

Growing Liverpool 2023


Community Performance Report December 2014





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Mayor's message

As we enter a new year, it is essential that we build on the successes of 2014 and continue to deliver on our promise to drive Liverpool forward as one of Sydney's key leading regions and the Capital of the Great South West.

The last three months have been eventful and exciting for our city. This Community Performance Report provides a snapshot of how we have delivered on the activities listed in our Operational Plan for the October 2014-December 2014 period.

Council has remained firm in its opposition of the Moorebank mega-intermodals, launching the #therightmove campaign to make our case that the intermodals belong, with Sydney's second airport, at Badgerys Creek. Only Badgerys Creek can provide Sydney with a true intermodal for rail, air and road freight.

Revitalising CBD spaces and developing city centres which bring people together is a high priority for Council. The designs have been completed for the new look Macquarie Mall, which will become the heart of Liverpool's retail precinct. Construction is scheduled to begin by the middle of next year. This is just one of the exciting initiatives that we have delivered under the Building our New City initiative. You can read more about what is happening in the City Centre on page 15.



We held more of the ever-popular night markets, New Year's Eve celebrations, Christmas in the Mall and the Spring Expo, attracting more than 18,000 people to the city during the quarter. We opened a new Men's Shed, refurbished several community centres and gave out free bicycles to encourage our young people to be fit and active.

Capital works and improvements have also received a significant boost. We built shade structures in children's playgrounds, new footpaths, roads and other vital infrastructure to move people around the city quickly and safely.

This report provides detailed information on all of our commitments. I encourage you to read through it and learn about how we are tracking against our plans. Please do not hesitate to get in touch, I would love to hear from you.

A handwritten signature in dark ink, appearing to read 'Ned Mannoun', with a horizontal line extending to the right.

Ned Mannoun
Mayor, Liverpool City



Executive summary

This report provides an overview of Council's performance against the Growing Liverpool 4-year Delivery Program and 2014-15 Operational Plan and Budget for the October to December period. It displays Council's key achievements and tracks service delivery over the period.

During the second quarter, Council:

- Completed designs for the new look Macquarie Mall.
- Continued to strongly advocate against the Moorebank Intermodal Terminal, launching the #therightmove campaign.
- Held a number of cultural and community events including New Year's Eve celebrations, the Spring Expo, Night Markets and Christmas in the Mall, attracting more than 18,000 people to the city.
- Achieved a 98.8% utilisation rate of its childcare centres.
- Delivered a range of capital works and improvements including roads, footpaths, bicycle lanes, open space and environmental restoration projects.
- Collected and processed 11,765 tonnes of garbage, 4,329 tonnes of recycling and 4,213 tonnes of green waste
- Opened the Liverpool Men's Shed at 31 Shepherd Street, Liverpool.
- Hosted unique and exciting exhibitions and productions at the Casula Powerhouse Arts Centre, attracting thousands of people.
- Gave out 300 free bicycles to young children to encourage physical activity.
- Delivered a return on its investments which is well above benchmark rates.

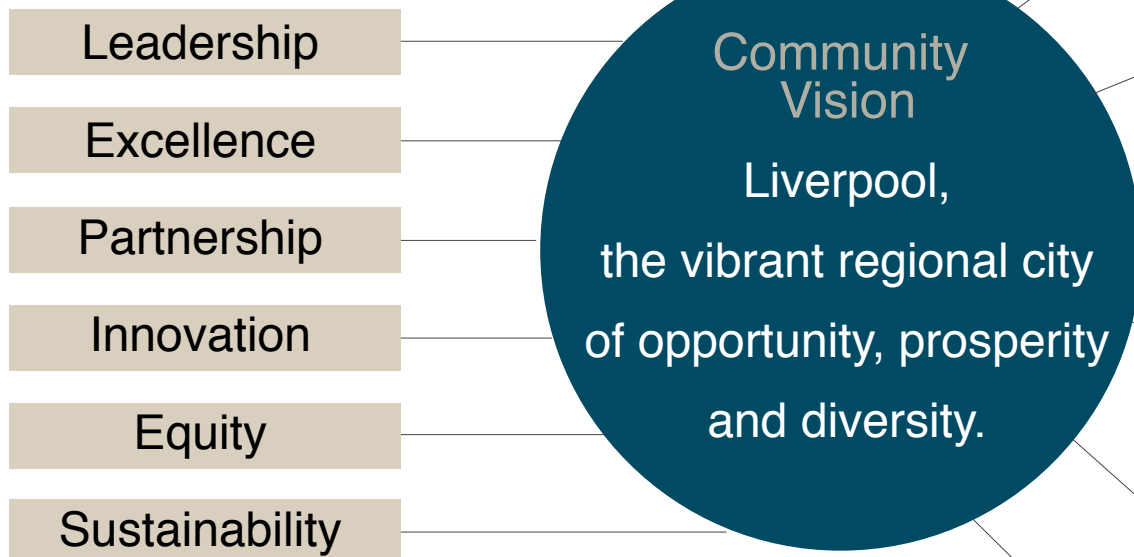
Council has committed to delivering 137 ongoing activities, 75 short term actions and 16 strategic projects for the 2014-15 year. By the end of the December quarter 92% of short term actions in the Delivery Program and Operational Plan were on track for completion or completed. Of the 8% of actions experiencing delays, 5% required attention and 3% were on hold.

Explanations for all delayed or on hold projects have been provided. This report provides statistics, key indicators, highlights, strategic project updates and overall progress on Council's key deliverables for 2014-15.

Future Directions

The Growing Liverpool 2023 10-year plan concentrates on seven key strategic directions to move Liverpool forward. The directions are based on feedback from the community, stakeholders and leaders, and incorporate local, regional, state and national priorities for Liverpool.

Our Principles



Our Directions



Direction 1:
Vibrant Prosperous City



Direction 2:
Liveable Safe City



Direction 3:
Healthy Inclusive City



Direction 4:
Proud Engaged City



Direction 5:
Natural Sustainable City



Direction 6:
Accessible Connected City



Direction 7:
Leading Proactive Council





Vibrant Prosperous City

Direction One

10-Year Strategies

- Position Liverpool as the destination of choice to attract business and investment in South Western Sydney.
- Activate the city centre and develop vibrant places that attract people to Liverpool.
- Assist existing businesses to grow, innovate and become more competitive.
- Improve the availability of a diverse range of jobs and increase workforce participation rates.

10-Year Community Targets

- Increased Gross Regional Product (Grp) *\$7.9 Billion (Source: Nieir 2013)*
- Reduced Unemployment Rate *7.5% As at Jun 2014 (Source: Small Area Labour Markets Report)*
- 10,000 Additional Jobs In Liverpool *Data not yet available*

4 Year Principal Activities

- 1.1 City Marketing
- 1.2 Economic Development

1-Year Actions

Vibrant Prosperous City has 13 actions in the Operational Plan 2014-15. Of these 9 are ongoing services and 4 are short term initiatives, projects & programs.



100%
On-track

Delayed Actions

Nil

October to December Highlights



Plans for the new Macquarie Mall were completed with construction planned to commence late 2015. Local businesses have been engaged to discuss methods to minimise disruptions during the construction phase.



8 participants graduated from Council's Youth Entrepreneur Success (YES) program, run in partnership with the South West Sydney Business Enterprise Centre

Council continued to strongly advocate against the Moorebank Intermodal Terminal, highlighting the impacts to the George's river the development would cause. Council engaged media outlets and launched the #therightmove campaign, advocating for the intermodal to be placed at Badgery's Creek.



Council held a number of key events including monthly Night Markets and New Year's Eve celebrations at Chipping Norton, attracting more than 18,000 people to enjoy food, fireworks and concerts.



Liverpool welcomed a number of new businesses during the quarter, including a new Aldi supermarket at Miller, bringing with it local jobs and choice for residents. The supermarket was officially opened in November by the Mayor Ned Mannoun, along with Aldi Area Manager Kimberley Kamp and Mel Hazzouri from Mintus Group.

Council joined the Small Business Friendly Council Program, led by the NSW Government. Council is an inaugural member of the program aimed at growing small business in Liverpool.



Additional jobs created this quarter

Several companies have created and retained jobs in Liverpool over the quarter. These included:

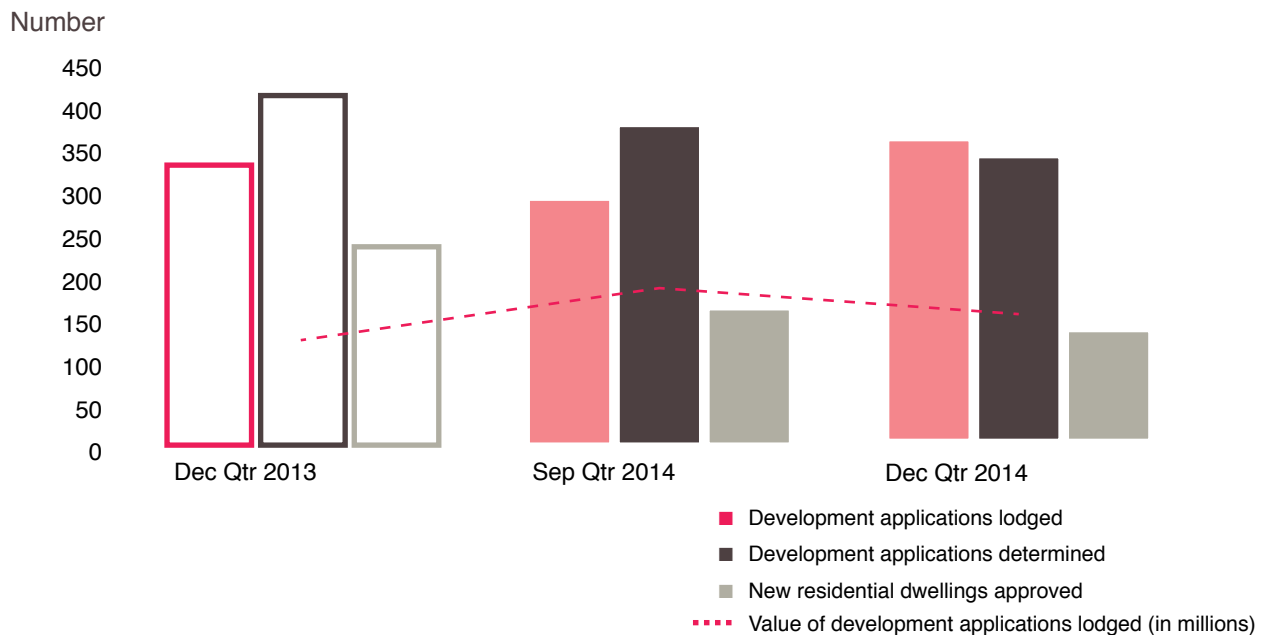
Name of organisation/ business	Number of jobs created
Woolworths	150
Aldi - Miller	37
Schnitz	38
Domaine Plus Real Estate	9
DRL	18
Irwin Packing	35
Shine Lawyers	5
Total	292

Major Development Applications approved

Description	Value
Construction of a 132 bed residential aged care facility with basement car park, landscaped gardens and	\$21,807,090.00
Staged development: Facilities for New Brighton Golf Club including a new club house, car parking, landscaping and	\$19,200,000.00
Demolition of existing structures and extension to an existing warehouse facility in Prestons.	\$9,025,914.00
Alterations and additions to an existing building in the Liverpool CBD for the purposes of a Superclinic. Additionally, the demolition of the pedestrian footbridge over Newbridge Road.	\$5,280,000.00
Removal of trees and construction of a seniors living residential development in Lurnea.	\$4,952,045.00
Subdivision in Edmondson Park.	\$3,973,254.00
Staged development including demolition of existing structures, construction of infrastructure and landscaping in Edmondson Park.	\$3,710,805.00
Construction of a proposed five storey residential flat building containing 14 units in Liverpool.	\$3,364,656.00
Alteration and additions to an approved mixed use building in Liverpool CBD.	\$3,316,695.00

Development and Investment

The amount of development applications lodged increased by 5% on the same period last year. Whereas the number of DA's determined dropped, the value of DA's determined increased slightly from December 2013.



Development Applications	Dec Qtr 2013	Sep Qtr 2014	Dec Qtr 2014
Development applications lodged	346	304	365
Development applications determined	410	382	359
New residential dwellings approved	250	167	149
Value of development applications lodged	\$135m	\$176m	\$156m

Building Our New City

Strategic Project Update

This project developed and commenced implementation of a strategy to revitalise Liverpool's city centre and position Liverpool to capitalise on the opportunities arising from its status as the regional city of South Western Sydney.

Progress



Project Update

The final designs for the revitalisation of Macquarie Mall were completed, with the construction phase due to commence in late 2015.

Council engaged Macquarie Mall shopkeepers in December 2014 to discuss the upcoming construction phase and ways to minimise impact on business.

The EOI to attract a pop-up cafe into Bigge Park was successfully secured by Ristretto's Cafe who is due to open for trade in early 2015.

The Taste Tour, encouraging residents to try local eateries, was piloted during the December Night Markets with a high take-up/success rate. The fully scoped tours are due to commence in May 2015.

Funding was allocated to develop the Macquarie Mall Activation Program to be delivered in the first half of 2015.



CITY NERVE CENTRE



CITY EAT STREET



MACQUARIE MALL



URBAN BREATHING SPACES



GATEWAYS

Badgery's Creek Airport Task Force Project

Strategic Project Update

This project aims to establish an internal Council taskforce to investigate opportunities to maximise economic potential and minimise any adverse impacts resulting from a second airport for Sydney at Badgerys Creek. This project will ensure that Council is able to represent the local community during discussions and planning with all stakeholders.

Progress



Project Update

Monthly Airport Taskforce meetings were held in November and December 2014. The meetings included members of the local community invited to provide their input into Sydney's second airport. Council developed a positioning paper outlining its stance and strategies for the airport.



Liverpool Night Markets

Strategic Project Update

This project involves the trial of an open air night market on Macquarie Street in Liverpool on the first Saturday of every month to activate the Liverpool city centre at night and celebrate Liverpool's rich diversity.

Progress



Project Update

Monthly Night Markets were held on October and December, with the November instalment being cancelled due to poor weather. The markets continue to attract large crowds and a diverse range of businesses with more than 5,000 people visiting the city centre and enjoying the markets over the quarter.







Liveable Safe City

Direction Two

10-Year Strategies

- Deliver an efficient planning system which embraces sustainable urban renewal and Development.
- Deliver an efficient planning system which embraces sustainable urban renewal and Development.
- Create clean and attractive public places for people to engage and connect
- Facilitate affordable and diverse housing options

10-Year Community Targets

- 85% people report being satisfied or better with cleanliness of public spaces
76% of people as at December 2013 (Source: Community satisfaction survey)
- 85% People report feeling safe in the community
62% felt safe as at December 2013 (Source: Community satisfaction survey)
- An increase in diverse housing options.
Data not yet available

4 Year Principal Activities

- 2.1 Animal Management
- 2.2 Community Safety
- 2.3 Emergency Services

- 2.4 Public and Open Space Amenity
- 2.5 Regulatory Services
- 2.6 Urban Planning

1-Year Actions

Liveable Safe City has 43 actions in the Operational Plan 2014-15. Of These 33 are ongoing services and 10 are short term initiatives, projects & programs.



Delayed Actions

2.2.1 Needs Attention – **Review and update Council’s Enforcement Policy** – Council is in the process of recruiting a staff member to commence work on this project in early 2015.

2.2.12 Needs Attention - **Encourage companion animal registration in Liverpool by implementing the companion animal registration program** – Council has recently acquired a staff member to progress this program in early 2015.

October to December highlights

2,500 people came to enjoy Council's Spring Expo on October 25 in Bigge Park. Live entertainment, a petting zoo and the annual garden awards were key highlights of the day.



Local residents were invited to have their dogs and cats micro-chipped for free as part of the Spring Expo on October 25.

52 Dogs and cats were micro-chipped on the day.

A partnership with The Ted Noffs Foundation and the Street University was established to engage with young people and the community to encourage ownership and guardianship.

Council received funding from the Attorney-General's Department to implement a range of Crime Prevention through Environment Design (CPTED) projects. Five sites across the local government area were identified as hotspots for graffiti and anti-social behavior. Safer by Design principles were implemented and a variety of public artworks commissioned for installation.



6,811 m²

*of graffiti
removed.*

Council commissioned artists to install works at the following locations:

- *Ashcroft Shops, Sinclair Avenue Ashcroft*
- *McGirr Park, Cartwright Avenue Miller*
- *Blamfield Oval, Maxwell Avenue Ashcroft*
- *Lurnea Plaza, Hill Road Lurnea*
- *Liverpool Library, Liverpool CBD*

The artworks improve the amenity and vibrancy of local suburbs.



Safer Suburbs Project

Strategic Project Update

Deliver the Safer Suburbs Program Secure Taxi Rank Scheme to improve safety in and around taxi ranks within the city centre.

Progress



Project Update

Council engaged local businesses and taxi operators to discuss the changing face of Liverpool's night time economy.

The rise of restaurant/bistro business models and a decline in early morning activity led to alterations in the Project's direction.

Council sought and was granted approval for a project variation in December 2014 from the funding body, the Attorney General's Department (AGD).

A secure taxi voucher system is currently being investigated for roll-out in early 2015. This will replace the Nightkey system and align with the new initiative.



Expansion of Council's e-Planning Portal

Strategic Project Update

Expansion of the e-Planning Portal on the web to include assessment and lodgement and enable more efficient processing of development applications.

Progress



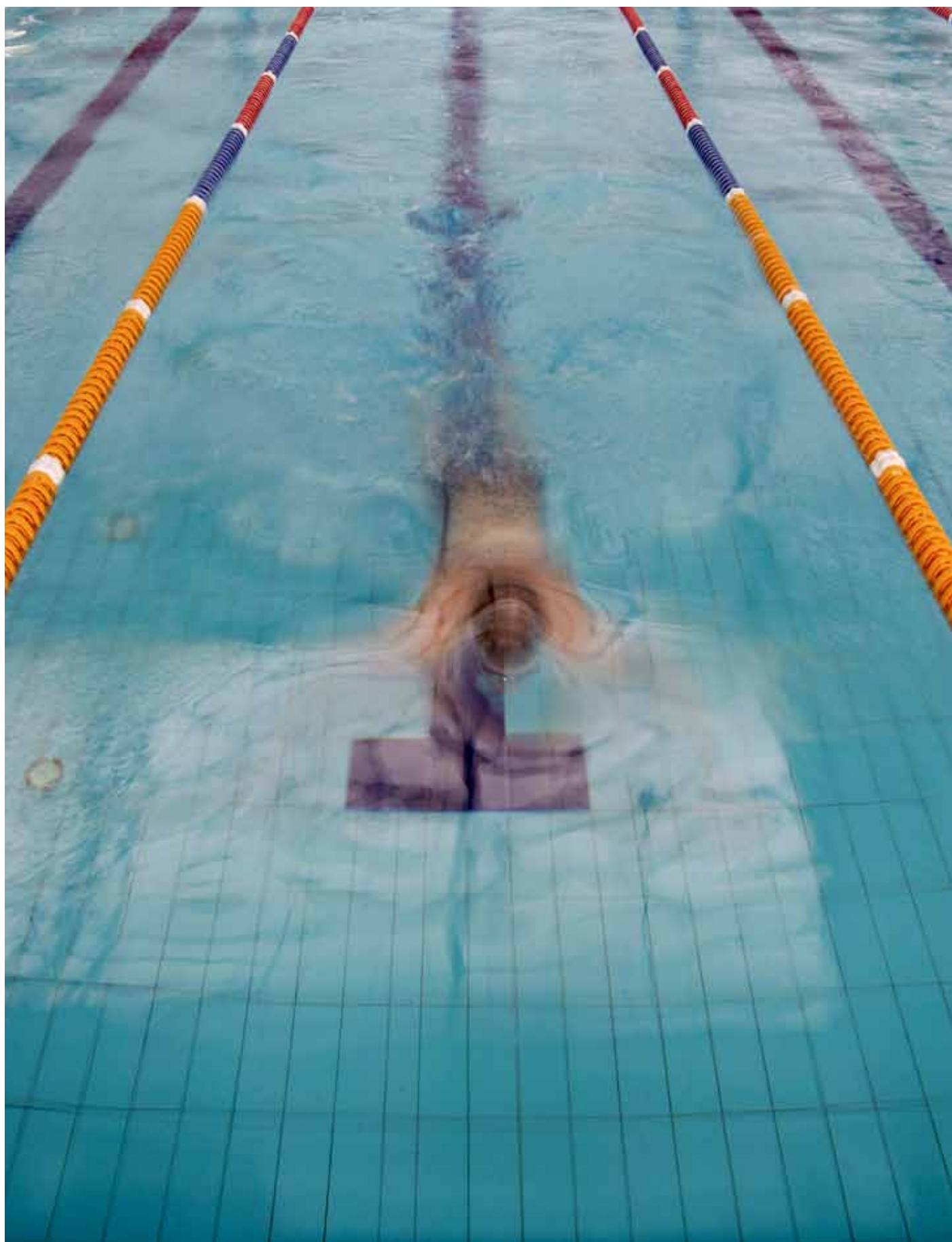
Project Update

The ePlanning Portal has been expanded to include *Development Enquiry* functionality. This allows the community to search planning controls in a user friendly environment.

A new Interactive Mapping System is near completion and ready to go live on the ePlanning Portal in February. The mapping tool provides for easy searching of properties and land constraints.

Council's Planning and Growth applications have been placed in an easily accessible section, making it simpler for to find forms and information.







Healthy Inclusive City

Direction Three

10-Year Strategies

- Foster social inclusion, strengthen the local community and increase opportunities for people who may be experiencing barriers.
- Celebrate and respect Liverpool's rich cultural and social diversity and embrace the opportunities it provides.
- Improve health and wellbeing and encourage a happy, active community.
- Plan, support and deliver high quality and accessible services, programs and facilities.

4 Year Principal Activities

- 3.1 Children's Services
- 3.2 Community Facilities
- 3.3 Customer Services
- 3.4 Libraries and Museum
- 3.5 Recreational Facilities
- 3.6 Social Outcomes

10-Year Community Targets

- 90% Of people express satisfaction or better with their contact with Council.
79% of people in December 2013 (Source: Community satisfaction survey)
- An increase in the number of people who participate in regular physical activity.
48.1% - Increase from 47.2% In 2010 (Source: South Western Sydney Local Health District, 2014, Liverpool Local Government Area Health Profile 2014)
- 85% of people believe that there is a sense of community in Liverpool
51% of people in 2013 (Source: Community satisfaction survey)
- 90% of people feel that Liverpool is a harmonious society which respects cultural diversity.
52% of people as at December 2013 (Source: Community satisfaction survey)

1-Year Actions

Healthy Inclusive City has 54 actions in the Operational Plan 2014-15. Of These 26 are ongoing services and 28 are short term initiatives, projects & programs.



Delayed Actions

3.2.6 Needs Attention – **Review and update the generic plan of Management for Community Facilities** -Will be completed after endorsement of strategy, which is currently in development

3.5.8 On Hold – **Progress design plans for establishment of a skate park at Miller** – Pending completion of a recreation strategy.

3.6.10 – On Hold - **Establish the Greater Western Sydney Community Farm at Rossmore Grange**- A review was undertaken to determine the financial sustainability of the Community Farm. As a result of the review, the Community Farm was discontinued in December 2014. Discussions are being held with Family and Community Services to negotiate a variance of funding to deliver an alternative project that will enhance the health and well-being of the community.

October to December highlights

Council's childcare centers continued to achieve benchmark utilisation rates, achieving a 98.8% rate in the quarter.



The newly refurbished Miller Community Centre was officially opened on Thursday 4 December 2014. Council co-funded improvements to the centre along with a Community Building Partnership Grant, improvements included a complete internal refurbishment and accessibility improvements.

\$2,200 provided through Council's Sporting Donations program.

\$11,000 provided through the Community Grants Program.

\$500 provided through the Youth Program.

Information sessions on Aboriginal culture were held at Cecil Hills, Busby, Leppington, Hoxton Park, and Prestons. More than 120 children and 12 teachers attended the information sessions and gained an increased understanding of local Aboriginal heritage and culture.



Playground upgrade works were completed at:

- Gracemere Park, Wattle Grove
- Dunnumbral Park, Cecil Hills
- Bert Burrows Park, Hinchinbrook
- Percy Rabett and Hurley parks, Horningsea Park.

The second tournament of the Midnight Basketball Program was delivered on eight consecutive Friday nights at the Michael Wenden Leisure Centre in Miller.

56 players and **19** volunteers participated each week. The program is supported by a number of local organisations including Green Valley Police, Commonwealth Bank and TAFE

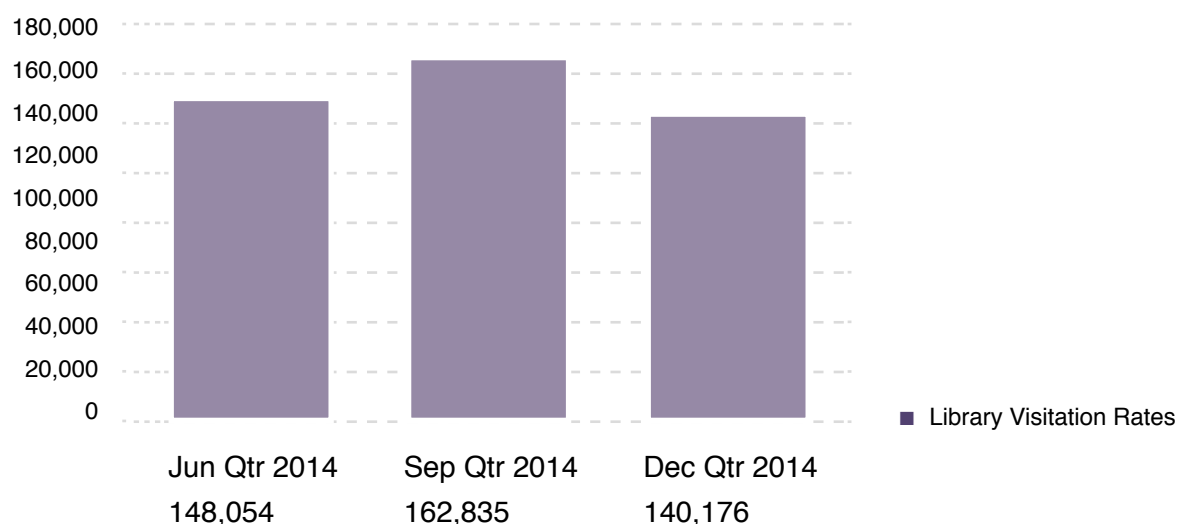


Council officially opened the Liverpool Men's Shed on 13 of December at 31 Shepherd Street, Liverpool, providing a facility for men to meet and collaborate.



Libraries and Leisure centres

Library Visitation Rates

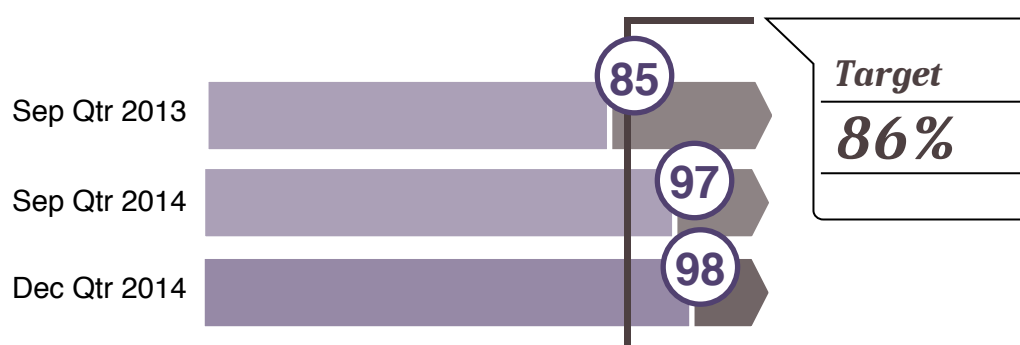


Leisure Centre Visitation Rates

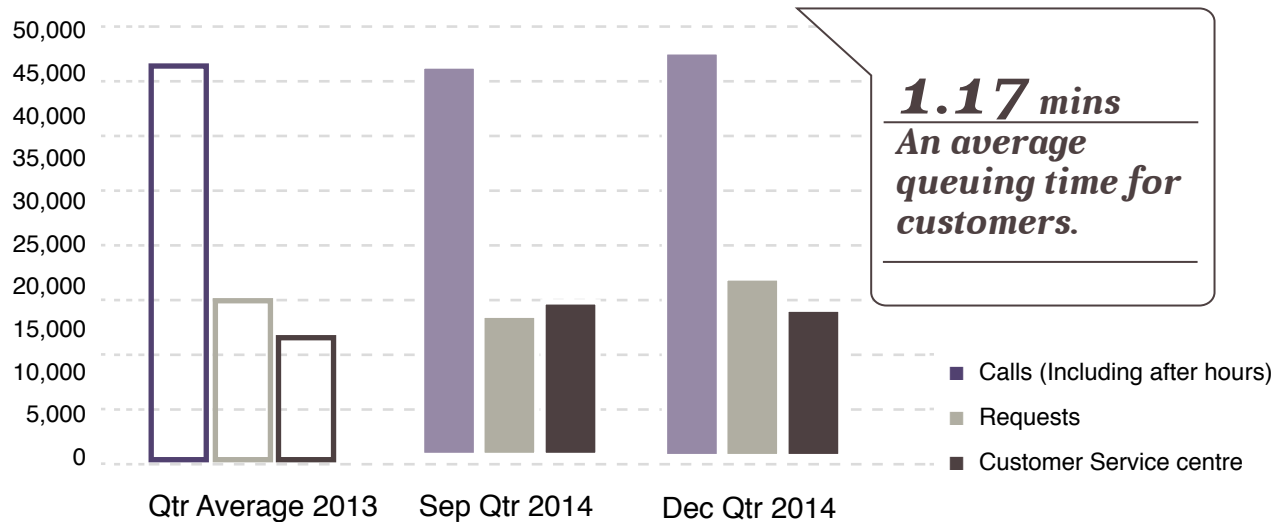
Leisure Centres	Jun Qtr 2014	Sep Qtr 2014	Dec Qtr 2014
Michael Wenden Leisure Centre	12,588	13,673	31,565
Whitlam Leisure Centre	78,398	91,261	117,434
Total	90,986	104,934	148,999

Children's Services

Utilisation Rates



Customer Service



	Calls (including after hours)	Requests	Customer Service Centre
Qtr Average 2013	46,682	18,681	16,203
Sep Qtr 2014	46,145	17,722	18,480
Dec Qtr 2014	47,526	21,266	17,231

Carnes Hill Recreation and Community Precinct

Strategic Project Update

This project will deliver a new recreation and community precinct in Carnes Hill that provides services, facilities and spaces to support the health and wellbeing of the community, including a community centre, district library, leisure centre, key suburb park, skate park and associated services.

Progress



Project Update

Six tenders for the delivery of Carnes Hill Recreation and Community precinct are being evaluated, a formal recommendation will be presented to Council in February 2015.



New Customer Service Standards

Strategic Project Update

This project will implement new customer service standards for the whole of Council that support the provision of exceptional, courteous and timely responses to the community and customers of Council.

Progress



Project Update

A tender for the delivery of a partnership model for an integrated customer service centre is currently being assessed. This will include the development of new service standards.



Matching Grants Program

Strategic Project Update

Development of guidelines for a Matching Grants program to provide support for community and sporting groups to deliver projects in the Liverpool LGA.

Progress



Project Update

Council has undertaken research on several models for matching grants programs. Work is currently continuing on refining the model.

A review of Council's other grants and donations programs is also being carried out.



Shade Structures in Children's Playgrounds

Strategic Project Update

Installation of shade structures in children's playgrounds in order to ensure that sufficient shade is provided to users of playground equipment during the hottest part of the day, for equipment delivered under the playground replacement program.

Progress



Project Update

Council has continued the roll-out of shade structures as part of its playground replacement and outdoor gym program. Shade structures have been installed at:

- Hart Park, Warwick Farm
- Lakeside Park, Wattle Grove
- Percy Rabett Park, Horningsea Park
- Greenway Park, West Hoxton
- Bert Burrows Park, Hinchinbrook







Proud Engaged City

Direction Four

10-Year Strategies

- Strengthen and celebrate Liverpool's unique identity.
- Engage and consult with the community to enhance opportunities for communication and involvement.
- Deliver a range of stimulating and vibrant cultural events, programs and festivals.
- Provide first class and iconic facilities and places.
- Protect and preserve Liverpool's heritage, including its rural landscape and cultural history.

10-Year Community Targets

- 85% of people express satisfaction or better with Council's consultation with the community
76% satisfaction or better in December 2013. (Source: Community satisfaction survey)
- An increase in people's sense of belonging in their city
51% of people as at December 2013. (Source: Community satisfaction survey)
- An increase in the number of people who participate in arts and cultural activities
In comparison to last year's average there was a 37% increase.

4 Year Principal Activities

- 4.1 Casula Powerhouse Arts Centre
- 4.2 Community Engagement
- 4.3 Events

1-Year Actions

Proud Engaged City has 19 actions in the Operational Plan 2014-15. Of these 16 are ongoing services and 3 are short term initiatives, projects & programs.



100%
On-track

Delayed Actions

Nil

October to December highlights

Liverpool welcomed 429 new citizens at ceremonies held in October, November and December. The top 5 countries of origin for this quarter were:

Country of Origin	Number of people awarded citizenship
Iraq	108
India	47
Fiji	30
Vietnam	29
Phillipines	24



The Casula Powerhouse Arts Centre held a range of exciting events, performances and exhibitions, including the Sweet As and Pacifica Gods festivals. The Arts Centre received more than \$200,000 in funding from Arts NSW and Crown Foundation for these and future festivals, events and programs.

An Expo was held in partnership with Fairfield and Bankstown Council's for International Day of People with a Disability at the Whitlam Leisure Centre on 28 November 2014. Fifty stall holders were present to provide more than 500 attendees with information, advice and referral.



To celebrate the festive season, Council delivered a range of events including: Christmas in the Mall and New Year's Eve. These attracted more than 18,000 people.



Council partnered with Liverpool Domestic Violence Liaison Committee and the NSW Police to deliver a White Ribbon Day March on 24 November 2014. The event aimed to encourage the community to talk about the issue of violence against women and in doing so help break the silence. A march took place from Macquarie Mall to Bigge Park, along with formal speeches, and information stalls.



The three day Liverpool Mayoral Concert was held in partnership with Liverpool Catholic Club in November 2014. Nine-hundred seniors attended the concert

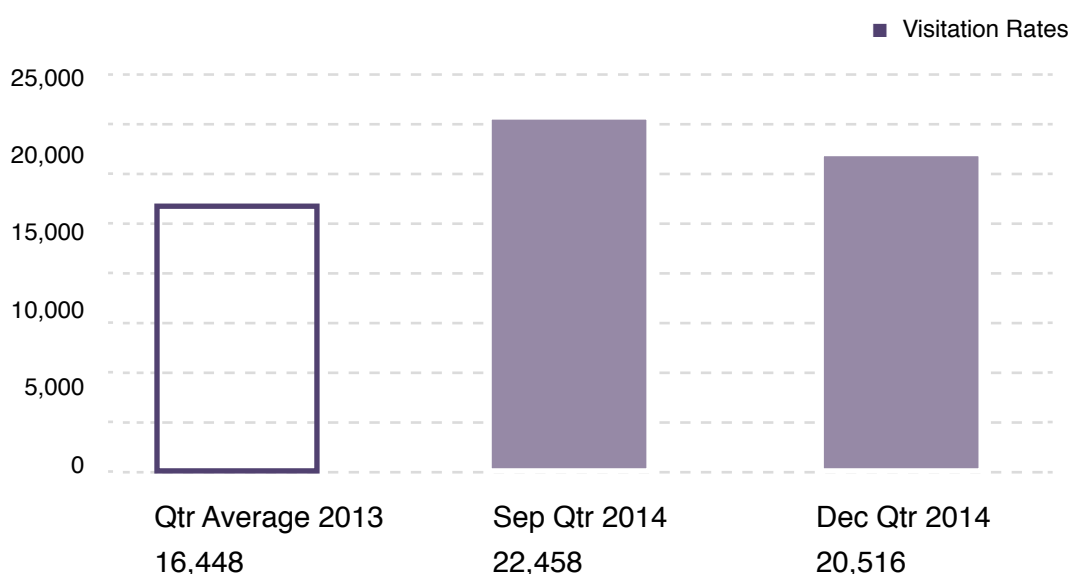
which consisted of live entertainment and a two-course meal. The concert fosters social participation and networking opportunities.



The Happiness Cycle Program was delivered in partnership between The Bicycle Network, Coca-Cola Foundation and Council to provide 300 young people with bicycles. The program aims to increase physical activity for the 13-17 year age group. Participants were assisted in building their bikes by volunteers and then were able to take them home to ride.

Casula Powerhouse Arts Centre

Visitation Rates



Social media

Council continued to increase its social media presence from October to December, building a new Facebook page and increasing its engagement.

- ***Council's Facebook page likes increased from 2,582 to 3,000.***
- ***Casula Powerhouse Arts Centre Facebook rose from 5,163 likes to 5,269***
- ***Council's library Facebook edged even closer to 1,000 likes.***





Cultural and Arts Policy and Plan

Tourism Policy and Plan

Strategic Project Update

Development of a Cultural and Arts Policy and Plan and Tourism Policy and Plan to promote the delivery and support of arts, tourism, culture and creative industries in the Liverpool LGA.

Progress



Project Update

Deloitte have completed the study looking at the economic value of the arts in Western Sydney. The analytics from this research are being incorporated into the Cultural Policy.

A cost benefit analysis of the value of the arts will be included with the broader social and cultural benefits in the Policy development. Internal stakeholders are currently being consulted.



ANZAC Day Centenary

Strategic Project Update

Delivery of a range of activities, events and projects to commemorate the centenary of ANZAC Day.

Progress



Project Update

The ANZAC Centenary Commemoration Program has been finalised and the ANZAC Day event will be held in Bigge Park on 25 April 2015.

The event will feature World War 1 re-enactments, displays of WW1 objects, a performance by the Liverpool City Brass Band, readings from war diaries and much more.

\$125,000 in funding has been received for the development of a memorial. An expression of interest will soon be released for the design of the memorial.

The ANZAC 2015 - Liverpool City Commemorates 100 Years Facebook page has been very popular, growing to 3,400 likes as the event becomes closer.







Natural Sustainable City

Direction Five

10-Year Strategies

- Lead the community to develop and implement sustainable practices.
- Enhance and protect natural corridors, waterways and bushland.
- Reduce adverse environmental impacts for present and future generations.

4 Year Principal Activities

- 5.1 Environmental Sustainability
- 5.2 Stormwater Management
- 5.3 Waste Management

10-Year Community Targets

- At least 80% of domestic waste is diverted from landfill.
67 per cent of corporate and community total annual waste diverted from landfill 2013-14 (Source: Fortnightly waste tonnage report)
- Improved condition of rivers and waterways to b+ or better.
Only 2 out of 6 rivers/waterways in Liverpool have this rating. (Source: 2012-2013 river health - Georges and Cooks River Alliance)
- A yearly household water consumption rate comparable to greater sydney.
Liverpool is 236.4kl per house and 190kl per unit. (Source: www.myplanetfootprint.com.au)
- Increased natural bush land corridors that are restored.
This data is not yet available.

1-Year Actions

Natural Sustainable City has 23 actions in the Operational Plan 2014-15. Of these 9 are ongoing services and 14 are short term initiatives, projects & programs

Delayed Actions

5.2.3 Needs Attention – **Provide underground trunk drainage system in Elizabeth Street between George and Colege Streets using grant funds** – Council has revised designs due to constraints of existing sewer manhole and services. The approval process is underway to relocate assets. A grant of \$1.55m has been obtained from the NSW Government for the project. Construction will commence in 2015-16.

93%
On-track

October to December highlights

400

native trees were planted on 11 October at Woodside Park, Hinchinbrook.

20 *volunteers participated in the event.*



The 11th Annual Environment Volunteer Recognition Event (EVRE) was held on 4 December 2015. More than 65 volunteers, the Mayor and Councillors; Harle, Shelton and Balloot attended the event to thank Council volunteers for their efforts throughout the year in restoring Liverpool's natural environment. The attendees enjoyed a dinner, trivia and awards ceremony.



43

schools registered to participate in the Environment Citizen of the Year program. This program acknowledges students who have shown commitment to the environment during the school year.

57 *students received awards in 2014.*

\$120,000 *was received from the Floodplain Management Program for the Georges River Flood Study. The study will give updated information on the Georges River Floodplain and its connections with the surrounding area. The tender will be advertised in February 2015.*





The Community Recycling Centre has been in operation since 16 July 2014. This quarter, Council has had 1,192 vehicles drop off 22.9 tonnes of chemicals, 582 kg of polystyrene, 11.9 tonnes of cardboard and 41.7 tonnes of e-waste. All this hazardous and problem waste has been diverted from landfill.

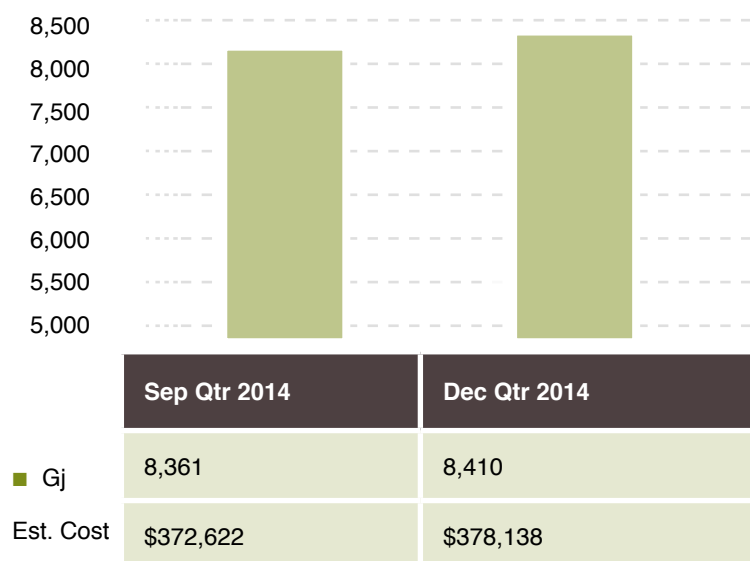
Domestic waste, recycling and green waste collection services have been provided Monday to Friday for all domestic households in Liverpool this quarter. All collections were carried out to the required standards. 11,765 tonnes of garbage, 4,329 tonnes of recycling and 4,213 tonnes of green waste have been collected and processed this quarter.



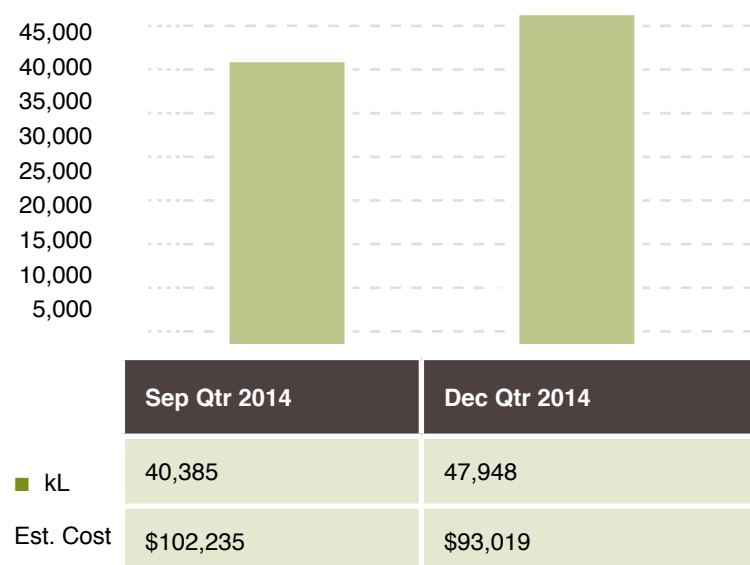
A marquee was set up at the Spring Expo and information was available on all of Council's waste services, including the Community Recycling Centre. Staff also provided information to children on how to sort their waste correctly and the benefits of recycling.

Councils Energy and Water Consumption

Council's total energy consumption (excluding street lighting)



Council's total water consumption



Amalfi Creek Flood Detention Basin

Strategic Project Update

This project will provide new infrastructure to increase flood protection, improve public safety, protect property and infrastructure in Casula, Lurnea and Liverpool. The project involves the construction of a 48ML flood detention basin at Amalfi Park, Lurnea as part of Council's wider Brickmakers Creek flood mitigation project.

Progress



Project Update

The tender for this project has been awarded and construction works including excavation, embankment and stormwater drainage works are underway. The project is on track for completion by June 2015.

City Centre Trunk Drainage Project

Strategic Project Update

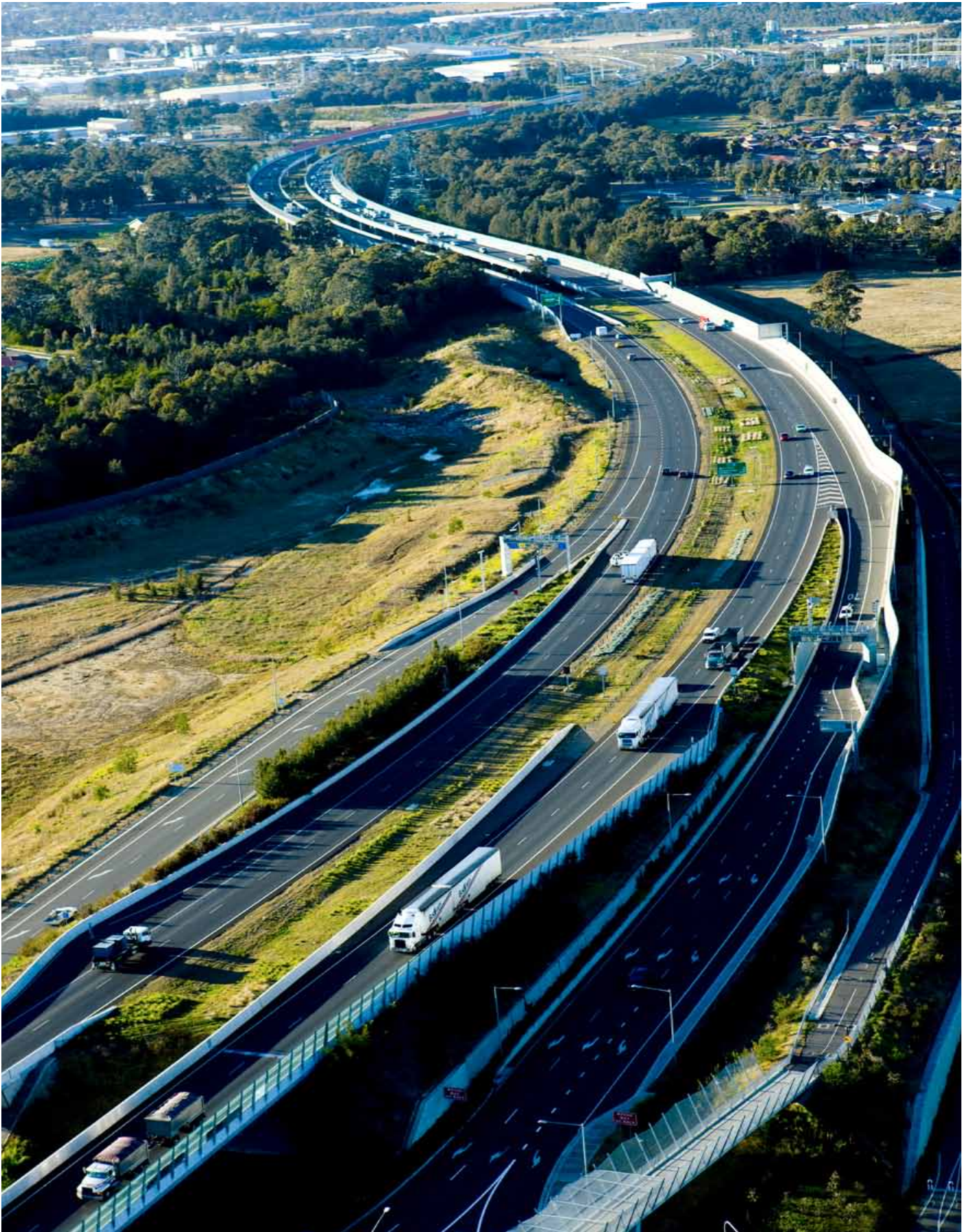
The project involves construction of large diameter trunk drainage system as part of Council's wider city centre flood mitigation project to reduce flooding, public safety and protect property within the city centre.

Progress



Project Update

Council has recently secured a grant of \$1.55m obtained from the NSW Government for the project. Construction will commence in 2015-16.





Accessible Connected City

Direction Six

10-Year Strategies

- Provide safe and easy travel with a high quality road and traffic management network.
- Encourage sustainable and alternative transport options such as walking, cycling and public transport.
- Collaborate with key stakeholders to maximise community access to emerging technologies.

4 Year Principal Activities

- 6.1 Roads, footpaths and cycleways
- 6.2 Road Safety
- 6.3 Traffic and Transport

10-Year Community Targets

- 25% of trips to work are made by modes other than private car.
15.8% In 2011. This is a slight increase from 2006 (15.3%). (Source: census data)
- 95% of homes have access to broadband.
66% of homes, a significant increase since 2006 (38%) (Source: census data)
- 85% of people express satisfaction in the management of traffic or safety on local streets.

(Source: Annual telephone survey)

1-Year Actions

Accessible Connected City has 23 actions in the Operational Plan 2014-15. Of these 17 are ongoing services and 6 are short term initiatives, projects & programs.



100%
On-track

Delayed Actions

Nil

October to December highlights

Council completed improvements to the following roads and footpaths:

- *Fifteenth Avenue, West Hoxton*
- *Braidwood Drive, Prestons*
- *Longstaff Avenue, Chipping Norton*
- *Aston Reserve, Hoxton Park*



Council's maintenance teams have repaired and reconstructed more than 2,600 m² of concrete footpath and 325 metres of kerb and gutter.

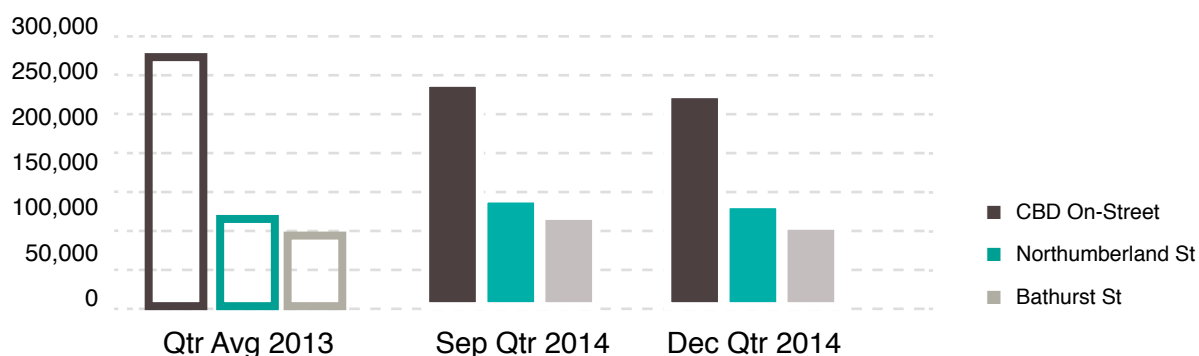
Council received a grant from the Roads and Maritime Services for \$50,000 to undertake feasibility studies for cycle ways over the Hume Highway Bridge at Warwick Farm.

Prior to the Christmas period, 800 single use breathalysers, along with information on safe holiday driving were provided to all Council staff.

A Helping Learner Drivers Become Safer Drivers Workshop was held on 25 November. Nine participants were provided with information and skills to properly teach the basics and be a more confident instructor of learner drivers.

Child Restraint Checking events were held on 24 October and 19 December. In total, 62 vehicles and 89 restraints were checked for correct fitting and adjusted to ensure maximum safety.

City Centre Parking Revenue



	CBD On-Street	Northumberland St	Bathurst St
Qtr Avg 2013	\$259,313	\$88,426	\$72,148
Sep Qtr 2014	\$234,820	\$105,976	\$74,869
Dec Qtr 2014	\$220,559	\$97,374	\$71,541

Capital Works Projects Status Report

As at December 2014, 23% of scheduled projects had been completed.



Performance Indicator	Progress by activity									
	Civil Construction and Assets		Buildings Construction		Open Space Construction		Infrastructure Special Project		Infrastructure and Environment	
Approved budget	\$29,308,842		\$3,777,586		\$3,633,732		\$3,308,737		\$40,028,879	
Actual expenditure	\$9,777,444		\$1,283,992		\$1,448,197		\$1,138,370		\$13,648,003	
Total number of projects	78		24		41		6		149	
Number of projects completed	20	26%	8	33%	7	17%	0	0%	35	23%

Construction of Kurrajong Roads

Strategic Project Update

This project involves the extension of Kurrajong Road between Kookaburra Road and Sarah Hollands Drive to improve access to major commercial, industrial and residential areas, as well as to distribution centres within Prestons. Once completed, a direct east to west link will be available from Hume Highway to Cowpasture Road, significantly improving traffic conditions and access across the local government area.

Progress



Project Update

This project is currently progressing to schedule. The contract has been awarded and works are programmed to commence in February 2015.

Warwick Farm Bypass Road

Strategic Project Update

The project involves the construction of a new road between Governor Macquarie Drive (GMD) and Priddle Street, to bypass the Warwick Farm horse training and residential area, eliminate traffic conflicts between horse movements and heavy vehicles movements and improve residential amenity.

Progress



Project Update

Council is currently progressing the land acquisition process. This is expected to take around 12-18 months. The project design and scope of works are currently being planned.





Leading Proactive City

Direction Seven

10-Year Strategies

- Position Council as an industry leader, delivering best practice and innovation.
- Lead partnerships and collaboration with community, business and governments.
- Provide business excellence and financial sustainability to deliver services that meet community expectations.

4 Year Principal Activities

- 7.1 Civic and Corporate Leadership
- 7.2 Financial Sustainability
- 7.3 Governance
- 7.4 Information Technology
- 7.5 Workforce Management

10-Year Community Targets

- Increased number of people who report satisfaction or better with the overall performance of council.
(Source: Community Satisfaction Survey)
- Organisational climate score of 90%.
Council had an organisational climate score of 65.29 In 2012. (2012 Liverpool City Council climate survey)
- A financial sustainability rating of strong with and a positive financial outlook.
Council's latest assessment from T-Corp was 'strong with a negative outlook.'

1-Year Actions

Leading Proactive City has 37 actions in the Operational Plan 2014-15. Of these 27 are ongoing services and 10 are short term initiatives, projects & programs.

Delayed Actions

Nil

100%
On-track

October to December highlights

Council celebrated Liverpool's Birthday in Macquarie Mall, marking 203 years since it was founded by Governor Macquarie. The event was paired with a citizenship ceremony and by the announcement of the Order of Liverpool award recipients. Entertainment included a performance from the Casula Voices choir.



Council launched the Developing Our People Program in December 2014. The program provides all Council employees with opportunities to develop their knowledge, skills and remain responsive to Council's future directions. It aims to create a sustained ability for Council to attract, select, develop, recognise and reward talented people.



Council celebrated its outstanding and long service employees with a Shining Stars and Long Service Event at the Casula Powerhouse Arts Centre on Wednesday 17 December 2014. Employees who had gone above or beyond in their jobs as well as those who have served council for more than 10 years awarded certificates and gifts. Two employees passed the 30 year mark of service to Council.

Council continued to meet its obligations under the Government Information (Public Access) Act. During the quarter, 174 informal and interagency information requests and 2 formal access applications were processed.

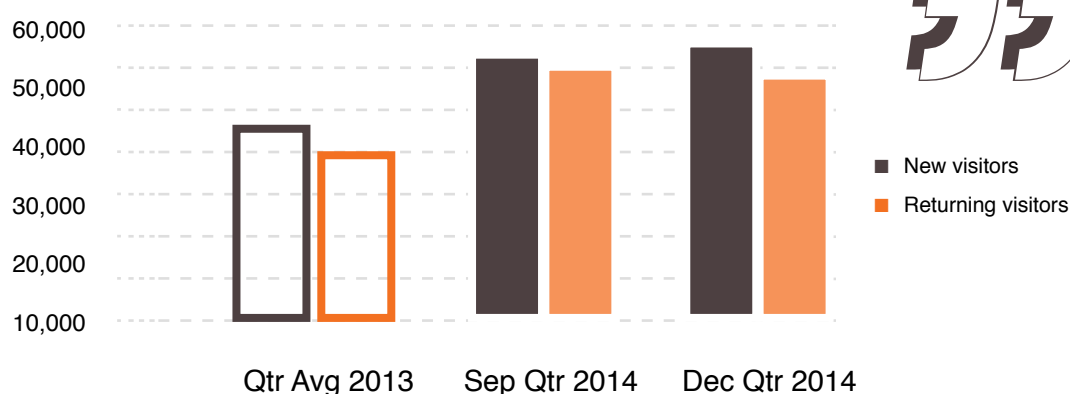
Council's return on investment portfolio for the quarter was 3.87%. It exceeded the UBSW benchmark of 2.76%.

Council held the Mayor's Christmas by the River Event at Light Horse Park on the 18 December. Mayor Ned Mannoun used the Event's location to highlight the Georges River to community leaders, encouraging greater use of the waterway for recreation and not heavy industry. More than 200 people, including dignitaries, community and business leaders



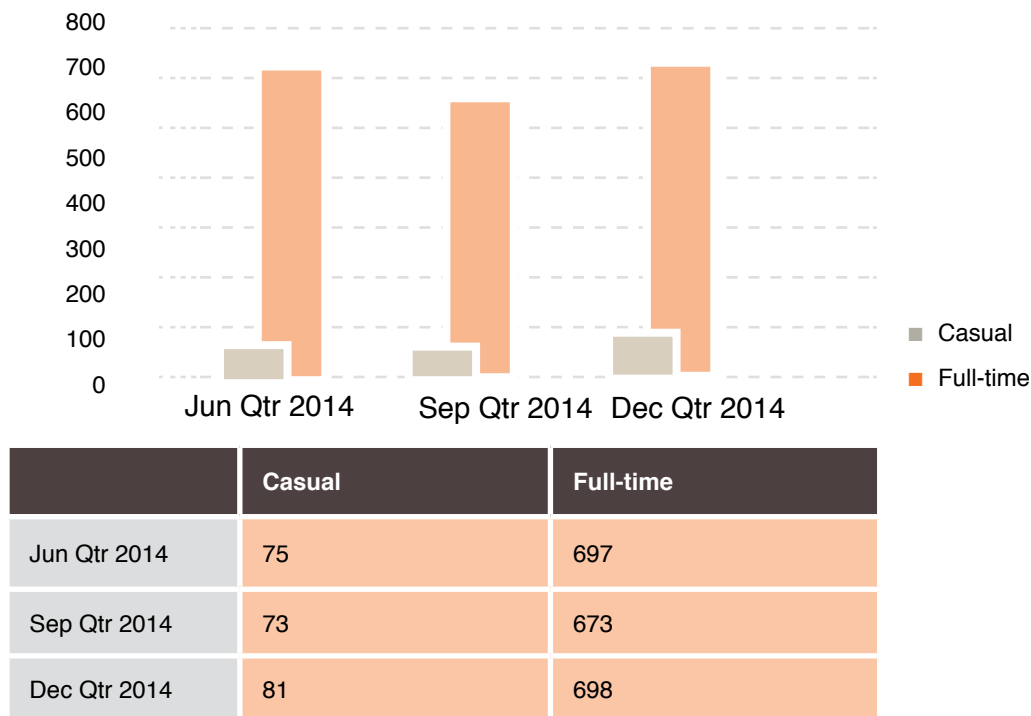
Website

There has been a 4% increase in new visitors and a 2% decrease in returning visitors to Council's website. Visitations are also significantly higher than last year's quarter average, reinforcing the websites popularity as the first point for information.



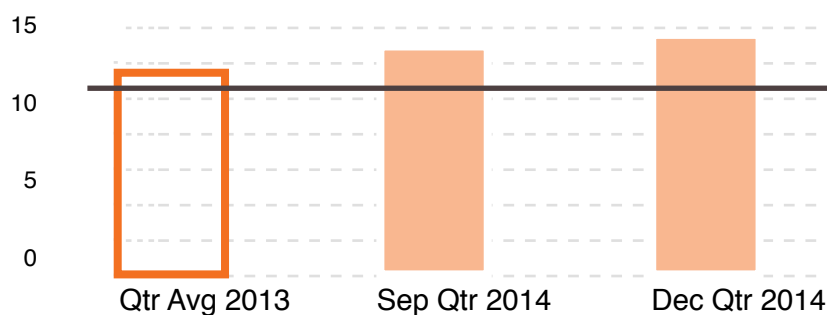
	New Visitors	Returning Visitors
Qtr Avg 2013	42,230	38,761
Sep Qtr 2014	54,460	52,116
Dec Qtr 2014	56,452	51,075

Council Staff



Turnover Rate

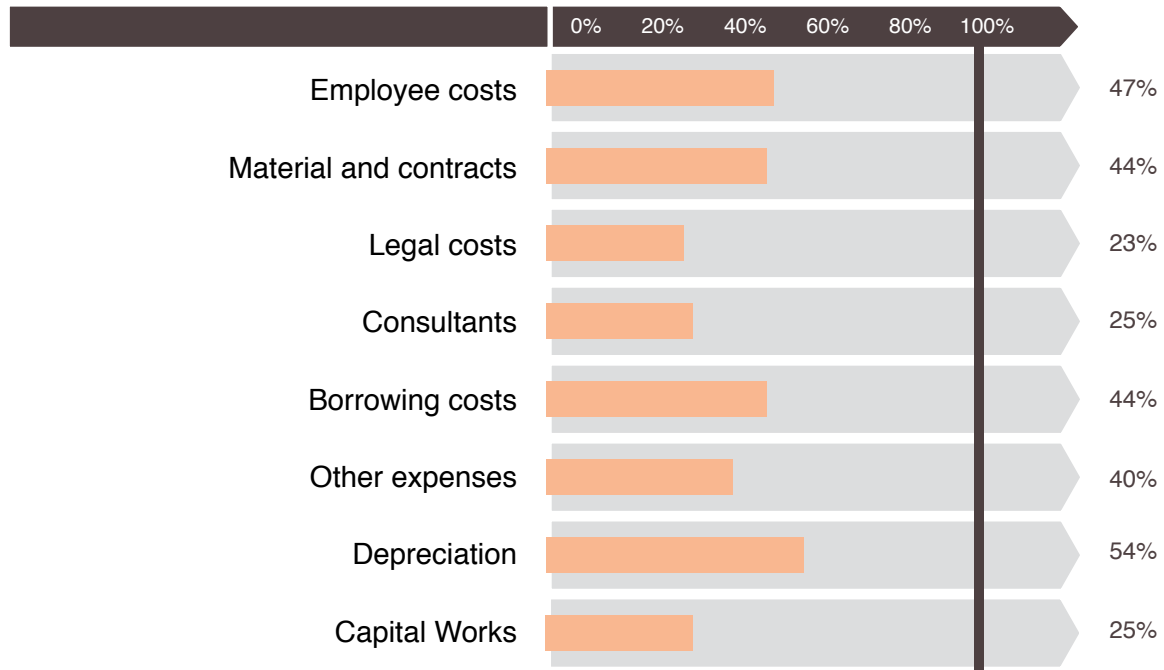
Median Local Government staff turnover rate in 2012/13 (Source: NSW LG Operational and Management Effectiveness Report 2012/13)



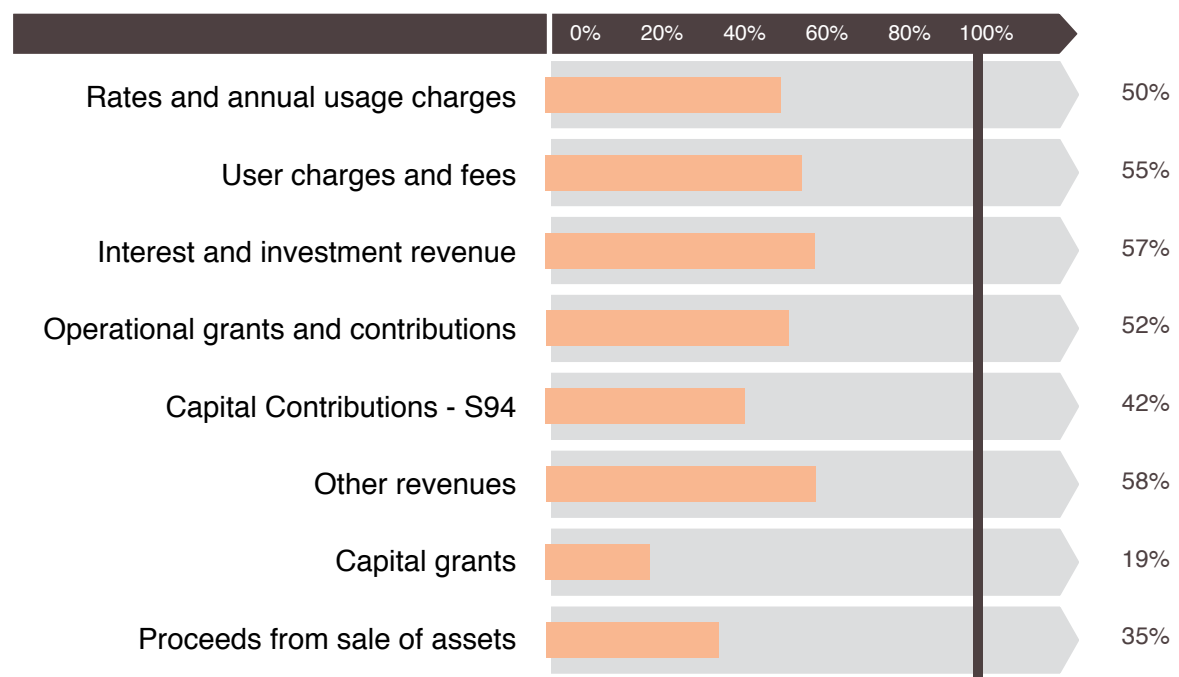
	Turnover Rate
Qtr Average 2013	11.65
Sep Qtr 2014	14.27
Dec Qtr 2014	14.76

Financial Performance

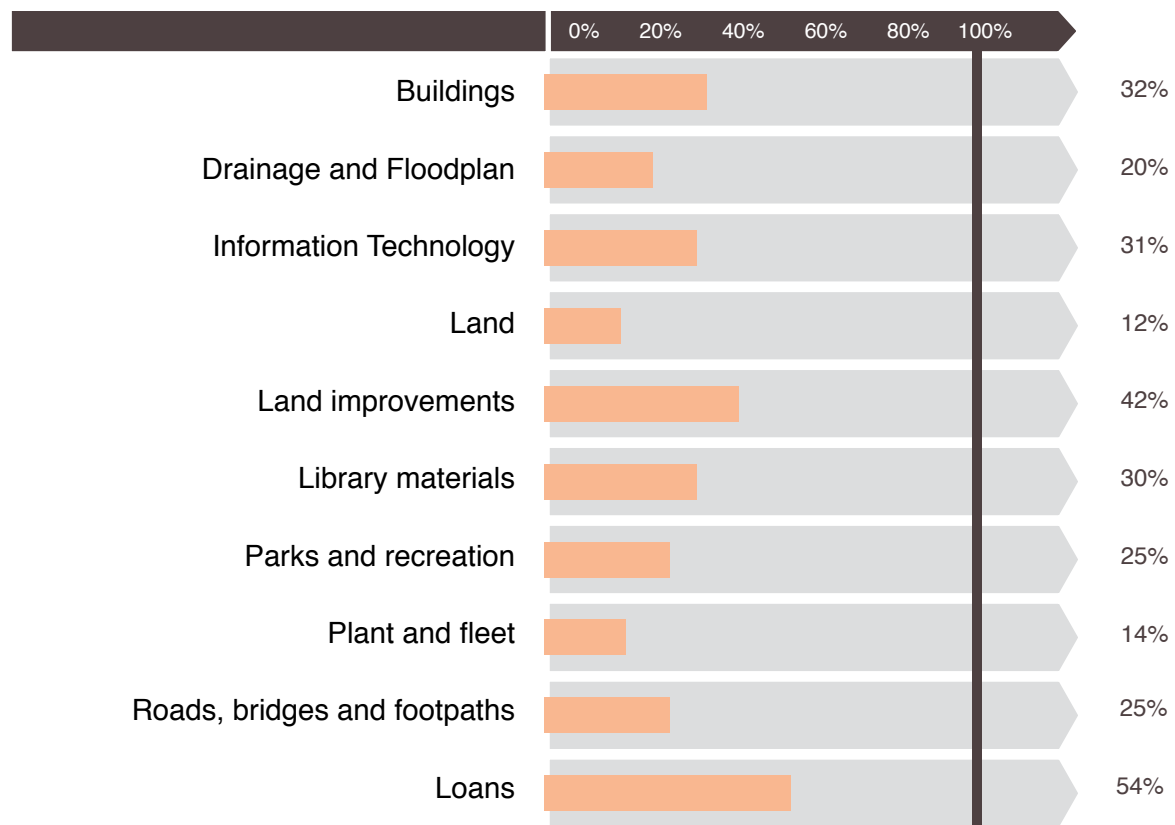
Operating expenditure budget performance December 2014



Income Budget Performance December 2014

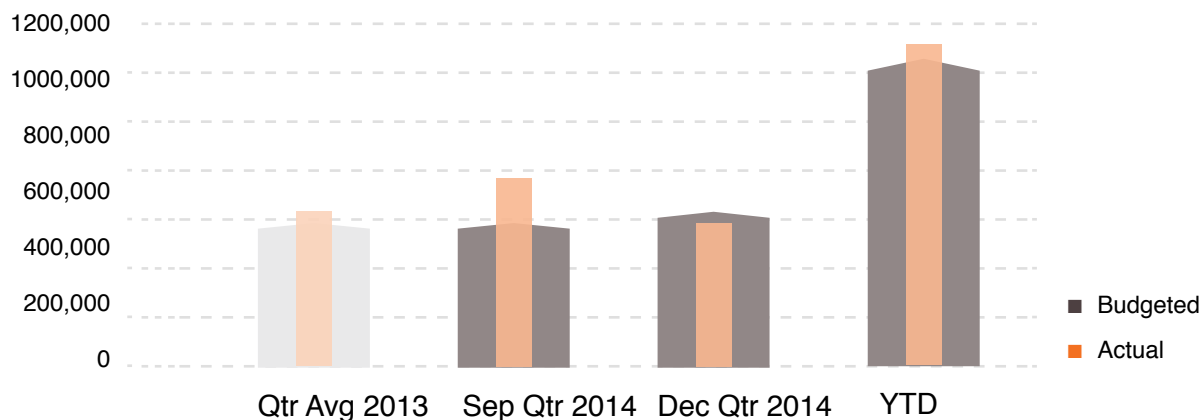


Capital Works Expenditure December 2014



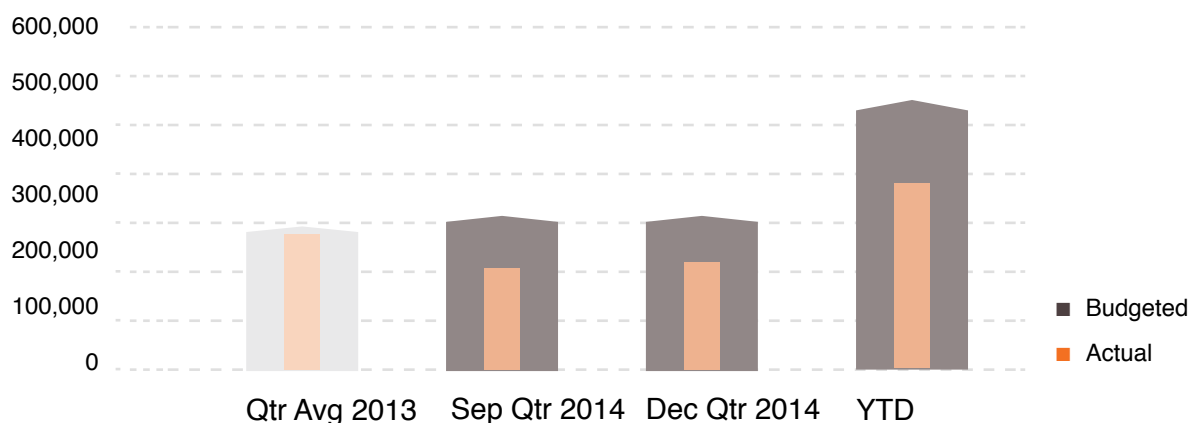
Property Portfolio Report

Rental Income 33 Moore Street



	Budgeted	Actual
Qtr Avg 2013	\$529,835	\$550,301
Sep Qtr 2014	\$477,723	\$622,628
Dec Qtr 2014	\$552,536	\$481,484
Year To Date 2014	1,030,259	1,104,112

Rental Income 52 Scott Street



	Budgeted	Actual
Qtr Avg 2013	\$236,232	\$230,040
Sep Qtr 2014	\$237,924	\$163,952
Dec Qtr 2014	\$237,924	\$164,185
Year To Date 2014	\$475,848	\$328,137

Property Strategy

Strategic Project Update

This project will develop and implement a strategy for optimising Council's commercial properties and providing property investment solutions which reduce Council's reliance on income from rates and improve long-term business sustainability.

Progress



Project Update

A property and commercial development directorate has been established to carry out Council's regulatory functions and to maximise opportunities around commercial holdings.

The directorate is currently identifying Council's property opportunities, including existing and potential commercial development sites.



Our Directions

Vibrant Prosperous City

Liveable Safe City

Healthy Inclusive City

Proud Engaged City

Natural Sustainable City

Accessible Connected City

Leading Proactive Council



Our Guiding Principles

Leadership

Excellence

Partnership

Innovation

Equity

Sustainability