project.



#LoveLivo Live digital music event

COVID-19 put Council's events schedule on hold, including the *Live and Loud* youth event that was scheduled to be held in the Liverpool City Library forecourt. Council sought alternate methods to engage the community during this critical period by introducing a digital music event *#LoveLivo Live*, streaming on Council's Facebook page on the last Thursday of the month.



Eat Local/Shop Local/Share the Love

A campaign was developed to encourage people to shop locally and show their support by sharing images of their purchases on social media using the *#LoveLivo #SupportLocal #ShopLocal* hashtags.

The campaign was coupled with a directory on Council's website that provided a list of businesses that were open during the pandemic.



Support for small businesses due to COVID-19

Council distributed \$172,000 to 50 small businesses through the *Business Resilience Grant* program.

A business assistance document was also available online to help local businesses understand the support available from Council and other levels of government. Business owners could also subscribe to Council's Liverpool Business Connect e-newsletter for regular updates and opportunities.

In addition, Council offered rent abatements to many Council tenants and helped businesses to strengthen their online presence.



Digital Casula Powerhouse Arts Center (CPAC) programs

CPAC hosted a variety of virtual entertainment workshops and exhibitions including backstage curatorial tours, interviews with artists, podcast recordings, an online market, cooking classes and gardening tips. Weekly activity packs were also distributed to local seniors who were living alone.

Children's activities such as comic creations, stop-motion, drawing, science and art classes were made available online for free. A series of worksheets were available to download as part of the online workshops program.



Digital library programs

The library delivered a range of programs online to keep the community entertained and connected during the COVID-19 restriction period.

Children's online entertainment included *Storytime* sessions which were delivered in various languages, *Mini Makes* craft projects and a lego challenge via the Library Facebook page. Programs for adults included the *Book Chat Online* and *Conversation Café* where participants could practice their English-speaking skills or join *Munch, Mend & Make Online*, a free social craft group.



Support for disadvantaged groups due to COVID-19

Council facilities in Liverpool were opened to ensure essential products were provided to homeless and vulnerable groups during the coronavirus crisis.

Council distributed wipes, hand sanitiser and swags along with a printed timetable of free food services and essential phone numbers. Residents were also encouraged to donate grocery items.

Council opened its community centres to charities and government agencies to deliver critical and essential services, including food sorting, distribution and shelter.



Headbands for hospital staff

The community came together to make hundreds of headbands for Liverpool Hospital staff.

The COVID-19 pandemic requires clinical staff to wear masks for protection and the headbands provided relief from the pressure on their ears.

The effort was mobilised with volunteers from local service clubs including Liverpool Greenway Rotary, Legacy and Quota.



Snapshot January-June 2020

Council delivered a range of initiatives aimed at creating connection and supporting programs which celebrate diversity and inclusion in Liverpool.

Council continued to deliver high-quality early education services with Holsworthy and Cecil Hills Early Education and Care Centres receiving notification of Exceeding National Quality Standards in all Quality Areas in January 2020.

The Casula Powerhouse Arts Centre delivered digital programs during COVID-19 pandemic to keep connected with the community. The Centre transformed its theatre space into a television studio and introduced an ongoing series of free online programs and activities.



The Liverpool Genealogy Society's exhibition *Beyond the Tree* marking their 30th Anniversary and 10 years in residence at Liverpool Regional Museum successfully concluded.


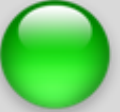
During COVID-19, weekly library programs including *Storytime*, *School's Out*, *Conversation Café*, *Book Chat and Munch*, *Mend & Make* were adapted to online programs and customer communications increased via social media channels.

Council implemented emergency response initiatives in partnership with key community stakeholders during COVID-19. This provided support to the most vulnerable members of society during the crisis.





Of the 22 Principal Activities for this Direction, eight were on track or completed and 14 were affected by the COVID-19 pandemic.


Celebrate diversity, promote inclusion and recognise heritage

Action	Description	Comment	Status
C.1.01	Promote and manage heritage	<ul style="list-style-type: none"> • Council's Heritage Management Program continued with improvements including the conservation and maintenance of heritage buildings, such as the old Liverpool Courthouse and Collingwood House. • The program has delivered a final draft of conservation management plans, maintenances and schedule of conservation works for each property. Work is progressing on a further conservation management plan for Casula Powerhouse Arts Centre. • In addition, Council has broadened the Heritage Management Program to have a greater focus on local Indigenous heritage, working with the University of NSW to develop a detailed cultural heritage project which aims to conserve, promote and protect the indigenous heritage of the area. The program has been progressing well, however there have been delays due to COVID-19. Project plans have been refined with the respective consultants to ensure projects are delivered as soon as possible and to budget. 	 On track
C.1.02	Manage Liverpool Regional Museum to attract visitors	<ul style="list-style-type: none"> • The Liverpool Genealogy Society's exhibition <i>Beyond the Tree</i> marking its 30th Anniversary and 10 years in residence at Liverpool Regional Museum successfully concluded. The museum's membership and community profile increased due to the exhibition and extensive local media coverage. • Public Health Orders required the closure of the museum from March to June 2020, however work continued during this period on the preparation of a substantial new exhibition. • The Museum re-opened for Family History Services in June and will fully reopen on 4 August 2020 with the new exhibition <i>Ray Hely: An Engineers Eye, Liverpool 1971-1993</i>. 	 COVID-19 affected

Action	Description	Comment	Status
C.1.03	Deliver citizenship ceremonies	<ul style="list-style-type: none"> Liverpool welcomed 41 new citizens at a Citizenship Ceremony on the 26 January 2020 at the Casula Powerhouse Arts Centre. Two citizenship ceremonies were cancelled in March 2020 due to COVID-19. 	 COVID-19 affected
C.1.04	Implement actions from the Reconciliation Action Plan	<ul style="list-style-type: none"> Council's Reconciliation Action Plan guides the delivery of services and initiatives to the local Aboriginal community. Council's Aboriginal Consultative Committee continued to provide input and feedback on Council's programs and services. During the COVID-19 crisis, Council facilitated the delivery of essential care packs to Aboriginal community members who were self-isolating at home. Although the pandemic, bushfires and floods led to the cancellation of several significant events, Council has continued to engage with the local Aboriginal community on employment and training, Liverpool's new tourism guide, land title and public art works policy. This ongoing relationship with key community members and organisations ensures that Council projects are carried out in consideration of Liverpool's rich Aboriginal heritage. 	 On track

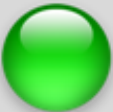
Deliver a range of community events and activities



Action	Description	Comment	Status
C.2.01	Deliver events schedule	<ul style="list-style-type: none"> Australia Day celebrations at Woodward Park were delivered with 7000 people in attendance. The event featured carnival rides, food trucks, free entertainment, activities, garden games, a main stage program and family fireworks. Council's March Seniors Concert was cancelled due to the COVID-19 pandemic. Liverpool On A Roll was cancelled due to COVID-19 restrictions. 	 COVID-19 affected
C.2.02	Manage civic events calendar	<ul style="list-style-type: none"> The civic events calendar was affected during this reporting period due to the COVID-19 pandemic. The Quota Public Speaking Quest and South West Sydney Academy of Sport Civic Reception were cancelled. The Toda Sister City information sessions have been placed on hold until 2021. 	 COVID-19 affected
C.2.03	Manage Anzac Day Dawn Service ceremony	<ul style="list-style-type: none"> The ANZAC Day Dawn Service ceremony was cancelled nationally due to the COVID-19 pandemic. 	 COVID-19 affected
C.2.04	Deliver engaging library programs	<ul style="list-style-type: none"> Council has continued to deliver engaging and tailored library programs to the community. Council delivered regular library programs before the COVID-19 closure and, after this, consistently sought outreach to engage with the community. 	 COVID-19 affected



Action	Description	Comment	Status
		<ul style="list-style-type: none"> • Council also delivered external library services including: <ul style="list-style-type: none"> - Storytime to local childcare centers. - Introducing new students from the University of Wollongong to the library's services. - A display at Liverpool Hospital. • Library tours were conducted for new residents through the NAVITAS school in multiple languages and for school aged students of The Australian Foundation for Disability. • A partnership with TAFE NSW offered a Fee-Free Dual qualification in February 2020. • Online talks were delivered during Law Week in partnership with the South West Sydney Legal Centre. • Public Health Orders impacted regular library services through March-June 2020. To remain connected with the community during this time, the library introduced online programs including <i>Storytime, School's Out, Conversation Café, Book Chat</i> and <i>Munch, Mend & Make</i>. The digital format was well received and increased customer communications via social media channels. • Council maintained its partnership with agencies for the 2020 <i>Living Library Program</i>, including NSW Treatment and Rehabilitation of Torture and Trauma Survivors, Settlement Services International, South West Sydney Local Health District mental health workers. Ongoing planning has ensured this valuable event will continue in 2020. 	
C.2.05	Deliver Casula Powerhouse Arts Centre (CPAC) programs	<ul style="list-style-type: none"> • The delivery of Casula Powerhouse Arts Centre (CPAC) programs was affected by the COVID-19 pandemic. In order to remain connected with the community, innovative and new ways of delivering programming were implemented. • The Centre transformed its theatre space into a television studio and introduced an ongoing series of free online programs and activities. • This included backstage curatorial tours, interviews with artists, podcast recordings, an online market, cooking classes with 	 COVID-19 affected

Action	Description	Comment	Status
		<p>CPAC's resident Head and Sous Chefs, as well as edible gardening tips with the in-house gardener.</p> <ul style="list-style-type: none"> • Children's activities were also an important focus during this period, especially during school holidays. Programs such as comic creations, stop-motion animation, drawing, science and art classes were made available online for free. Families were able to join in and be a part of the program with a series of downloadable worksheets being made available to use as part of the online workshops program. • These popular new approaches will become a permanent and ongoing feature of all CPAC programming in the future. • Weekly activity packs were distributed to local seniors who were living alone without access to the internet. 	


Implement access and equity for all members of the community

Action	Description	Comment	Status
C.3.01	Deliver high-quality childcare services	<ul style="list-style-type: none"> • Liverpool City Council's Early Childhood Services provide high quality education and care. All services are currently rated as exceeding national quality standards with Holsworthy and Cecil Hills Early Education and Care Centres achieving this in January 2020. • Council's Early Childhood Programs continue to be a benchmark for quality service provision within Liverpool and the surrounding area. Council's Early Childhood Services make up 27 per cent of education and care centres in the LGA which have received a rating of Exceeding National Quality Standards. • Early Childhood Education and Care Centres have sustained collaborative partnerships with both internal and external stakeholders enhancing the quality of education and care offered to children and their families. • Children's services are currently working in partnership with Liverpool City Library to deliver outreach libraries within centres that are not located in close proximity to the City or Branch Libraries. • Partnerships with Casula Powerhouse Arts Centre continue to ensure that children are actively engaging within their community. • Council engages with various non-government organisations and service providers to enhance the social capacity of community members. Due to COVID-19 limitations, several outreach programs including Transition to School Programs and Supported Playgroups, have been postponed and plans are in place to recommence once restrictions are lifted. Digital programs and engagement sessions have been introduced to provide continued support to families that accessed these playgroups. • Children's Services are currently working alongside internal and external stakeholders in order to ensure that the business unit can meet the challenges of Liverpool's growing population. Plans are in place for commencement of an Out of School Hours service for 5-12-year olds at Carnes Hill Community Facility. 	 <p>On track</p>



Action	Description	Comment	Status
C.3.02	Provide appropriate resources at Liverpool libraries that are well used	<ul style="list-style-type: none"> Significant improvements and increased usage of library e-collections are a highlight for the period with demand increasing during the COVID-19 closure period. During that time a library App was developed to make access to e-collections and other library services accessible on mobile devices. 	 On track
C.3.03	Strengthen social inclusion in new developments	<ul style="list-style-type: none"> Council continues to focus on community engagement and participation to assist with social planning of new developments in the LGA. Council met most of its commitments this period except for instances where community engagement and participation were postponed or cancelled due to the COVID-19 pandemic. This included planned programs at the Carnes Hill Community Precinct which were cancelled due to both the bushfire smoke haze and COVID-19. Several of these projects have been scheduled to be delivered in 2020-2021 financial year. Social planning is an important part of the Community Planning team's work. This work includes advice on Pre-Development Application, submissions to and comments on State Significant Developments, Development Applications and applications to Liquor and Gaming NSW. 	 COVID-19 affected




Action	Description	Comment	Status
C.3.04	Implement actions from the Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> • Council continues to implement Principal Activities from the DIAP which are aimed at improving access and inclusion and providing better services to people with a disability and their supporters. • The COVID-19 pandemic led to a number of planned community initiatives being postponed or cancelled. Council has continued to work with both internal and external stakeholders to improve access and inclusion in Liverpool for seniors, people with disability and their carers/families. Council is developing an extensive community consultation plan to engage with local seniors and develop a Positive Ageing Plan to create a more welcoming and age-friendly city. • The Liverpool Access Committee continues to meet regularly to provide advice and guidance to Council on access and inclusion in Liverpool. 	 On track
C.3.05	Deliver Council-led programs that strengthen social inclusion and build community capacity	<ul style="list-style-type: none"> • The COVID-19 pandemic had a significant impact on several programs with most programs and activities postponed or cancelled due to social distancing restrictions. • The Community Development team led Council's response to vulnerable community groups during the COVID-19 crisis by implementing emergency response initiatives in partnership with key community stakeholders. This included: <ul style="list-style-type: none"> - Working closely with the Department of Communities and Justice Assertive Outreach Team to support rough sleepers in Liverpool to self-isolate in temporary accommodation; - Supported Exodus Foundation and Turbans 4 Australia to commence free food provision from Liverpool; - Developed and distributed a free food services timetable to assist community members with access to meals and essential 	 COVID-19 affected


Action	Description	Comment	Status
		<p>grocery items. More than 650 meals were distributed weekly to vulnerable community members.</p> <ul style="list-style-type: none"> - Hampers of essential grocery items distributed to Aboriginal community members who were unable to access basic groceries; - Facilitated the distribution of 300 bottles of hand sanitiser to local charities and community organisations donated by Amazon Australia; - Partnering with St Vincent de Paul Men's Shelter to operate showers twice a week from the Francis Greenway Centre for Liverpool's rough sleepers; - Arranging for several of Liverpool's public amenities to be open 24/7 to provide community members with a safe and hygienic place to wash their hands throughout the pandemic; - Provision of hand sanitiser and Personal Protective Equipment (gloves, masks and aprons) to community organisations to support safe and hygienic delivery of food services; - Working as a conduit between Liverpool Hospital and community organisations and charities to support community members who have been directed to self-isolate at home due to a COVID-19 diagnosis to access essential items such as hygiene products, groceries and meals; - Supported the Liverpool Hospital with a headband making drive to support clinical staff when wearing masks for long periods; and - Social distancing and safety messaging distributed to the community in key community languages. <ul style="list-style-type: none"> • In addition, Council facilitated partnerships with government, non-government agencies and community groups on planning and delivery of local initiatives including a Refugee Youth Participation Project, Youth Week activities, Box with Cop, Warwick Farm Community Engagement Project, Discovery Tours, National Community Hubs Program and International Women's Day. 	

Action	Description	Comment	Status
C.3.06	Deliver the 2168 Children's Parliament in partnership with Department of Social Services and Mission Australia	<ul style="list-style-type: none"> • The 2168 Children's Parliament aims to build children's capacity to actively engage in civic life by giving voice to their ideas and aspirations. • The 2168 Children's Parliament scheduled programs between March-June 2020 were impacted by COVID-19. Key outcomes for this period included: <ul style="list-style-type: none"> - Development of online communication platforms to maintain engagement and consultation with children and their families. - Establishment of a partnership with UNICEF Australia and South West Local Area Health. - Feature of the Children's Parliament in a book as best practice in engaging children in democratic processes and decision making. The book was published in June 2020 in North America and projects the Children's Parliament to an international audience. - Delivery of consultation workshops with the Children's Parliament representatives from 11 schools to discuss issues important to children, COVID-19 and its impact on children and their families. • The Community 2168 Project funding partnership ceased in June 2019. However, Council has continued to work closely with the community services sector in the 2168 postcode to deliver on local needs and priorities. This has included community events and consultations, provision of community facilities for use by community groups, sector support during the COVID-19 period, and provision of grants and donations toward programs and activities. 	 COVID-19 affected


Provide community facilities which are accessible to all

Action	Description	Comment	Status
C.4.01	Meet demands for community-connected spaces	<ul style="list-style-type: none"> • Utilisation targets for all community facilities were on track until the implementation of COVID restrictions. During the closure period, only essential services were permitted to use the venues. • In response to the disruption of services available to vulnerable sections of the community during the COVID-19 restrictions, Council provided emergency access to a number of community buildings to support food provision and shower services. • Council continued its program of community centre upgrades during the closure period completing upgrades at various community facilities. 	 COVID-19 affected
C.4.02	Deliver Council's adopted upgrade and renewals program for Council's building assets	<ul style="list-style-type: none"> • During 2019/20 Council spent \$5.5 million on renewing, refurbishing and improving many of its existing properties. Achievements for the year include: <ul style="list-style-type: none"> - A new amenity building at Bigge Park; - Heritage conservation works at the Chipping Norton Homestead; - Floor replacements at Casula and Hinchinbrook Childcare Centres; - Ground stabilisation for the amenities building at Helles Park; - Installation of acoustic panels at the Australis Park Community Centre; - Refurbishment of the accessible toilet at Heckenberg Community Centre; - Delivery of new lifts at the library, Casula Powerhouse and Warren Serviceway carpark. - A new accessibility ramp and timber floor replacement at Liverpool Brass and Pipe Band; - Replacement of the air conditioning system in the indoor pool at the Michael Wenden Leisure Centre. 	 On track

Action	Description	Comment	Status
C.4.03	Facilitate usage of Council sporting venues and leisure centres	<ul style="list-style-type: none"> • Council continued to facilitate access to sporting venues and leisure centres over the past six months. Usage rates were continuing to increase despite the impact of bushfires until the COVID-19 pandemic which resulted in the temporary suspension of sport and recreation activity in March 2020. • Council supported the community's need for continued access to fitness and exercise opportunities by assisting registered fitness providers to transfer their activities to outdoor spaces and providing evening floodlighting at playing fields for recreational use. • Visitation for Council's leisure centres was 200,909 for the six-month reporting period. Both swimming programs and health and fitness activities were performing well until the point of closure. 	 COVID-19 affected
C.4.04	Enhance access to facilities and resources through place-based planning initiatives	<ul style="list-style-type: none"> • Community and stakeholder engagement for the Miller Social Infrastructure Masterplan, Carnes Hill Recreation Precinct and Lighthorse Park Functional Brief were facilitated. Council provided information and updates to the community on social infrastructure developments at district forums, committees and local networks. • Significant progress has been made in the planning for social infrastructure in Austral. • Many of the programs and initiatives at the Carnes Hill Recreation Precinct were impacted by the smoke haze from the bushfires and the COVID-19 pandemic, resulting in the cessation of operations, events and programs. These included the Live Life, Get Active program, outdoor movies and school holiday programs. 	 COVID-19 affected
C.4.05	Manage Library spaces to attract and inspire visitors	<ul style="list-style-type: none"> • Visitation to Council's Liverpool and Carnes Hill libraries has been impacted by the COVID-19 pandemic. All libraries were closed from mid-March until June 2020. Liverpool and Carnes Hill Library reopened with restricted services and numbers in June 2020. • During the reporting period, there were 173,086 visits to Liverpool's libraries, compared to 278,166 visitors for the same period last year. • The COVID-19 pandemic also affected library membership. During 2019-2020 there were 8839 new members, compared to 10,899 for 2018-2019. 	 COVID-19 affected

Action	Description	Comment	Status
		<ul style="list-style-type: none"> The COVID-19 closure period provided the opportunity to carry out major renovations. Carpet was replaced at Casula Library, and Moorebank library received new carpet, shelving and customer seating. 	
C.4.06	Manage the Liverpool Animal Shelter	<ul style="list-style-type: none"> The Liverpool Animal Shelter has been very successful in rehoming impounded animals with 94 per cent of dogs and 78 per cent of cats rehomed. Preparations were made for the closure of the Bringelly Rd Shelter and the transfer of operations to Rossmore Vet. 	 On track

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

Action	Description	Comment	Status
C.5.01	Deliver Council's adopted upgrade, renewal and conservation program for recreation and green assets	<ul style="list-style-type: none"> • This year Council spent more than \$7.4 million on renewing and improving its existing passive open spaces and sporting ovals. Major projects included: <ul style="list-style-type: none"> - Completion of detailed designs for Stante Reserve Water Park, in Middleton Grange and the Livvi's Place Inclusive Playground at Lieutenant Cantello Reserve, Hammondville. - Delivering a new four court tennis facility, parking and landscaping at McGirr Park, Miller. - Stage 1 works at Schoeffel Park in Horningsea Park. - A full landscape upgrade of Apex Park in the Liverpool CBD costing more than \$3 million. • Approximately \$570,000 was spent on upgrading fourteen playgrounds in line with Council's city-wide play equipment asset management plan. Works included: <ul style="list-style-type: none"> - Gard Park, Ashcroft – new playground and rubber soft fall - Briggs Park, Cecil Hills – new playground and rubber soft fall - Judy Pack Park, Cecil Hills – new equipment - Fassifern Park, Cartwright – new rubber soft fall - Tall Gums Park, Casula – new rubber soft fall - Voyager Park, Voyager Point – new rubber soft fall - Syme Park, Moorebank – new rubber soft fall - Whitlam Oval No. 2, Heckenberg – new rubber soft fall - Beswick Park, Liverpool – new rubber soft fall - Fortunato Foti Park, Preston – new rubber soft fall - Fintray Park, Prestons - new rubber soft fall - Clinches Pond Reserve, Moorebank – new hyper-shade sail - Ida Kennedy Reserve, Hinchinbrook – new hyper-shade sail - Mihajlovic Reserve, Green Valley – new hyper-shade sail • More than \$385,000 was spent on the construction of three new outdoor gyms at: <ul style="list-style-type: none"> - Brownes Farm Reserve, Hoxton Park - Ernie Smith Reserve, Moorebank - Mihajlovic Reserve, Green Valley 	 <p>On track</p>

Action	Description	Comment	Status
		<ul style="list-style-type: none"> • Council's program of improving local parks continued with the design of Croatia Ave Park, Edmonson Park and refurbishment and enhancement works completed at Judy Pack Park, Cecil Hills and Langhof Park, Chipping Norton (approximately \$315,000). • More than \$170,000 was spent on sports fields with works completed at: <ul style="list-style-type: none"> - Harvard Park, Prestons – resurfacing of Basketball court - Australis Oval, Wattle Grove - upgrade of floodlighting to basketball court • A total of \$56,000 was spent on improving lighting at key suburb parks and installing solar lighting at: <ul style="list-style-type: none"> - Clinches Pond Reserve playground, Moorebank - Ida Kennedy Reserve playground, Hinchinbrook - Mihajlovic Park playground and gym, Green Valley - Rosedale Park playground, Warwick Farm - Edwin Wheeler Reserve playground, Sadleir - Grand Flaneur Beach gym, Chipping Norton - Haigh Park playground, Moorebank 	



STRENGTHENING AND PROTECTING OUR ENVIRONMENT

Snapshot January-June 2020

Council implemented a range of initiatives which were aimed at strengthening and protecting Liverpool's environment and planning a high quality, sustainable urban city.

During the COVID-19 pandemic Council made a conscious effort to prioritise regionally significant development applications in an effort to stimulate the economy and reduce the backlog of long outstanding development applications. This resulted in approximately \$200 million worth of regionally significant development applications approved between March-June 2020.


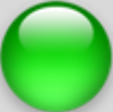
The Liverpool City Centre Public Domain Master Plan was adopted on 25 June 2020 and is being used to inform development in the city centre, guide future public domain upgrades and source grant funding to implement the strategies outlined in the plan.


The Local Strategic Planning Statement (LSPS) was finalised. Phase 1 of the planning proposal for the Local Environmental Plan (LEP) review (along with Draft Land Use Planning Strategies) are on public exhibition and will be finalised in August 2020.

During the period, Council also experienced an increase in kerbside waste collection and recycling due to COVID-19 with the Community Recycling Centre experiencing a 25 per cent increase in visits despite being closed for part of the time.



Of the 25 Principal Activities for this Direction, 21 were on track or completed and 4 were affected by the COVID-19 pandemic.



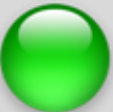
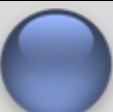
Manage the community's disposal of rubbish

Action	Description	Comment	Status
S.1.01	Provide waste disposal services to the community to maximise recovery of materials	<ul style="list-style-type: none"> • Council, in collaboration with Camden, Campbelltown City, Wingecarribee Shire and Wollondilly Shire Councils is working towards a joint procurement project (Project 24) to manage domestic waste and resource recovery requirements for the residents of South-Western Sydney for the next 15-20 years. • The Project 24 industry consultation (Part 1) has been completed. Council is in the process of finalising the tender documents for Part 2 of the project. These are expected to be released in early 2021. • Council diverted 37 per cent of kerbside bin waste from landfill for January to June 2020. Additionally, an average of 39 per cent of kerbside bulk waste was diverted from landfill across the reporting period. There was an increase in waste tonnages collected from households as a result of COVID-19. • Completion of the 10-year Waste Management Strategy for the Liverpool LGA has been placed on hold to ensure it aligns with the new 20-year waste strategy for NSW that is being released in late 2020. 	 On track
S.1.02	Manage the Community Recycling Centre and household problem waste	<ul style="list-style-type: none"> • The Community Recycling Centre has had a 25 per cent increase in vehicles compared with the same period last year despite being closed between 23 March - 25 April 2020 due to the COVID-19 pandemic. 	 On track




Action	Description	Comment	Status
S.1.03	Maintain the cleanliness of public spaces	<ul style="list-style-type: none"> • There has been a 5.9 per cent increase in the number of illegal dumping requests this period compared to this time last year. • Approximately 82 per cent of the street-sweeping program, and 98 per cent of public bin servicing and the CBD cleaning program was completed within schedule. • Council was unable to complete all scheduled street sweeping activities due to a considerable downtime with machinery. Plans are in place to purchase an additional machine using the recent \$1.5 million allocated by Council. 	 COVID-19 affected


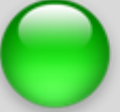
Protect and enhance bushland, rivers and the visual landscape

Action	Description	Comment	Status
S.2.01	Manage Council's park maintenance program	<ul style="list-style-type: none"> • Council received more than 5500 customer requests for various maintenance works. These have been inspected and necessary actions taken. • Council has realigned its park maintenance workforce to allocate specific teams for designated areas. Works for each area have been defined to address a three-week cycle over summer, however due to COVID-19 restrictions there were slight delays in the timeframe to complete maintenance work. • A program for tree planting was developed for implementation in autumn, however this was delayed due to the lack of rain, heat, water restrictions and COVID-19 restrictions. • Council has completed the scheduled beautification of roundabouts and medium strips in line with the maintenance program. • The detailed design of seven bush regeneration sites covering 74 hectares has been undertaken and tenders have been sought for the works. 	 COVID-19 affected
S.2.02	Develop and implement improvement strategies, policies and programs for the management of stormwater	<ul style="list-style-type: none"> • Council has made significant progress on the implementation of its stormwater management program. The Water Quality Monitoring Program continues to inform longer term planning for catchments across the local government area. • Publication of the Water Quality Report Card provides information to residents on the status of water quality within the Georges River and Wianamatta South Creek catchment. • Significant progress has been made on developing the Georges River Activation Action Plan and the vegetation condition assessment of the riparian zones. 	 On track




Action	Description	Comment	Status
S.2.03	Make informed environmental decisions through the development of strategy, education and engagement	<ul style="list-style-type: none"> Council continued to provide ecological related advice for various matters including Development Application referrals, major projects and planning instruments. 	 On track
S.2.04	Assess applications to prune or remove trees	<ul style="list-style-type: none"> All applications to prune or remove trees on private property were completed within the required timeframe. 	 On track
S.2.05	Manage contaminated lands under Council control	<ul style="list-style-type: none"> Council continues to investigate and undertake remediation of contaminated sites to manage contaminated soil related risks. 	 On track
S.2.06	Engage the community in the protection of natural areas	<ul style="list-style-type: none"> COVID-19 restrictions have caused significant disruption, preventing community events from occurring. 	 COVID-19 affected





Encourage sustainability, energy efficiency and the use of renewable energy

Action	Description	Comment	Status
S.3.01	Develop and implement environmental education for the community	<ul style="list-style-type: none"> Workshops were unable to be held in person due to the COVID-19 pandemic. The April 2020 workshop was cancelled. The following workshops were delivered successfully via online platforms: <ul style="list-style-type: none"> May 2020 - Composting & Worm Farming June 2020 - No Dig Gardening June 2020 - Living with Less In addition, the winter edition of Sustaining Liverpool was produced for digital distribution via email, social media and Council's website. 	 On track
S.3.02	Educate the community in waste disposal	<ul style="list-style-type: none"> Council is committed to educating the community on waste disposal through interactive events and programs. Many initiatives and projects were placed on hold due to the COVID-19 pandemic, including the preschool education program, primary school program and public stalls. The number of participants at events and educational programs during the reporting period was 1174. Council featured a worm farming and composting workshop on its website and maintained a social media presence. A pop-up display with one of Council's garbage trucks was held during the Children's Festival at Carnes Hill Library in January 2020. 	 On track
S.3.03	Develop and implement energy efficiency program	<ul style="list-style-type: none"> Council is actively promoting state government energy initiatives. 	 On track



Action	Description	Comment	Status
S.3.04	Promote local and sustainable food sources	<ul style="list-style-type: none"> This initiative is delivered through the Bellbird Café at Casula Powerhouse Arts Centre. As a result of COVID-19 restrictions CPAC's resident Head Chef and Sous Chef filmed interactive cooking and CPAC's in-house gardener also provided virtual edible gardening tips and gardening tours. Since then Bellbird Bar and Dining has reopened. Prior to reopening, the entire venue required reconfiguring to ensure adherence to new Health Department guidelines, including layout and capacity, enhanced hygiene protocols and contact tracing processes. 	 On track
S.3.05	Upgrade Council properties to increase sustainability	<ul style="list-style-type: none"> The annual National Australian Built Environment Rating System (NABERS) rating assessment has been completed for Council's administration Centre located at 33 Moore Street, Liverpool. On-street parking machines have been upgraded to <i>Pay by Plate</i>, saving the cost of providing paper tickets and providing more convenience to visitors in the city centre. 	 On track



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

Action	Description	Comment	Status
S.4.01	Provide development assessment services	<ul style="list-style-type: none"> • Council aims to provide efficient and transparent development services through various services and online tools. • To stimulate the economy during the COVID-19 pandemic, Council reduced the backlog of long-standing development applications by prioritising regionally significant applications before Council. This resulted in approximately \$200 million in regionally significant development approved between March-June 2020. • Development Applications that offer affordable housing products and generate employment are amongst the development types which are being prioritised to assist in boosting the economy during this period. 	 COVID-19 affected
S.4.02	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood-prone land	<ul style="list-style-type: none"> • Council assisted the development community and other stakeholders in the controlled occupation of flood-prone land by providing timely advice and assessment of referred development applications. • Significant progress has been made in the overland flow path study of rural catchments and the design of flood detention basins in the growth areas. • The planned review of the Nepean River flood study for Wallacia has been withdrawn as the study is being undertaken by Infrastructure NSW (INSW). 	 On track
S.4.03	Manage and maintain public health and safety compliance	<ul style="list-style-type: none"> • Council continued to manage and maintain public health and safety • The outcomes for Health and Safety compliance substantially exceed the targets in most areas. 	 On track

Action	Description	Comment	Status
S.4.04	Develop planning strategies	<ul style="list-style-type: none"> • Council's Local Strategic Planning Statement (LSPS), '<i>Connected Liverpool 2040</i>', is a long-term plan to shape Liverpool's future which will help guide the development of suburbs and balance the need for housing, jobs and services as well as parks, open spaces and the natural environment. • The first planning proposal (Phase 1) of the Local Environmental Plan (LEP) review (along with associated Draft Land Use Planning Strategies) are on exhibition and will be finalised in August 2020. 	 On track
S.4.05	Manage land development engineering	<ul style="list-style-type: none"> • Council continued to provide engineering advice and process Construction Certificates and Subdivision Certificates with a focus to expedite the backlog of Development Assessment referrals. 	 On track
S.4.06	Manage building maintenance including fire safety	<ul style="list-style-type: none"> • Council is committed to ensuring safety and compliance of its building portfolio. • During the period, 85 per cent of buildings were certified. Council's remaining buildings have been tested and repairs are currently being undertaken in preparation for final certification. 	 On track
S.4.07	Manage the design of public spaces	<ul style="list-style-type: none"> • The Liverpool City Centre Public Domain Master Plan was adopted on 25 June 2020 and is being used to inform development application referral reviews in the city centre, guide future public domain upgrades and support Council to secure additional grant funding for strategy implementation. 	 On track

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

Action	Description	Comment	Status
S.5.01	Undertake a program of upgrades and renewals for drainage infrastructure	<ul style="list-style-type: none"> • Council spent more than \$5 million in preserving, restoring and enhancing drainage infrastructure with the following achievements during the year: <ul style="list-style-type: none"> - Culvert extension and safety rail at Cubit Drive, Denham Court to improve road safety; - Installation of a Gross Pollution Trap at Ernie Smith Reserve and Pearce Park to remove debris from waterways; - Completion of the detailed design of a 48ML flood detention basin in Edmondson Park to manage the impact of increased stormwater arising from new development; and - Renewal and rehabilitation of more than 3 kilometers of Council's piped drainage system covering a drainage network of more than 10 kilometers to ensure its ongoing satisfactory performance. 	 On track
S.5.02	Investigate, survey, design and estimate cost of Council's infrastructure delivery projects	<ul style="list-style-type: none"> • While significant progress has been made on the design of major projects, there has been some impact on the timing of their completion due to external factors beyond Council's control. These significant projects are planned to be delivered over several financial years and will continue in 2020/2021. • Council is still negotiating with various stakeholders to finalise the complex Fifteenth Avenue strategic design. • The Bathurst Street Extension project has been withdrawn due to changes in Council's priorities for the site. 	 On track

Action	Description	Comment	Status
S.5.03	Provide assistance and support to the Rural Fire Service and State Emergency Service	<ul style="list-style-type: none"> • Council continues to collaborate and support the NSW Rural Fire Service (RFS), NSW State Emergency Service (SES) and Fire and Rescue NSW (F&RNSW). • Funding was provided quarterly to the NSW Rural Fire Service (RFS), NSW State Emergency Service (SES) and Fire and Rescue NSW (F&RNSW) as per budget allocation and Local Government agreement. • The NSW Rural Fire Service (RFS), NSW State Emergency Service (SES) and Fire and Rescue NSW (F&RNSW) are engaged in local emergency management committee meetings in collaboration with Council. 	 On track
S.5.04	Develop plans to support community wellbeing	<ul style="list-style-type: none"> • The NSW Health Pathology has carried out mosquito monitoring in line with the NSW Arbovirus Surveillance and Mosquito Monitoring Program (the collection and arbovirus testing of adult mosquitoes) at Lieutenant Cantello Reserve in Hammondville. • Two scheduled mosquito treatments were carried out for the 2019/2020 season. The NSW Health Pathology has confirmed that the mosquito control undertaken at Lieutenant Cantello Reserve was integral to suppressing mosquito numbers. 	 On track



GENERATING OPPORTUNITY

Snapshot January-June 2020

Council continued to deliver a range of initiatives aimed to generate opportunity and maximise economic development in Liverpool.

Council recognised that many local businesses were facing challenging conditions as they adapted during the COVID-19 pandemic and as part of its Business Resilience Grant program, distributed \$172,000 to 50 small businesses. This was in addition to a range of interventions to stem the loss of jobs in Liverpool due to the COVID-19 pandemic.

Council secured \$10.2m in federal government funding through the Western Sydney Infrastructure Program for the following three projects:

- Upgrades to Governor Macquarie Drive, Newbridge Road to Alfred Road.
- Intersection upgrades to Heathcote Road/Bardia Parade/Walder Road.
- Intersection upgrades at the Hume Highway and Governor Macquarie Drive.

Strategies to mitigate the impact of COVID-19 were put in place including the provision of free parking to essential services workers and rent abatements to Council's retail and small tenants.



A total of 388 free permits and pass cards were issued to NSW Health, NSW Police, Centrelink, COVID-19 testing clinic, Joint Child Protection Response Program, NSW Civil and Administrative Tribunal, health service providers and businesses/employees in the city centre.



Parking upgrades were delivered with the installation of new lifts at the Warren Serviceway Car Park and 30-minute free parking made available from all on-street ticket machines.

Council continued to deliver a range of road and footpath upgrades as well as maintenance of all Gross Pollutant Traps in Liverpool.



Of the 19 Principal Activities for this Direction, 15 were on track or completed and four were affected by the COVID-19 pandemic.




Meet the challenges of Liverpool's growing population


Action	Description	Comment	Status
G.1.01	Demonstrate financial sustainability	<ul style="list-style-type: none"> On a three-year average, Council achieved its key financial performance targets, however, COVID-19 had a significant financial impact in 2019-2020 which will affect forward years. 	 On track
G.1.02	Manage Council childcare centres' sustainability	<ul style="list-style-type: none"> Liverpool City Council's Early Education and Care Services and Preschool report a high level of utilisation with current data depicting that services are utilised at an average rate of 95 per cent. This percentage has been heavily influenced by the economic and health impacts surrounding COVID-19. Recent data shows a steady increase in utilisation across all services with restrictions starting to ease. Virtual curriculums were introduced at all Education and Care Centres to ensure that families and children remained connected with the service and educators if they were unable to attend. Current wait list figures highlight the significant demand of childcare services within the community with more than 1200 children waiting to gain a place at Liverpool's services. COVID-19 has had a significant impact on the 2019-2020 financial budget with the Government's Fee Relief package introduced to support families through this pandemic. State funding was secured to ensure that Council's services remain financially viable. Work has commenced on the plans for a 90 place Early Education and Care Centre in Civic Place in Liverpool's CBD. 	 COVID-19 affected

Action	Description	Comment	Status
G.1.03	Deliver strategic property projects	<ul style="list-style-type: none"> • Works on Liverpool Civic Place are expected to commence on site in September 2020. • The Moorebank master planning process is being broadened to accommodate additional stakeholders, including Moorebank Sports Club. • The Woodward Place Masterplan is in progress with stakeholder engagement currently underway. 	 On track
G.1.04	Build effective relationships with State and Federal departments and governments	<ul style="list-style-type: none"> • Council continues to build relationships with State and Federal departments to discuss topics including the Western Sydney International Airport, planning proposals, road upgrades and public transport. During this period several meetings were cancelled due to the COVID-19 pandemic. 	 COVID-19 affected



Attract businesses for economic growth and employment opportunities


Action	Description	Comment	Status
G.2.01	Attract new jobs within Liverpool's industry focus areas	<ul style="list-style-type: none"> • Business in the LGA has been severely impacted by the COVID-19 crisis and thousands of local jobs have been lost. • At the start of the pandemic shutdown, Council contacted more than 200 businesses in a range of sectors and learnt first-hand the adverse effect on the local economy. • Council made decisive action, followed by incremental progress towards longer term recovery over the next 12-18 months, to support businesses and mitigate the loss of local jobs. Working with Council's key allies in the public and private sectors, it is anticipated that these interventions will stem the loss, restore and potentially grow thousands of jobs in the LGA. 	 On track
G.2.02	Market Liverpool as a business destination	<ul style="list-style-type: none"> • The Rebuilding Liverpool's Economy package was developed to include a grants program targeting CBD businesses affected by the COVID-19 crisis to facilitate the development of an online and digital marketing presence. • Initial plans for a Trade Delegation to New Zealand had to be changed due to the pandemic. A small business entourage completed parts of the mission and Council is anticipating a follow-up visit to New Zealand in 2021. • Western Sydney International Airport and Liverpool Innovation Precinct are both key selling points for Liverpool. Council continues to work with the NSW Government to identify and pursue inward investment opportunities, trade and export business development and client servicing of the Foundation Partners of the Western Sydney Aerotropolis. • Council continues to work closely with the Liverpool Innovation Precinct (LIP) to develop global industry partnerships and build its profile within the private and public sectors. • Investment attraction interest has been steady during COVID-19, particularly with the Foundation Partners of the Western Sydney Aerotropolis seeking connections in Liverpool and the Western Parkland Councils. 	 On track

Action	Description	Comment	Status
G.2.03	Develop the economic capacity of local businesses and residents	<ul style="list-style-type: none"> • Council launched a range of new initiatives in the last six months that were designed to build the capacity of the local economy to adapt to changing conditions. • Many local businesses engaged with international trade have focused on domestic trade during the COVID-19 lockdown due to challenging freight and logistic disruptions. Support for funding transitions to online marketplaces and connecting with consumers has been a large focus for Council. • Council continued to maintain relationships with AusIndustry, Austrade, Western Sydney Investment Attraction Office WSIAO and Regional Development Australia (RDA) during this period. 	 On track
G.2.04	Develop Liverpool as an Innovation City	<ul style="list-style-type: none"> • Innovation initiatives triggered by the City Deal have developed and are continuing. • Four new leads were generated for the Liverpool Innovation Precinct Investment Framework during the period. • A Memorandum of Understanding between the Ingham Institute of Medical Research, South West Sydney Local Health District and General Electric Health was signed on the 11th March 2020. • Council is developing its own open data portal and has trailed innovative technology for fault detection in pipes. 	 On track
G.2.05	Monitor and advise Council on matters relating to the development of Western Sydney International Airport	<ul style="list-style-type: none"> • Council continues to work with Western Sydney Airport and the Western City and Aerotropolis Authority, with aerotropolis planning currently on track and on budget. 	 On track


Action	Description	Comment	Status
G.2.06	Promote Liverpool as a visitor destination	<ul style="list-style-type: none"> • Initiatives to promote Liverpool as a visitor destination are on track. There has been a delay due to the major impacts that COVID-19 has had on the tourism industry. This has caused some core initiatives to be reshaped or postponed due to the economic impacts on global tourism that are hindering opportunities to work with operators to expand to Liverpool. • Council's Visitor Guide is now utilised as a tool to promote Liverpool as a visitor destination in the recovery process of the local economy. As restrictions eased, Council ran a social media competition in partnership with Taste Cultural Food Tours to highlight the many things to see, taste and do in Liverpool. 	 On track


Create an attractive environment for investment



Action	Description	Comment	Status
G.3.01	Activate and develop vibrant places that attract residents, visitors and workers to Liverpool	<ul style="list-style-type: none"> • Council delivered more than 17 activations in the city centre. • City activations have been temporarily paused due to COVID-19 restrictions, including regular activations such as <i>Live and Loud</i>, <i>Love Livo Nights</i> and <i>Easter in the Mall</i>. • Banner campaigns have been paused due to COVID-19. 	 COVID-19 affected
G.3.02	Manage maintenance and repair program	<ul style="list-style-type: none"> • Council repaired and resurfaced approximately 17,700 sqm of road pavement at various locations. Approximately 20km of road shoulder areas have been regraded and maintained. • Approximately 3,400 linear metres of concrete footpath, 675 linear metres of kerb and guttering and 125sqm of paved footpath has been reconstructed at several locations. • Faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture costing approximately \$245,000. • All 110 gross pollutants traps within the LGA were maintained. Works include cleaning, repairs to damaged drainage structures, and weed removal. In addition, several street drainage pits were checked and cleaned. • Council received an influx of requests for restoration works due to the NBN rollout and electrical, water and gas supply upgrades to cater for the new developments. As a result, there was a slight delay in completing permanent restoration works. • In addition, 1550 customer requests were received for various maintenance works and necessary actions were undertaken within set time frames. 	 On track


Action	Description	Comment	Status
G.3.03	Deliver Property Services	<ul style="list-style-type: none"> • With the impact of COVID-19 and social distancing requirements the delivery of Property Services has been focused on meeting Council's assistance packages in terms of the provision of free parking to essential services workers and rent abatements to Council's retail and small tenants in accordance with Council resolutions. • Businesses were issued with partial refunds of their annual outdoor dining permit fees in response to hardship suffered due to COVID-19. • A total of 388 free permits and pass cards were issued to NSW Health, NSW Police, Centrelink, COVID-19 testing clinic, Joint Child Protection Response Program, NSW Civil and Administrative Tribunal, health service providers and businesses/employees in the city centre. • Installation of new lifts at the Warren Serviceway Car Park commenced with one lift commissioned and the other lift to be completed by the end of August 2020. • Thirty-minute free parking was introduced and available from all on-street ticket machines. 	 On track


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

Action	Description	Comment	Status
G.4.01	Deliver Council's adopted upgrade and renewals program for roads and transport-related assets	<ul style="list-style-type: none"> • Council spent more than \$26.5 million on preserving, restoring and enhancing the reconstruction and rehabilitation of roads and associated transport infrastructure assets during 2019-2020. • Key achievements include: <ul style="list-style-type: none"> - Qantas Boulevard and Sixteenth Ave, Middleton Grange – intersection works to significantly improve traffic capacity and safety; - Construction of a new car park at Woodward Park with 120 car spaces, which has increased car parking spaces for long term parking commuters; - Construction of a new car park at 68 Speed Street, Liverpool, providing an additional 74 car spaces within the city centre; - Construction of an additional 49 car spaces at Casula Parkland, Casula; - Bird Walton Avenue, Middleton Grange – half road construction, shared path and kerb and gutter construction; - Flynn Avenue, Middleton Grange – road reconstruction and resurfacing; - Newbridge Road, Moorebank – shared path construction; and - Eleventh Avenue, Austral – road reconstruction and resurfacing, drainage improvements. • Council completed road pavement renewal and rehabilitation works covering 52 streets with a combined length of 34km (includes 15km of rural roads) at a cost of \$16 million during this financial year. These works will extend pavement service life and improve riding conditions. 	 On track

Action	Description	Comment	Status
G.4.02	Manage traffic and transport for Liverpool	<ul style="list-style-type: none"> • Council hosted Liverpool Pedestrian, Active Transport and Traffic Committee meetings to provide expert advice and enable Council to exercise its delegation from the Roads and Maritime Services (RMS) in regard to traffic facilities as defined in the <i>Transport Administration Act 1988</i>. Meetings were held in January, March and May 2020. • All traffic facilities from the January 2020 meeting and several projects from the March and May meetings were completed. • Road renewal and rehabilitation works undertaken include: <ul style="list-style-type: none"> - St Johns Road, Busby; - Nuwarra Road, Moorebank; - Ingham Drive, Casula; - Western Road, Kemps Creek; - Hill Road, Lurnea; - Bigge Street, Liverpool; - Alfred Road, Chipping Norton; - Acacia Avenue, Prestons; - Jindabyne Street, Heckenberg - Lancaster Avenue, Cecil Hills - Whitford Road, Hinchinbrook. • A total of 84,500m² of the following rural roads received resurfacing treatment to improve their level of service: <ul style="list-style-type: none"> - Lee and Clarke Road, Kemps Creek; - Thirteenth Avenue, Austral; - Willowdene Avenue, Luddenham; - Rossmore Avenue, Austral; - Fifteenth Avenue, Rossmore; - Mersey Road, Bringelly; - Fox Valley Road, Denham Court; - Zouch Road, Denham Court; and - Fifth Avenue, Austral. • Council also continued its program of shared paths and footpaths construction to improve accessibility and mobility across the city. More than \$3.2 million was spent to construct about 12 kilometres 	 <p>On track</p>

Action	Description	Comment	Status
		<p>of new paved pathways and shared paths across 31 locations across Liverpool.</p> <ul style="list-style-type: none"> • New and upgraded traffic facilities (raised thresholds and roundabouts), with total expenditure of \$2 million, were provided during the year at the following locations for improved pedestrian and traffic safety: <ul style="list-style-type: none"> - Roundabout construction at the intersection of George and Lachlan Street, Liverpool; - Raised threshold at Flynn Avenue, Middleton Grange; - Raised threshold at Cartwright Ave, Miller Central Shopping Centre; - Raised threshold and intersection treatment at Whitford Road, Partridge Avenue and Dotterel Street, Hinchinbrook; - Raised threshold and intersection treatment at North Liverpool Rd and Montgomery Rd, Green Valley; - Raised threshold and intersection treatment at Maxwells Avenue and Cartwright Avenue, Sadleir. 	
G.4.03	Manage traffic and road safety on the local road network	<ul style="list-style-type: none"> • The Learner Driver Program for the period was not held due to COVID-19. • The required child restraint checking (Buckle Up) sessions for the period were held in February, April and June 2020. Council enforced safety measures to ensure that the program continued during COVID-19. • New streetlight designs were reviewed and approved in new release areas including Edmondson Park, Middleton Grange, Austral, Leppington North, and along major road upgrade projects including Bringelly Road, Heathcote Road and The Northern Road, in consultation with Endeavour Energy. 	 COVID-19 affected
G.4.04	Assess impact of traffic and transport conditions and services	<ul style="list-style-type: none"> • Council continues to provide advice and input on the traffic impacts of the Moorebank Intermodal. In addition, Council provided comments and feedback to the proponents on the draft designs for road upgrades. • To minimise impacts of the Moorebank Intermodal Terminals, Council continued representations with Transport for NSW 	

Action	Description	Comment	Status
		(TfNSW) which agreed to upgrade the M5 Heathcote Road to Hume Highway westbound traffic arrangement. Council's input on the strategic concept design was provided to be incorporated in the design.	On track
G.4.05	Advise on regional traffic and transport planning	<ul style="list-style-type: none"> • Council made representations to TfNSW to improve regional traffic and transport infrastructure and services including upgrades of classified road sections and public transport services in Liverpool. • In response to these representations, TfNSW has agreed to the following road upgrades and projects: <ul style="list-style-type: none"> - Construction of 2000 additional commuter carparking spaces at the Edmondson Park Station in two stages of 1000 parking spaces each. Construction of stage 1 is scheduled to commence in October 2020 with completion by mid next year. - The westbound section of M5 Motorway between Heathcote Road and the Hume Highway to address the existing weaving problem and associated road safety, and to accommodate the expected additional traffic from the Moorebank Intermodal Terminal developments. - The proposed M12 Motorway now includes a provision for an interchange with Elizabeth Drive. The M12 and M7 Motorways ramps have also been modified to minimise impact on the Cecil Hills residential area. - Hoxton Park Road/Whitford Road intersection, Elizabeth Drive/Marsden Street intersection, Hume Highway/Hoxton Park Road/Terminus Street intersection upgrades were completed. - Work is continuing on the Hoxton Park Road and Joadja Road intersection upgrade. • The Bike Plan strategy is being implemented in stages. Funding has been sought from TfNSW to install paved footpaths along 	 On track

Action	Description	Comment	Status
		<p>road sections including Newbridge Road and the Hume Highway. The following cycleways have been completed:</p> <ul style="list-style-type: none"> - Newbridge Road, Chipping Norton from Nuwarra Road to Holly Avenue - Hume Highway, Casula from De Meyrick Avenue to M5 motorway ramp - Hume Highway, Warwick Farm between Remembrance Avenue and Goulburn Street and along Remembrance Avenue between Hume Highway and Warwick Farm train station. 	
G.4.06	Inspect driveway constructions and manage road opening applications	<ul style="list-style-type: none"> • Council inspected and approved 260 driveways for construction in the reporting period. • Council received and processed 630 road opening applications during the reporting period. 	 <p>On track</p>



LEADING THROUGH COLLABORATION

Snapshot January - June 2020

Council continued to deliver a range of initiatives aimed at leading through collaboration and positioning Council as an industry leader. This includes fast tracking its IT infrastructure projects during the COVID-19 pandemic to ensure business continuity.





Key deployments and implementations during the period include the implementation of a range of applications to support staff to work and communicate from home, with improvements to Council's firewall being undertaken to increase Council's security and data integrity, Secure Socket Layer Virtual Private Network (SSL-VPN) being implemented to allow remote access to staff from any device and the introduction of Microsoft Teams video conferencing for all staff.



Although Council's Customer Service counter closed during the COVID-19 restriction period, the Call Centre remained active with an average of 600 calls per day. During this period, Council actively guided the community through COVID-19 regulations.




To mitigate risk and maintain the health and wellbeing of its staff, Council's developed COVID-19 safety plans which included the implementation of social distancing of 1.5 metres, the installation of barriers at the Customer Service counter to minimise potential infection, additional Personal Protective Equipment (PPE) and flexible work arrangements to reduce the number of staff in the office. In addition, hand sanitiser was made available and regular cleaning of high touch surfaces is being conducted to maintain a safe workplace.


Of the 41 Principal Activities for this Direction, 30 were on track or completed and 11 were affected by the COVID-19 pandemic.





Seek efficient and innovative methods to manage our resources

Action	Description	Comment	Status
L.1.01	Provide support to Councillors and Executive Team	<ul style="list-style-type: none"> • There were 480 Councillor requests received and actioned in the reporting period, with 74 per cent responded to within the two-day timeframe. • Councillor Briefing Sessions transitioned to an online format and there was only one Councillor Mobile Office as a result of the COVID-19 restrictions. 	 On track
L.1.02	Deliver Council meeting Secretariat	<ul style="list-style-type: none"> • Eight Council Agendas were prepared in the reporting period and posted on Council's website within the required timeframes. Minutes of Council meetings were completed and posted on Council's website within the required timeframes. • All resolutions from Council meetings were assigned to the relevant officers within 48 hours of the meeting with 202 resolutions assigned in the third and fourth quarter. • Approximately 86 per cent of resolutions were completed within timeframes. • Council meetings transitioned to an online format from March 2020 following the COVID-19 restrictions. 	 On track
L.1.03	Monitor and improve Council's processes for Enterprise Risk Management	<ul style="list-style-type: none"> • Council has an established Enterprise Risk Management Framework with an annual improvement plan to improve risk maturity across the organisation. 	 On track
L.1.04	Deliver professional, timely and authoritative governance services for Council	<ul style="list-style-type: none"> • Council delivered all required governance services during the reporting period. • There has been a marked increase in probity and ethics queries, which reflects an increasing awareness and proactive approach to prevention measures. 	 On track





Action	Description	Comment	Status
L.1.05	Manage recruitment framework to attract and engage diversity in our new employees	<ul style="list-style-type: none"> Recruitment activities were placed on hold in March 2020 due to the COVID-19 pandemic. During this period Council continued to identify ways to better engage applicants. Council will implement new mechanisms in the first quarter of the 2020-2021 financial year to capture more information about the diversity of applicants. Similarly, Council will implement additional measures to capture diversity-based information within the engagement and onboarding phase of recruitment. In all cases, the provision of information will be voluntary from the applicant point of view. 	 COVID-19 affected
L.1.06	Manage IT Business Strategy	<ul style="list-style-type: none"> Council continues to enhance its systems and day-to-day operations. The adoption of best practice and procedures were implemented with Council's infrastructure and security. As technology matures in the organisation, Council continues to provide improved services to the staff and community. Council is working with internal business units to develop a digital strategy that will assist in delivering improved services through technology. 	 On track


Action	Description	Comment	Status
L.1.07	Manage computer/infrastructure hardware administration program	<ul style="list-style-type: none"> • During the period, all access and core level network switches were refreshed to ensure connectivity and uptime. • During the COVID-19 pandemic, Council fast tracked several projects to ensure business continuity. Some of the key deployments and implementations included: <ul style="list-style-type: none"> - Next Generation Firewall implementation to further improve Council's security and data integrity; - Secure Socket Layer Virtual Private Network (SSL-VPN) to allow remote access to staff from any device anywhere; - Secured Client Virtual Private Network (VPN) to allow remote access for Corporate devices; - Microsoft Teams video conferencing for all staff from any device. This increased collaboration and productivity and allowed for communications with staff and business; - Council meetings being delivered remotely and; - Internet Protocol (IP) Telephony access for staff from home for effective communication and functionality. 	 On track
L.1.08	Conduct, review and improve Council's internal audit activities	<ul style="list-style-type: none"> • The 2019-2020 Internal Audit Plan's delivery has been impacted by the business disruption caused by the COVID-19 global pandemic and the delivery of a complex large unplanned audit. 	 COVID-19 affected
L.1.09	Manage Council properties	<ul style="list-style-type: none"> • Work on procuring and implementing an asset system has been incorporated into a review of Council's software requirements. 	 On Track


Action	Description	Comment	Status
L.1.10	Coordinate the development of Council award submissions and industry recognition for Council	<ul style="list-style-type: none"> • Council submitted entries for eight award programs and 20 categories in the reporting period, these included: <ul style="list-style-type: none"> - 2020 National Awards for Local Government - Multicultural Australia - Cohesive Communities, Boosting Productivity through Infrastructure, Contributing to Regional Growth, The Susan Grace Benny Award, The Minister Coulton Award - Progressive Community Leadership - Minsters' Award for Women in Local Government - Champion of Change Award, Young Achievers Award (two entries) - Local Government Professionals NSW Local Government Excellence Awards - Special Project Initiative, Local Economic Contribution, Community Partnership and Collaboration (three entries) - 2020 Nintex Solution Innovation Awards - AILA NSW Landscape Architecture Awards - Urban Design - Time-In Awards - Favourite Digital Arts Platform, Favourite Kids Arts Content - Local Government NSW RH Dougherty Awards – Innovation in Special Events (two entries) - Parks and Leisure Australia Awards of Excellence 2020 - Strategic Planning Award • Council was successful in the following award categories that were announced in the period: <ul style="list-style-type: none"> - Winner - Minsters' Award for Women in Local Government - Young Achievers Award - Highly Commended - Local Government Professionals NSW Local Government Excellence Awards- Community Partnership and Collaboration - Finalist - 2020 Nintex Solution Innovation Awards - Finalist - Local Government Professionals NSW Local Government Excellence Awards - Community Partnership and Collaboration 	 On track

Action	Description	Comment	Status
L.1.11	Provide support to various Council committees	<ul style="list-style-type: none"> • Council provided support to 33 Committee meetings in the reporting period. • Council committee meetings transitioned to an online format from March 2020 following the COVID-19 restrictions. 	 On track
L.1.12	Manage the delivery of high-quality, cost-effective legal services	<ul style="list-style-type: none"> • Council continued to provide high quality, cost-effective legal services despite the COVID-19 pandemic. • Court appearances such as hearings and interlocutory proceedings have all been conducted via audio-visual link, and commercial transactions are conducted electronically. • Lawyers are in constant communication with business units via e-mail, telephone or audio-visual conferencing 	 On track
L.1.13	Engage employees to manage performance achievement and development planning	<ul style="list-style-type: none"> • People Achieving has been rolled out across Council (excluding the City Presentation directorate). • Approximately 80 per cent of employees have a People Achieving Plan in place. 	 On track
L.1.14	Prepare asset-related statutory reports in a timely manner to meet regulatory requirements	<ul style="list-style-type: none"> • The condition of Public Infrastructure Report, Grants Commission Annual Return for Local Roads and Bridges and Local Roads Data System Survey report were completed on time. 	 On track


Increase community engagement

Action	Description	Comment	Status
L.2.01	Promote Liverpool through marketing and communications	<ul style="list-style-type: none"> The Communications team continues to produce lively marketing and communications products that engage with members of the community. 	 On track
L.2.02	Increase attendance at Council events through marketing	<ul style="list-style-type: none"> Communications supported a range of public events earlier in the year through media releases and social media posts. Severe weather impacted attendance numbers at New Year's Eve and COVID-19 affected Council's regular events calendar. 	 COVID-19 affected
L.2.03	Manage community events to increase community engagement	<ul style="list-style-type: none"> Australia Day attendance remained strong with an audience of 7000 despite the weather conditions. Engagement was recorded through people counters at the entrance to the event, and event-goer experience was recorded through surveys on the day and post-event. Council received feedback that the main stage entertainment and food offerings were highlights of the event. 	 COVID-19 affected
L.2.04	Assist with the promotion, coordination and growth of sporting codes	<ul style="list-style-type: none"> Council continues to support local athletes as they achieve regional, state and national team selection in their chosen sport. Council provided \$1100 in sporting donations to five regional and three NSW representative athletes. The impact of COVID-19 on the ability of local athletes to compete at a representative level in their chosen sport has resulted in a deferment of Sporting Donations for quarter four 2020. The Liverpool City Sports Committee met in February and May 2020. 	 On track



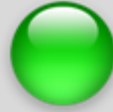
Action	Description	Comment	Status
L.2.05	Partner with organisations to increase Casula Powerhouse Arts Centre's (CPAC) audience reach	<ul style="list-style-type: none"> • Council established new partnerships, including with the Irish Consulate to host the St. Brigid's Day concert event while the rest of its program can only be delivered via valuable partnerships with community organisations such as the Street Uni, Southern Tablelands Arts, Diversity Arts Australia and Afford Lurnea. Other integral partners include Western Sydney Parklands Trust, Liverpool Library, Art Gallery NSW, Museum of Applied Arts and Sciences, Museum of Contemporary Arts and not-for-profit stakeholders. • New key multi-year partnership events include ABC Radio Chatfest, Seeds of our City with Arup and the Australian Research Council Linkage Projects Collaborative Research Agreement between Casula Powerhouse Arts Centre (CPAC), University of NSW (UNSW), University of Technology Sydney (UTS), SquidSoup, Bitscope Designs and Artworks R Active entitled Artistically Rethinking Creative Coding for Digital Media. • CPAC's 25+ exhibitions per year include partnerships with Mil-Pra Aboriginal Education Consultative Group (AECG), Liverpool Art Society Western Sydney Migrant Resource Centre, Navitas, Settlement Services International, Australian Design Centre, Australian Museum, Museums and Galleries New South Wales, Diversity Arts Australia and UNSW. • Most of Casula Powerhouse's public-facing partnerships came to an abrupt halt due to NSW Health Department restrictions which closed the centre from 23 March until 1 June 2020. • However, one significant new partnership successfully transitioned to the online environment to great acclaim: "Seeds of our City" was an exhibition held offsite at the Arup Headquarters in Central Sydney. As with other exhibitions, it was captured using 3D camera technology and put online as a Virtual Exhibition that visitors can "walk through" with a click of their mouse. 	 On track





Action	Description	Comment	Status
		<ul style="list-style-type: none"> • These Virtual Exhibitions and other aspects of the new Digital Program have proved to be very popular with audiences and will now become a regular feature of CPAC's Exhibition Program. • The combined efforts around the new digital program have meant that physical attendance has been effectively replaced by virtual attendance. 	
L.2.06	Promote Casula Powerhouse Arts Centre (CPAC) through marketing and communications	<ul style="list-style-type: none"> • The promotion of Casula Powerhouse Arts Centre (CPAC) through marketing and communications included the quarterly What's On Guide, postcards to promote exhibitions, regular electronic direct mail marketing and the commencement of a segmentation plan to enhance targeted marketing through an internal and ticketing database. • The Centre was advertised in local and arts publications including Google, Facebook and Instagram. The Centre reached in excess of 150,000 viewers/readers. • COVID-19 required marketing strategies to be delivered in a different manner. All print publications and collateral ceased and shifted to a newly devised digital program. • CPAC focused on producing, editing and promoting 'in-house created' unique content and a fully integrated digital marketing campaign. Most of the marketing spend was ceased to focus on gaining organic reach through social media channels and leveraging local and broader community engagement. • Community engagement was enhanced through an online competition, local musician performances, artist interviews and backstage tours. The Centre focused marketing on its YouTube channel and successfully increased video views by 43 per cent and Instagram followers by 22 per cent. • The digital program proved to be successful and engaged an audience of 42,963, this includes completed video views, substantial website views and virtual tour views. 	 On track





Encourage community participation in decision-making





Action	Description	Comment	Status
L.3.01	Encourage community participation in programs and decision-making processes	<ul style="list-style-type: none"> • The Liverpool District Forums were attended by a diverse and large number of residents in this period. COVID-19 social distancing measures presented a unique challenge to continue to engage with community and deliver these forums. • Forums held in May and June 2020 were delivered online with community members able to receive updates from Council and provide feedback on matters of concern. • Council's Liverpool Youth Council Committee, Aboriginal Consultative Committee, Access Committee and Community Safety and Crime Prevention Advisory Committee met in the period January - June 2020. Meetings scheduled for April 2020 were cancelled due to COVID-19 social distancing restrictions however meetings were held online in May and June 2020. 	 COVID-19 affected




Strive for best practice in all Council processes



Action	Description	Comment	Status
L.4.01	Manage Council's customer service operations	<ul style="list-style-type: none"> • Council continues to improve and refine the way it connects with the community, through online, face to face or phone communication. For the period, Council registered more than 56,000-customer requests. • COVID-19 impacted daily operations and to effectively manage this, Council explored alternative strategies and implemented measures to maintain its focus on delivering customer services. • Despite the closure of the Customer Service counter, the Call Centre remained active with an average of 600 phone calls per day. Council actively guided the community through COVID-19 regulations and provided up to date information and awareness. • As of 30 June 2020, a total of 104 hardship claims were processed in line with Council's resolution to provide hardship provisions due to the COVID-19 pandemic. 	 On track
L.4.02	Manage and expand ePlanning Portal	<ul style="list-style-type: none"> • Council's ePlanning Portal allows residents to track Development Applications, planning rules, fees and charges and technical specifications. • Council continues to invest resources into developing and implementing online systems to support improved customer engagement/transitions and streamlined internal processes. These initiatives result in broader benefits to customers and Council. 	 On track
L.4.03	Manage and complete Integrated Planning and Reporting requirements	<ul style="list-style-type: none"> • Council met all its Integrated Planning and Reporting requirements. • The Delivery Program 2017-2022 and Operational Plan and Biannual Report for January to June 2020 will be tabled at the August 2020 Council meeting. 	 On track

Action	Description	Comment	Status
L.4.04	Comply with financial legislative requirements	<ul style="list-style-type: none"> • Council's Business Activity Statements for the past 12 months were lodged by the due dates. • Council's auditors, Audit Office of New South Wales, issued an unqualified opinion on the financial statements on 28 October 2019. • Council's Fringe Benefits Tax Return was lodged on 26 May 2020. 	 On track
L.4.05	Manage the delivery of monitored, transparent and accountable procurement services	<ul style="list-style-type: none"> • All procurement related requests were met during the reporting period in a timely and efficient manner whilst simultaneously maintaining the highest level of integrity promoted by Council's Procurement Governance Framework. • Procurement sourcing and decision-making processes were subject to detailed risk assessments and ranking. • Controls were introduced to mitigate risk where possible. 	 On track
L.4.06	Identify and report hazards to promote a safe workplace	<ul style="list-style-type: none"> • COVID-19 restrictions and changes to workplace arrangements for staff affected the delivery of several site and workplace inspections. • During this period, Council facilitated social distancing and return to work procedures in accordance with NSW Health directions to minimise the risk of COVID-19 to staff and others in the workplace. • COVID-19 safety plans were developed which included; the implementation of social distancing of 1.5 metres, the installation of barriers at the Customer Service counter to minimise potential infection, additional Personal Protective Equipment (PPE), flexible work arrangements to reduce the number of staff in the office. In addition, hand sanitiser was made available and regular cleaning of high touch surfaces is being conducted to maintain a safe workplace. 	 COVID-19 affected
L.4.07	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"> • Council continued to report on hazards and incidents via toolbox meetings online and work from home arrangements were implemented. • Staff were regularly updated on the changing situation through digital forums including weekly live CEO updates. 	 COVID-19 affected

Action	Description	Comment	Status
L.4.08	Manage staff Health and Wellbeing Program (HWB)	<ul style="list-style-type: none"> The closure of gyms and sports due to COVID-19 restrictions has reduced the utilisation of the Health and Wellbeing Program. Staff immunisation was conducted externally due to COVID-19. Staff were issued with vouchers that were promoted internally via CEO updates, emails, and The Loop. 	 COVID-19 affected
L.4.09	Manage and deliver strategic initiatives	<ul style="list-style-type: none"> The Pathway Customer Request Process Project was placed on hold due to COVID-19 and staff working from home. This project is being reviewed with a range of recommendations being provided to Council's Audit and Risk Improvement Committee. 	 On track
L.4.10	Manage Council's process mapping system	<ul style="list-style-type: none"> Critical services and processes are continuously prioritised through the internal quality management system for improvement. 	 On track
L.4.11	Utilise an effective resolutions model to promote a bullying and harassment-free workplace	<ul style="list-style-type: none"> Council continues to deliver its Dignity and Respect in the Workplace training which has had a positive influence on workplace culture along with the integration of Council's new values. COVID-19 restricted the delivery of in-house training. These modules will now be delivered via an interactive eLearning module. 	 COVID-19 affected

Action	Description	Comment	Status
L.4.12	Manage fleet and outdoor machinery and equipment	<ul style="list-style-type: none"> • Council continues to carry out repairs and maintenance on all plant and equipment. Operators are being inducted on new plant and fleet equipment through the workshop system. • Due to Council's ageing fleet and necessary growth, Council has had to procure a higher volume of equipment than previous years. 	 On track
L.4.13	Engage employees through internal communication	<ul style="list-style-type: none"> • Staff continue to benefit through internal communications content and delivery, helping to improve engagement and in turn staff morale and productivity. • Council's usual internal communications methods were impacted by COVID-19, with several items not delivered as planned. • New methods to connect and engage with staff were implemented including weekly live CEO addresses to the organisation that offered staff members the opportunity to ask the CEO questions in real time. 	 On track
L.4.14	Coordinate code of conduct and privacy complaints and public interest disclosures	<ul style="list-style-type: none"> • The Internal Ombudsman assessed and finalised 160 complaints received from members of the public. • The Internal Ombudsman has also managed and finalised 161 code of conduct complaints, privacy complaints and public interest disclosures during the period. 	 On track
L.4.15	Develop, review and update asset management plans for Council's infrastructure and building assets	<ul style="list-style-type: none"> • The review and update of asset management plans including necessary condition assessments for Council's infrastructure assets are progressing. • Council is currently obtaining stakeholder feedback on its draft asset management plans. • Substantial works on the road network data verification and pavement management system calibration were completed. 	 On track

Action	Description	Comment	Status
L.4.16	Manage Council's insurance-related matters	<ul style="list-style-type: none"> The majority of insurance related matters have been completed on time, however due to COVID-19 there were slight delays with workers compensation notifications into and out of Council. Management of 58 Motor Vehicle, 27 Workers Compensation, 105 Public Liability and 2 Industrial Special Risk (ISR)/Property Claims were actioned during the period. The majority of the ISR and Public Liability claims relate to damage sustained due to natural weather events, particularly the February 2020 storms. The Insurance and Claims Team have an essential role in Council's Critical Incident Response Team which continues to provide responses focusing on the safety of Council staff and the community in relation to COVID-19. 	 COVID-19 affected
L.4.17	Manage Council's equipment Stores	<ul style="list-style-type: none"> Council continues to enforce Personal Protective Equipment (PPE) for staff. During the COVID-19 pandemic additional supplies were provided to ensure staff safety and minimal disruption to business operations. During this period, cycle counts were not conducted in line with the NSW Health COVID-19 guidelines. 	 COVID-19 affected
L.4.18	Manage the review of developer contributions systems and policies	<ul style="list-style-type: none"> Council is currently reviewing contributions plans in the following three key urban growth areas, East Leppington, Austral/North Leppington and Edmondson Park. These reviews will update costs and administrative components of the plans. All of Council's contributions plans were updated to include changes driven by COVID-19, providing payment flexibility for contributions. Council also focused on a submission to NSW Department of Planning, Infrastructure and Environment on proposed changes to the contributions framework. An online contributions calculator is under development, following a successful pilot in December 2019. It is anticipated that the calculator will be released to the public prior to December 2020. 	 On track

Action	Description	Comment	Status
L.4.19	Manage Council projects effectively	<ul style="list-style-type: none"> • Council has undertaken various initiatives to further improve internal project management practices. • Significant progress has been made in making all the business areas across Council aware of the importance of good governance, and a consistent and systematic approach in project management. 	 On track
L.4.20	Maintain Council's Asset Management System	<ul style="list-style-type: none"> • Council has progressively improved the performance of its asset management system by implementing the latest cloud technology. • Satisfactory progress has been made on the use of predictive modelling technique and implementation of strategic maintenance planning (SMP) for better asset management performance. 	 On track

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