

END OF TERM REPORT

AUGUST 2016



Achievements in Implementing
the 10-year Community Strategic
Plan July 2012 to June 2016

LIVERPOOL
CITY
COUNCIL

Contents

Executive Summary	3
Our Strategic Planning Framework	5
Growing Liverpool 2021	6
Objective 1	7
Objective 2	10
Objective 3	14
Objective 4	17
Objective 5	22
Objective 6	26
Objective 7	28
Objective 8	32
Objective 9	34
Objective 10	36
Objective 11	37
Objective 12	39
Growing Liverpool 2030 Future Directions	46
Direction 1: Vibrant Prosperous City	48
Direction 2: Liveable Safe City	56
Direction 3: Healthy Inclusive City	73
Direction 4: Proud Engaged City	101
Direction 5: Natural Sustainable City	116
Direction 6: Accessible Connected City	127
Direction 7: Leading Proactive City	139

Executive Summary

Growing Liverpool 2021 was the 10 year Community Strategic Plan adopted by the former Council. The Community Strategic Plan guides Council and other organisations in planning and managing the Liverpool Local Government Area. This, along with the associated Delivery Program and Operational Plan 2012-13, were in place during the first year of Council elected in September 2012. This was superseded by *Growing Liverpool 2023* which was adopted by the current Council on 26 June 2013. This report outlines separately the achievements of Council in implementing the objectives in *Growing Liverpool 2021* and the directions in *Growing Liverpool 2023* up to June 2016.

During the reporting period there were a total of 685 actions planned to be undertaken. Of these, 655 (95.6 per cent) actions were completed or were on track. There were 31 (4.5 per cent) actions were not completed. The highlights of achievements in the term of the current Council are below.



Kurrajong Road

Approximately \$8.9m was spent in 2014-15 on the extension of Kurrajong Road between Kookaburra Road and Sarah Hollands Drive. The works aimed to improve access to major commercial, industrial and residential areas, as well as to distribution centres within Prestons. It has provided a direct east to west link from the Hume Highway to Cowpasture Road.



Carnes Hill Recreation Precinct

Council completed this \$42M investment on a 7 ha site at Carnes Hill. The works will create a vibrant and iconic community and recreation precinct.



Starry Sari Night

In 2013 Council approved the delivery of a Bollywood themed Open Air Cinema air event. The event runs on the last Sunday in September from Scott Street down to George Street and includes entertainment, rides, stalls, high profile drawcards, competitions and Sari Showcase. In the last 3 years, Starry Sari night's attendance has grown from 3,000 to over 6,000 people.



Night Markets

The Night Markets were launched in May 2014, and have been a great success. There were more than 25,000 visits to the city in the first year, with an average attendance of 2,500 people per market. Ten monthly markets were held during 2015-16.



New Customer Service Centre

Council opened the new state-of-the-art ground floor service centre on Moore Street on 28 October 2015. The centre is part of the Council's focus on improving customer service.



Introduction of ePlanning

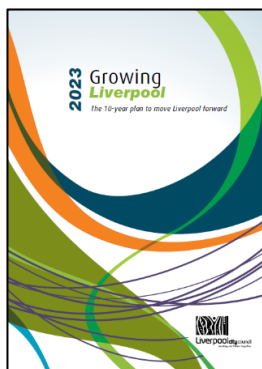
Council introduced state of the art technology to modernise the way in which it processes and determines development applications. This includes the introduction of innovative e-planning software and interactive online maps to streamline the way in which Development Applications are assessed.



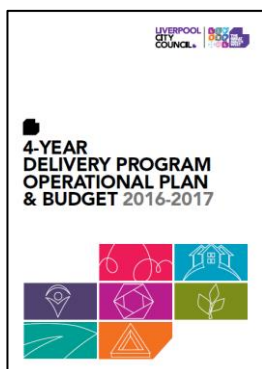
Liverpool Community Recycling Centre

Council opened the Liverpool Recycling Centre in 2013-14 at its operations centre in Rose Street. The Centre allows residents to drop off problem wastes and thereby divert this from landfill.

Our Planning Framework



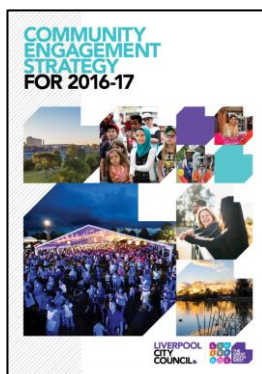
Growing Liverpool 2023 is the Community Strategic Plan for Liverpool. It outlines what people have said is important for their area. It is a plan for all Liverpool not just Council. *Growing Liverpool 2023* is Council's highest level plan. It identifies the community's key directions as collected from our community engagement process. It also includes strategies on how to achieve those directions. The strategies flow into the Delivery Program.



Liverpool's Delivery Program follows from *Growing Liverpool 2023* and outlines the Principal Activities/Key Services that Council will undertake over a period of four years to deliver on its role in implementing *Growing Liverpool 2023*. Where appropriate, each four year action also has corresponding detailed activity for a single financial year. This is the Operational Plan. This will change from year to year. The Operational Plan includes a Statement of Revenue Policy.

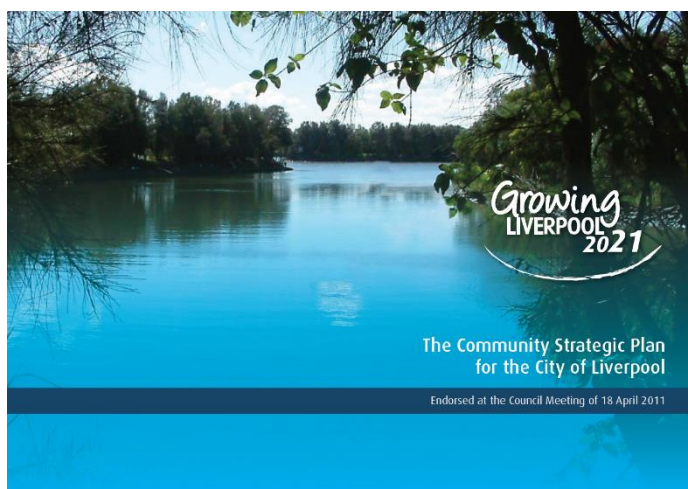


The Resourcing Strategy projects the resources needed to achieve the objectives in *Growing Liverpool 2023* that are the role of Council. It is made up of a 10-year Long Term Financial Plan, a 10-year Asset Management Plan and a 4-year Workforce Management Plan. The Resourcing Strategy informs and is informed by the Community Strategic Plan, Delivery Program and Operational Plan.



The Community Engagement Strategy provides the framework for the involvement of the community and stakeholders in the development of the Community Strategic Plan.

Growing Liverpool 2021



Growing Liverpool 2021 is the 10-year Community Strategic Plan for Liverpool. It outlines what the community has said is important. It is a plan for the whole city, not just Council. Council is a leader and custodian of the plan and is one of the parties responsible for its delivery.

Growing Liverpool 2021 identifies 12 key objectives for Liverpool:

Key Objectives	
1	Liverpool is the vibrant regional centre for South-Western Sydney.
2	Neighbourhoods and villages are well designed , safe and clean.
3	Urban development is consistent with sustainability principles.
4	Liverpool is a socially inclusive and healthy community.
5	Council and the community work together to support environmental sustainability .
6	The culture and diversity of Liverpool is recognised and valued.
7	There is an efficient and highly connected transport system.
8	Urban infrastructure meets the needs of a growing community .
9	There is access to comprehensive education and training.
10	Liverpool has a range of business and employment opportunities.
11	Decision-making processes are transparent and the community has opportunities to be involved .
12	The community is supported by a well-managed and responsive Council.

This report uses traffic lights to show overall progress in delivery of projects and services for the community by the relevant principal activity. Actions are classified as complete, on track or delayed based on their status and is represented with the following symbols:



Complete



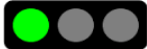

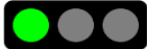
On Track











Delayed





COUNCIL'S ACHIEVEMENTS IN IMPLEMENTING GROWING LIVERPOOL 2021





PROGRESS ON ACTIONS 2012-13





OBJECTIVE 1: LIVERPOOL IS THE VIBRANT REGIONAL CENTRE FOR SOUTH WEST SYDNEY		
STRATEGY 1.1: PROVIDE QUALITY SPACES THAT SUPPORT AN ACTIVE SOCIAL AND CULTURAL LIFE FOR ALL AGES INCLUDING CIVIC AND OTHER EVENTS		
Develop and maintain developer contribution plans and voluntary planning agreements that enable collection of contributions for public spaces.	<p>Draft section 94 contributions plans were prepared for the Austral and North Leppington precinct and East Leppington precinct. The plans were developed in partnership with the Department of Planning and Infrastructure. The draft Contributions Plan for Austral and North Leppington was publicly exhibited.</p> <p>Council also entered into two Voluntary Planning Agreements for the New Brighton Golf Course at Moorebank and land at the former Hoxton Park Airport at Len Waters Estate. The Planning Agreements provide for the developer to voluntarily fund or undertake work-in-kind to provide needed infrastructure. These agreements were publicly exhibited and endorsed by Council for implementation.</p>	
Provide a venue for arts-related cultural activities.	Casula Powerhouse Arts Centre (CPAC) hosted a range of programs and activities and was hired by 58 groups for their own cultural activities.	
Manage and further enhance Council's art collection, making works available to the public to enjoy.	CPAC delivered a range of significant exhibitions including <i>Pacifica Power</i> , <i>No Added Sugar</i> , <i>Onside</i> , <i>Women in Sport</i> , <i>Landlock</i> , <i>Wild Stories</i> and <i>Pigeon Auction</i> . There was an increase in audience numbers and positive media attention. CPAC also started touring exhibitions which raised the profile of the centre and gave new audience exposure to the exhibitions developed.	




STRATEGY 1.2 ENCOURAGE AND PROMOTE BUSINESSES TO DEVELOP IN THE HOSPITAL, HEALTH AND MEDICAL PRECINCT		
Promote establishment of professional medical suites, and consulting rooms in the streets surrounding the hospital.	A <i>Liverpool Health and Education Precinct Strategy</i> was developed and released in partnership with Regional Development Australia – Sydney. Council hosted a Precinct Group to share information, market development opportunities and establish health and education infrastructure and facilities.	
STRATEGY 1.3 FURTHER DEVELOP A COMMERCIAL CENTRE THAT ACCOMMODATES A VARIETY OF EMPLOYMENT OPPORTUNITIES		
Promote economic development within the City Centre by actively encouraging investment and development.	A <i>Liverpool Economic Development Strategy</i> , an <i>Economic Profile</i> and an investment prospectus called <i>Liverpool: City of Growth and Opportunity</i> were completed. It is planned publicly released the documents in September 2013.	
STRATEGY 1.4 ENCOURAGE COMMERCIAL AND RETAIL DEVELOPMENT IN THE CITY CENTRE, INCLUDING THE SOUTHERN PART OF THE CITY		
Provide flexibility in planning controls to encourage investment and development of the City Centre.	<p>To improve planning controls, Council completed the <i>Retail Hierarchy Study</i> which was endorsed by Council at its 28 November meeting. The Strategy is being used by Council and the development industry as a tool to evaluate the appropriateness of rezoning applications and investment decisions.</p> <p>A city centre revitalisation project was initiated with the key components of revitalising the Mall and strengthening Council's gateways. Council established a City Centre Revitalisation Committee to drive the project.</p>	
Work with developers to achieve high quality development outcomes.	In order to achieve better design outcomes, 16 Development Applications were referred to the Design Review Panel. The Panel was established to encourage quality development in the growth areas of Liverpool through the promotion of best practice in urban design.	
STRATEGY 1.5 PROVIDE VIBRANT COMMUNITY AND CULTURAL ACTIVITIES AND EVENTS		





Deliver a range of events.	<p>Several events were held including:</p> <ul style="list-style-type: none"> • Liverpool's Australia Day celebrations at Woodward Park, Liverpool with over 20,000 people in attendance • An Open Air Cinema and New Year's Eve celebrations at Grand Flaneur Beach, Chipping Norton Lakes with over 8,000 people in attendance • An Open Air Cinema Christmas Carnival held on Saturday 8 December which featured live Christmas entertainment, carollers, and a carnival • The Christmas Tree Lighting event on Thursday 29 November 2012 and a series of Christmas performances in Macquarie Mall. • <i>CBD Exposed</i> was delivered on 17 January 2013 which showcased local youth talent • Harmony Day celebrated on 21 March 2013 at Macquarie Mall featuring a range of multicultural performances • Refugee Week Awareness Day at Macquarie Mall, featuring an African drumming performance, community information stalls, a community art activity and an Awards Ceremony 	
STRATEGY 1.6 ENHANCE THE URBAN AND VISUAL AMENITY OF THE CITY CENTRE		
Undertake education and enforcement action to encourage commercial premises to better manage their waste.	A discussion paper on commercial waste in Liverpool was completed.	
Undertake cleansing programs.	All cleaning programs were completed within the required time frame and to an acceptable standard.	
Deliver works to improve public spaces.	<p>Council delivered a program of refurbishment and enhancement of key suburb and local parks to the value of \$845,000. Ten playgrounds were upgraded at a total cost of \$583,000.</p> <p>Council delivered landscape works in Pioneers' Park, including contemplation area, fencing and screen planting. Monument repair and re-installation into the Park is an ongoing program of works that will run over a number of years.</p>	

Improve safety in the City Centre.	Council initiated the Non Domestic Violence Assault Risk Minimisation Project which identified and planned several safety initiatives for implementation in 2013-14, including new lighting in city centre service ways, Macquarie Mall Arcade and Newbridge Road (rear of Railway Hotel). A pilot secure taxi rank was also initiated at Macquarie Street in partnership with Liverpool Police, the NSW Taxi Council and participating licensees.	
STRATEGY 1.7 PROVIDE EFFICIENT PARKING FOR THE CITY CENTRE		
Improve access to parking in the City Centre.	<p>Council provided an additional 150 free, all day car parking spaces at Collimore Park. Council is also working in partnership with State Rail to improve car parking close to Warwick Farm Station. Results of parking utilisation monitoring along with an annual review of the paid car parking scheme were considered by Council. Council resolved to reduce the all-day parking fee in the Northumberland Car Park to increase its use.</p> <p>Regular programmed enforcement is conducted by the Parking Patrol Officers in respect of paid, unpaid and timed parking spaces within the city centre.</p>	
STRATEGY 1.8 ENCOURAGE OPPORTUNITIES FOR QUALITY FOOD AND ENTERTAINMENT CHOICES		
Regulate outdoor dining areas.	Outdoor Dining Permits for 20 premises were renewed during the year.	
OBJECTIVE 2: NEIGHBOURHOODS AND VILLAGES ARE WELL DESIGNED, SAFE AND CLEAN		
STRATEGY 2.1 DEVELOP AND IMPLEMENT PLANNING POLICIES THAT RESPOND TO ENVIRONMENTAL, SOCIAL AND ECONOMIC CONSIDERATIONS		
Ensure planning policies provide for development that achieves an appropriate balance of environmental, social and financial outcomes.	An implementation plan to enact Council's social justice policy was developed and implemented. Seven reviews of social impact assessments were undertaken in the year and further development of the Social Impact Assessment Guidelines continued. Eleven amendments to Liverpool's Local Environmental Plan 2008 were progressed. These amendments seek to facilitate development and investment opportunities within Liverpool.	


Ensure planning controls encourage growth and provide an adequate mix of land uses and a variety of opportunities for living, working and recreation.	Council adopted the <i>Rural Lands Study 2012</i> , and the related planning controls. Consultation was undertaken with rural residents to gauge community opinions and refine the proposed development controls. Amendment to the Liverpool Development Control Plan 2008 and the Liverpool Local Environmental Plan 2008 were proposed. These seek to respond to community expectations, promote an appropriate range of development and protect agricultural viability.	
Provide and enforce a suite of planning policies.	<p>Planning policies are in place and day to day planning work by Council involves facilitating development through the approvals process. 74 pre-DA meetings were held. These meetings are encouraged as they assist in reducing unnecessary delays in the determination of development applications.</p> <p>The average processing time for development applications was 86 days compared to a benchmark of 74 days. Council commenced a review of the development application processes. Applications for Complying Development Certificates and Construction Certificates were processed in comparable time frames with similar Councils. Building Certificate applications were issued and where no unauthorised works exist, were processed in statutory time frames. Council provided certification services and these are satisfying 24 hour turnaround times. Fire safety auditing has commenced.</p>	
Contribute to the planning for urban expansion of areas within the South-west Growth Centre.	Council contributed to the preparation of documentation for the future release of East Leppington by the Department of Planning and Infrastructure. Council reviewed background reports, maps and plans prepared for the precinct and helped to facilitate public exhibition and community workshops.	
STRATEGY 2.2 UNDERTAKE CONTINUAL IMPROVEMENT TO PUBLIC AREAS		
Clean and maintain public spaces and facilities.	<p>Playgrounds were renewed in 11 parks including Sullivan Park, Lurnea; Ashford Park, West Hoxton; Lakeside Park, Wattle Grove and Kelso Park, Moorebank. Landscape improvements were delivered at 11 parks including Lakeside Park, Wattle Grove; Vasta Park, Moorebank; Ashfordby Park, Chipping Norton and Lions Park, Lurnea.</p> <p>Council completed refurbishment and enhancement of the following sports facilities:</p>	

	<ul style="list-style-type: none"> • Collimore Park basketball courts, Liverpool • Gym Circuit in Lakeside Park , Wattle Grove • Woodward Park netball court 16, Liverpool • Sports field at Whitlam Oval 4, Busby. <p>Council maintained street furniture on a responsive basis. Of the total requests for repairs and replacement of street furniture, more than 95 per cent were attended to within the required time frame.</p> <p>Council regularly cleaned all community facility buildings and public toilets to the required standard and within required timeframes.</p> <p>Council's enforcement officers conducted regular patrols of all identified hot-spot dumping areas. Council also worked with the Regional Illegal Dumping Squad (RID Squad) officers where appropriate to carry out joint surveillance.</p>	
Deliver programs that aim to build community pride.	A feasibility study on the development of a small grants program focusing on neighbourhood pride and developing community connections was completed. The study included research into similar programs and recommendations for future action.	
STRATEGY 2.3 FOSTER NEIGHBOURHOOD PRIDE AND A SENSE OF CIVIC RESPONSIBILITY		
Conduct illegal dumping enforcement program.	Council participated in a joint government helicopter fly-over in the rural areas of Liverpool to identify properties used as illegal dumping grounds. Several properties were identified and are being investigated.	
Reduce graffiti vandalism.	As part of the Graffiti Management Strategy, graffiti prevention mural projects funded through grants were delivered at various sites. The Ashcroft Shops gallery was launched on 2 May 2013. Murals and other art treatments were delivered at Blamfield Oval, Ashcroft and McGirr Park, Miller.	
STRATEGY 2.4 MANAGE AIR, WATER, NOISE AND CHEMICAL POLLUTION		
Enforce regulations for air, water and noise pollution.	Complaints regarding air, water and noise pollution were investigated. Emergency cases were risk assessed and actioned accordingly. Development of an	


	environmental auditing program and an audit system for rural development has commenced.	
STRATEGY 2.5 FACILITATE DEVELOPMENT OF A COMMUNITY SENSE OF SAFETY IN PUBLIC SPACES IN PARTNERSHIP WITH POLICE, LOCAL STAKEHOLDERS AND RESIDENTS		
Liaise with Police, local stakeholders and the community to deliver targeted initiatives.	Council assistance to Rural Fire Service and State Emergency Services was provided as requested including maintenance of vehicles, firefighting equipment and buildings. A surveillance operation was conducted with the Police in the Liverpool City Centre which focussed on street behaviour. Issues identified were addressed by both Police and Council officers.	
STRATEGY 2.6 SUPPORT POLICIES AND PLANS THAT PREVENT CRIME		
Promote public safety through the design of buildings and public areas.	Council promoted public safety through the referral of 35 Development Applications to either Liverpool or Green Valley Local Area Commands for comment and assessment. This provided valuable input into the assessment process by applying the principles of Crime Prevention Through Environmental Design.	
Undertake planning in relation to safety and crime prevention.	The <i>Community Safety and Crime Prevention Plan</i> forms the core of Council's approach to planning to improve public safety. Several actions from the plan were implemented. Safety audits were undertaken at city centre car parks and lighting audits were held within the city centre. Initiatives to reduce assault in the city centre included personal safety awareness information days and the establishment of a secure taxi rank at Macquarie Street. Consultations were undertaken in relation to community safety with local business and community members. In addition Council: <ul style="list-style-type: none"> • Produced safety and car park signs for city centre car parks • Distributed alcohol related educational information to residents through community activities • Secured funding from the State Government to deliver a Car Security Project • Submitted funding applications to the Federal Government for safety Closed Circuit Television (CCTV) in the City Centre 	
STRATEGY 2.7 UNDERTAKE ENFORCEMENT ACTIONS BASED ON SOUND COMPLIANCE POLICY		

Undertake inspections as required by legislation.	Food shops were inspected during the year in accordance with annual inspection cycle parameters.	
Promote responsible animal management.	The animal registration program was conducted between January and June 2013 when 325 companion animals were registered and 376 infringements notices were issued. Council held free micro-chipping days in September 2012 and March 2013 and 269 animals were micro-chipped. 17 applications for subsidised de-sexing of companion animals were processed at a cost of \$1,125 to Council. A restricted breed inspection program was developed during the year for implementation in 2013-14.	
Enforce offences regarding illegal land filling and or educate offenders to ensure appropriate land use.	Council officers investigated illegal landfill incidents based on complaints and regular surveillance. A joint surveillance operation was conducted with the RID Squad which involved a helicopter fly-over to identify any potential illegal dumping sites in the Liverpool rural district.	
Inspect existing developments to ensure compliance with conditions of development consents.	Council's Compliance team continue to investigate reported incidents of illegal development and construction.	

STRATEGY 2.8 ENCOURAGE THE REVITALISATION OF LOCAL RETAIL CENTRES






Undertake planning reviews for local centres.	A <i>Retail Hierarchy Study</i> was completed. The study was made available to the public and is being used as to evaluate the appropriateness of rezoning applications.	
---	--	---



STRATEGY 2.9 PROMOTE POSITIVE AND HEALTHY BEHAVIOURS IN PUBLIC PLACES


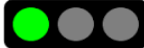

Encourage the community to introduce practical solutions to liquor related problems.	Council collaborated with Liverpool City Liquor Accord and attended the annual General Meeting and one other meeting. <i>Plan B</i> campaign bottle bags were distributed to licensees. Breath testers were arranged for four venues over the Easter period.	
--	--	--

OBJECTIVE 3: URBAN DEVELOPMENT IS CONSISTENT WITH SUSTAINABILITY PRINCIPLES



STRATEGY 3.1 PRESERVE AND MAINTAIN HERITAGE, BOTH LANDSCAPE AND CULTURAL AS URBAN DEVELOPMENT TAKES PLACE

Provide adequate heritage protection for significant items of local heritage value and consider applications for state listing of items where appropriate.	<p>A new Heritage Advisory Committee was formed and held its first meeting on 24 June 2013. The committee discussed various heritage issues and identified projects to promote Liverpool's heritage.</p> <p>The Conservation Management Plan for Apex Park, Liverpool was exhibited. The Liverpool Local Environmental Plan was updated to improve description of heritage properties and to reflect changes in heritage legislation. New controls regarding conservation of Aboriginal and historic heritage were incorporated into planning documentation for the East Leppington precinct.</p>	
STRATEGY 3.2 IMPLEMENT PLANNING POLICIES WHICH ENCOURAGE COMMERCIAL AND RESIDENTIAL HIGH-RISE IN MAJOR CENTRES NEAR TRANSPORT INTERCHANGES, COMPLEMENTED BY OPEN SPACE AND FACILITIES		
Promote the inclusion of appropriate forms of urban renewal and urban release development in planning proposals and planning amendments.	11 amendments to Liverpool Local Environmental Plan 2008 were progressed. These amendments seek to facilitate development and investment opportunities within Liverpool. Significant among these amendments were major residential release areas proposing 16,500 dwellings at Austral and North Leppington and facilitation of Costco.	
STRATEGY 3.3 PROVIDE APPROPRIATE INFRASTRUCTURE FOR THE COMMUNITIES OF NEW URBAN AREAS AS THEY ARE BEING SETTLED		
Undertake infrastructure needs planning for new areas of Liverpool including the South-west Growth Centre.	A draft study of community and recreation needs was finalised.	
Deliver new infrastructure assets and upgrade existing assets as identified in the contributions plans.	Progress was made on extending Kurrajong Road from Kookaburra Road to Sarah Hollands Drive to provide an alternative sub-arterial link between Hume Highway (Casula) and Cowpasture Road (Carnes Hill). Planned alterations to Transgrid's high voltage transmission cables were completed. Tender documentation for further work and land acquisition activities commenced.	
Develop and maintain developer contribution plans and voluntary planning	Council has continued to update its developer contributions plan in line with quarterly CPI and industry costing benchmarks. Advice on the application of the contributions plan was provided to a number of developers.	





agreements that enable collection of contributions.	<p>During the year, two Voluntary Planning Agreements were considered by Council. The Voluntary Planning Agreements were offered by the developers of the former Hoxton Park Airport site and the New Brighton Golf Course site. The Voluntary Planning Agreements require the delivery of certain public infrastructure improvements including major road upgrades, land dedication, public amenity improvements and pedestrian facilities.</p> <p>Over one million dollars' worth of road and drainage works were delivered through the works-in-kind program. All requests for construction and subdivision certificates for these works were processed on time.</p>	
STRATEGY 3.4 REGULATE FOR A MIX OF HOUSING TYPES THAT RESPONDS TO DIFFERENT POPULATION GROUPS SUCH AS YOUNG FAMILIES AND OLDER PEOPLE		
Planning policies provide for towns and suburbs which have a range of dwelling types that deliver housing choice for owners and renters.	Council considered and responded to a number of State government draft policies, directions and legislative proposals with impact on dwelling types including the draft planning legislation and White Paper.	
STRATEGY 3.5 RETAIN VIABLE OPPORTUNITIES FOR LOCAL FOOD PRODUCTION WHILE MANAGING LAND USE TO MEET URBAN GROWTH DEMANDS		
Consider opportunities for agriculture to be maintained within the South-west Growth Centre area as the area establishes.	The Austral and North Leppington precinct of the South West Growth Centre was rezoned in March 2013 and caters for approximately 52,000 people and 16,000 dwellings. Due to site constraints such as topography and flooding, approximately 51 hectares is zoned to allow agricultural land uses.	
STRATEGY 3.6 MANAGE THE IMPACT OF FLOODING THROUGH THE DELIVERY AND MAINTENANCE OF DRAINAGE SYSTEMS		
Identify areas prone to flooding and develop flood management options.	A Risk Management Plan for areas subject to overland flooding was completed and a program of works identified for further investigation.	





	Council pursued voluntary purchase of properties confronted with severe flood risk from Georges River at Moorebank. Acquisition of properties has been less than expected due to owner reluctance to participate in the voluntary property acquisition scheme.	
Maintain creeks, waterways and man-made drainage systems.	<p>All Council's drainage assets were surveyed and maintenance carried out as required. Sediment and rubbish removal from waterways was completed as part of a reactive and proactive program at known hotspots. Council also undertook removal of aquatic weeds from waterways to improve water quality and flow.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> Over two kilometres of drainage pipes repaired and strengthened within the suburbs of Chipping Norton, Warwick Farm Lurnea and Liverpool. Major erosion protection works around drainage structures and creeks in Ireland Park, Chauvel Park and Amalfi Park Construction of 320 metres of large diameter underground pipe in the city centre. Completed design of a flood retention basin at Amalfi Park 	
STRATEGY 3.7 SUPPORT URBAN RENEWAL		
Encourage renewal of older urban areas	Council collaborated with State government to facilitate the redevelopment of the Miller town centre. Council wrote to Housing NSW in July 2012 regarding the adoption of the draft Memorandum of Understanding between Council and Housing NSW on renewal projects. Feedback from Housing NSW was not received and has prevented the project from proceeding.	
STRATEGY 3.8 SUPPORT HOUSING AFFORDABILITY		
Undertake planning for housing affordability.	A Housing Affordability Briefing Paper was drafted.	
OBJECTIVE 4: LIVERPOOL IS A SOCIALLY INCLUSIVE AND HEALTHY COMMUNITY		






STRATEGY 4.1 SUPPORT COMMUNITY ORGANISATIONS, GROUPS AND VOLUNTEERS TO DELIVER COORDINATED SERVICES TO THE COMMUNITY





Support and resource the Liverpool Community Services Sector.	<p>Council resourced and attended community services networks in Liverpool including the Liverpool Migrant Interagency and the Liverpool Youth Workers Network. The Liverpool Community Safety and Crime Prevention Working Group was convened to enable community organisations to share information and learn about community resources.</p> <p>The Community Donations Policy and Procedure was reviewed and endorsed by Council on 29 May 2013. \$86,898 was donated to the community sector.</p> <p>The ClubGRANTS funding round was completed in partnership with local participating clubs. A total of 121 applications were received requesting more than \$1.2 million.</p> <p>The Community Builders Program of the Department of Family and Community Services was delivered with Council support.</p> <p>Several workshops were delivered throughout the year including <i>Social Enterprise 101</i> in September 2012, <i>Managing a Social Enterprise</i> in October 2012, <i>Financial Understanding for a Social Enterprise</i> in October 2012, <i>Grant Writing</i> in November 2012 and <i>Working Better with Government</i> in April 2013.</p>	
Build a pathway of creative opportunities for Liverpool's people in collaboration with the Liverpool Migrant Resource Centre through community access programs.	CPAC provided programs and creative experiences to meet the needs and interests of Liverpool's diverse communities. Highlights for the year included <i>Pacifica Power</i> with a suite of exhibitions, performance and festival opportunities; <i>Sweet As</i> festival highlighting multicultural cooking; the <i>Landlock</i> exhibition featuring Afghani-Australian artists and the presentation of <i>Boxman</i> about refugee experiences.	




STRATEGY 4.2 RAISE AWARENESS IN THE COMMUNITY ABOUT AVAILABLE SERVICES AND FACILITIES






Undertake publicity for Council services, facilities and activities.	<p>267 media and marketing campaigns were undertaken. 51 Liverpool City Council news pages were produced and appeared on a weekly basis in the Liverpool Leader (News Local) and South West Advertiser (Fairfax) newspapers. Four Liverpool City Council residential newsletters were produced.</p> <p>CPAC conducted promotional campaigns for venue hire, programs and activities. This included the delivery of <i>Generator</i> magazine and targeted marketing to events, exhibitions and theatre.</p>	
STRATEGY 4.3 SUPPORT LOCAL HEALTH SERVICES AND PROGRAMS THAT PREVENT DISEASE AND IMPROVE WELL BEING		
Work with local health services to improve community health and wellbeing.	Four Healthy Living Programs of 16 weeks duration were undertaken. A <i>Healthy Cooking</i> program at the Liverpool Community Kitchen and Hub of eight week duration was also provided. Eight diverse groups undertook Council's learning to ride cycling program. A Bike Week event was held at CPAC on 23 September 2012 to engage residents in cycling programs. An active travel map was drafted and translation into community languages commenced.	
STRATEGY 4.4 SUPPORT ACCESS TO SERVICES FOR OLDER PEOPLE AND PREPARE FOR AN AGING POPULATION		
Run programs specifically for the aging community.	<p>Two information sessions for older people to raise awareness of and increase access to community services were delivered during Seniors Week.</p> <p>A variety of programs to meet the needs of the aged community were provided at CPAC. The matinee performances which target older people were extremely popular with shows selling out. A full Seniors Week program was also delivered including a Seniors Film Festival, workshops and a high tea.</p>	
STRATEGY 4.5 DELIVER HIGH QUALITY SERVICES FOR CHILDREN AND THEIR FAMILIES		
Provide Child Care Services for under five year olds compliant with national standards.	415 children from 409 families were enrolled in Council Child Care Centres. All childcare services were reviewed with regards to staff to child ratio requirements. Hinchinbrook Multi-Purpose Children's Centre and Wattle Grove Children's Centre were assessed during the year and both exceeded National Quality Standards.	

	Casula Preschool, Cecil Hills Children's Centre and Warwick Farm Children's Centre received upgrades to outdoor areas to provide better learning environments. Child Care Week was celebrated across all centres.	
Deliver program and activities for children and their families.	CPAC delivered the <i>Way Out West</i> Festival for Children with over 3,500 attendees. This is the only children's festival in Western Sydney and the only all free children's festival in Australia. CPAC also hosted the National Conference for Young People which provided an opportunity to showcase the quality of the work that the Centre produces for children and young people. Programing was delivered throughout each school holiday and the Kids Studio is open for use by families for free.	
STRATEGY 4.6 SUPPORT YOUNG PEOPLE'S ACCESS TO ACTIVITIES, SERVICES AND SPACES		
Implement Council's Youth Strategy.	Several activities were completed by Council in the year that related to the youth strategy. The <i>CBD Exposed</i> urban youth festival was delivered in January 2013. The Street Jam basketball competition which attracted more than 150 young people involved competitions and information stalls by youth services. The Street Legacy dance competition which attracted approximately 300 young people featured dance battles, dance competitions, prizes and giveaways. Additional ongoing actions were delivered including the Youth Donations Program, convening the Liverpool Youth Workers Network and the Liverpool Youth Council. Drafting of the <i>Youth Strategy Action Plan 2013-2014</i> commenced.	
STRATEGY 4.7 SUPPORT ACCESS AND SERVICES FOR PEOPLE WITH A DISABILITY		
Improve access to public infrastructure for those with a disability.	An audit of parking spaces and access ramps was undertaken in partnership with the Access Committee. The mobility map continues to be distributed.	
Deliver programing at the Casula Powerhouse Arts Centre specifically targeting people with special needs.	A full workshop program was delivered for people with specific needs including monthly <i>Create It</i> classes, opportunities to try new dance and movement forms twice monthly, and creative expression workshops also delivered twice monthly. An Auslan translated tour of the buildings and public art was installed and all exhibition openings are Auslan interpreted.	





Implement footpath and cycleway programs to improve accessibility and mobility across Liverpool.	<p>Over four kilometres of footpaths and shared paths was constructed.</p> <p>Four disability compliant bus shelters were provided at:</p> <ul style="list-style-type: none"> • Wroxham Road, Prestons • Kurrajong Road, Prestons • Greenway Drive, West Hoxton • Horningsea Park Drive, Horningsea. <p>Accessibility ramps were completed at Miller Senior Citizens Centre and Heckenberg Community Centre.</p>	
STRATEGY 4.8 SUPPORT INITIATIVES THAT IMPROVE HEALTH, EDUCATION AND EMPLOYMENT OUTCOMES FOR ABORIGINAL PEOPLE		
Undertake planning in relation to the Aboriginal and Torres Strait Islander communities.	An <i>Aboriginal Employment Strategy</i> was drafted. It is aimed at enhancing employment and training opportunities for residents with Aboriginal and Torres Strait Islander backgrounds. Council also continued to gather information to progress the <i>Aboriginal Culture and Heritage Study</i> .	
STRATEGY 4.9 SUPPORT ACCESS TO SERVICES AND SUPPORT FOR MIGRANTS AND REFUGEES		
Deliver programs for culturally and linguistically diverse communities.	Actions from the <i>Local Ethnic Affairs Policy Statement Action Plan 2012-13</i> were completed during the year, including delivery of a Refugee Week Awareness Day. A draft action plan for 2013-14 was prepared.	
Provide information and resources to culturally and linguistically diverse communities.	A Refugee Forum was held on 13 June in partnership with the Liverpool Migrant Resource Centre. The forum was attended by government and non-government agencies and focused on how to build social cohesion among diverse multicultural communities.	
Deliver programs at Casula Powerhouse Arts Centre that engage migrant and refugee communities.	The Liverpool Migrant Resource Centre was involved with exhibitions at CPAC providing advice and sourcing artists.	
STRATEGY 4.10 SUPPORT ACCESS TO HEALTHY AND AFFORDABLE FOOD FOR THE LOCAL COMMUNITY		

Collaborate with local groups and stakeholders to deliver targeted initiative aimed at increasing access to healthy and affordable food.	A <i>Healthy Food Provision Policy</i> for implementation across Council was drafted to be implemented as part of the Healthy Communities Initiative.	
STRATEGY 4.11 FACILITATE THE DEVELOPMENT OF COMMUNITY LEADERS		
Deliver actions that enhance community leadership.	<p>The Ethnic Leaders Forum was delivered in partnership with Liverpool Migrant Resource Centre. A meeting was held on Friday 14 June focusing on engaging with the police. The meeting was attended by six ethnic representatives including people from Sudanese, Congolese and Mandaean communities.</p> <p>Liverpool Youth Council members continued to receive support and recruitment was undertaken for two vacancies. Event planning and coordination support was provided for Youth Week events held in April 2013 .</p>	
STRATEGY 4.12 PROVIDE A DIVERSE RANGE OF RECREATION SERVICES		
Conduct a range of recreation events and activities.	<p>Council facilitated access to recreation opportunities through Council's leisure centres. The combined attendance for the year at Council's Whitlam, Michael Wenden and Holsworthy Leisure and Aquatic centres was 750,202.</p> <p>The available outdoor space around the Casula Powerhouse building was successfully used for festivals and activities throughout the year including the <i>Girls Get Active Day</i>, <i>Wild Stories</i> and <i>Pacifica Power</i>.</p>	
OBJECTIVE 5: COUNCIL AND THE COMMUNITY WORK TOGETHER TO SUPPORT ENVIRONMENTAL SUSTAINABILITY		
STRATEGY 5.1 MINIMISE HOUSEHOLD AND COMMERCIAL WASTE		
Provide residents with a sustainable waste collection service.	<p>All domestic waste was collected and processed to the required standard by Council's contractors. The following was collected during the year:</p> <ul style="list-style-type: none"> 41,545 tonnes of waste 	




	<ul style="list-style-type: none"> • 16,230 tonnes of recyclables • 14,757 tonnes of garden waste. <p>Council collected used needles from 26 participating pharmacies and 14 other locations (mainly parks) within the Local Government Area. Council also teamed up with Mobile Muster to recycle old mobile phones with the collection points located at Council's Customer Service Centre and all of Council's Library branches. All printer cartridges from Council's internal operations were sent to Planet Ark for recycling.</p>	
Deliver a range of waste collection activities.	<p>There were 21,884 residential household collections which gathered 3,620 tonnes of materials and 7,116 residential white goods collections which resulted in 219 tonnes of materials. A total of 6,550 mattresses were also collected.</p> <p>A Chemical Cleanout event was held on 23 February 2013 where 10.3 tonnes of unwanted chemicals were collected and disposed in an environmentally safe manner. An E-Waste collection was held from 8 - 11 March 2013 where 22 tonnes of TV's and computers were collected from 472 cars. The Clean Up Australia Day event was held on 3 March 2013 which involved community groups and schools cleaning their local environment.</p>	
Undertake a waste education strategy.	<p>The waste education program was conducted throughout the year. Bin inspections were completed for all city centre multi-unit dwellings. Bin inspection of randomly selected single unit dwelling were also undertaken as planned. Appropriate education materials were provided to the residents depending on the nature of contamination of the bins.</p> <p>Council, in partnership with its waste contractor implemented the School Waste Minimisation Program. Eight schools signed up for the program to undertake recycling and an education program.</p>	
STRATEGY 5.2 MANAGE THE ENVIRONMENTAL HEALTH OF WATERWAYS		
Reduce the amount of pollution entering creeks and rivers.	<p>Patrols of Council managed waterways in parks, based on complaints and proactivity were carried out. These ensure any pollution matters are identified, rectified or reported to relevant agencies.</p>	




	<p>Aquatic weed spraying was undertaken for Alligator Weed, Salvinia and Ludwigia at various locations across Liverpool.</p> <p>A total of three gross pollutant traps were installed as part of Council's source control strategy to prevent pollutants reaching our waterways.</p>	
Incorporate appropriate controls into Development Control Plans (DCP) to manage potential impacts of development on waterways.	Council provided comprehensive feedback on the water quality impacts of development, arising from the draft Development Control Plan, to the Department of Planning and Infrastructure.	
STRATEGY 5.3 PROTECT, ENHANCE AND MAINTAIN AREAS OF ENDANGERED ECOLOGICAL COMMUNITIES AND HIGH QUALITY BUSHLAND AS PART OF AN ATTRACTIVE MIX OF LAND USES		
Seek to incorporate appropriate controls into planning policies to ensure endangered ecological communities are adequately protected.	Council attended meetings with the Department of Planning and Infrastructure to provide appropriate planning controls for the new East Leppington release area. Council provided information to the public, participated in public exhibition meetings and provided a comprehensive written submission. The resultant draft documentation better represents environmental constraints relating to endangered species.	
Undertake significant bush regeneration projects that include locally native tree planting and weed and litter removal.	<p>Contracts were awarded for eight new bush regeneration sites and work commenced. The site selection process for 2013-14 was completed. Five sites from previous years were completed and handed over to Council's Bush Regeneration Team. Council is maintaining over 80 sites that have been completed under the Environment Restoration Program.</p> <p>Targeted noxious weed control was undertaken for Blackberry and Lantana at various locations. These and other noxious weeds are also removed as part of the bush regeneration work.</p>	
Deliver tree management programs.	Three tree giveaway events were held and over 4,000 native trees were provided to the public for planting at home. All applications for tree removal and pruning were assessed and a determination provided in a timely manner.	
Implement a generic plan of management for natural areas in Liverpool.	Drafting of the generic plan of management was substantially progressed. Completion of this project was deferred in favour of focussing on the preliminary feasibility study for a possible stadium and entertainment centre.	



STRATEGY 5.4 RAISE COMMUNITY AWARENESS AND SUPPORT ACTION IN RELATION TO ALL ENVIRONMENTAL ISSUES





Facilitate Council's Environment Volunteer Program to support environmental activities around Liverpool.	Council supported 10 Environment volunteer groups who work on their local environments. This includes a new Environment Volunteer group for Chauvel Park. Community tree planting activities were held at Voyager Point, Riverside Park in Chipping Norton, Australis Park in Wattle Grove and Overett Park in Kemps Creek.	
Conduct an education program on a range of sustainability issues.	<p>Workshops delivered in the year were:</p> <ul style="list-style-type: none"> • <i>Natural Green Cleaning</i> - July 12 • <i>Worm farming and Composting</i> - August 12 and October 12 • <i>How to plant a Native Garden</i> - September 12 • <i>Frog Walk and Talk</i> - November 2012 • <i>Save Energy, Save Money</i> - March 2013 and May 2013 • <i>Balcony Gardening</i> - April 2013 • <i>Organic Garden Problem Solver</i> - June 2013. <p>Four editions of the <i>Sustaining Newsletter</i> were sent out to the residents. The newsletter provided education material and information on various environment, sustainability and biodiversity matters.</p> <p>A councillor workshop was held in April 2013, outlining Council's approach to environmental sustainability, including energy and water efficiency. A <i>Climate Change Adaptation Strategy</i> was completed and circulated to staff in March 2013. This followed on from the adoption of the <i>Climate Change Risk Assessment</i> by Council in August 2012.</p>	
Encourage public comment in relation to planning proposals and planning controls which may result in environmental impacts.	11 amendments to the principle planning instrument Liverpool Local Environmental Plan 2008 were progressed. Each of these involved a process of consulting with both State government agencies and the local community. Feedback is considered by Council and appropriate changes are made to documentation where necessary, including those relating to environmental impacts.	
Include environmental awareness in arts programs.	The <i>Wild Stories</i> exhibition at CPAC was the culmination of an 18 month community engagement project that explored foraging, use of the natural environment and our	


	engagement with plants and nature. The <i>Way Out West</i> festival included recycling themes and provided positive and engaging messages about sustainability.	
STRATEGY 5.5 ACT AS AN ENVIRONMENTAL LEADER WITHIN THE COMMUNITY		
Increase the capacity of Council to meet its environmental legislative requirements and improve environmental performance.	Council's Integrated Environmental Sustainability Action Plan focuses on six key environmental performance areas (Energy, Sustainable Procurement, Sustainable Transport, Waste, Water and Environmental Sustainability Engagement). Action within each key performance area commenced. All tasks scheduled for the financial year were completed.	
STRATEGY 5.6 ENHANCE THE ENVIRONMENTAL PERFORMANCE OF BUILDINGS AND HOMES		
Ensure that the environmental performance of buildings and homes is considered in all relevant Development Applications.	Relevant Development Applications were reviewed to ensure that they were accompanied by a BASIX Certificate and that the commitments contained within the Certificate are included in plans accompanying the development application. The BASIX Certificate relates to the energy and water efficiency of buildings.	
Improve environmental performance of Council's buildings through maintenance and renewal projects.	New energy efficient high performance air conditioning systems were installed at Prestons, Casula and Holsworthy Child Care Centres.	
OBJECTIVE 6: THE CULTURE AND DIVERSITY OF LIVERPOOL IS RECOGNISED AND VALUED		
STRATEGY 6.1 FACILITATE THE CELEBRATION OF THE RICH VARIETY OF CULTURES		
Facilitate the development of local stories.	An exhibition featuring local artists, titled <i>8 x 8</i> , was held in the Marsden Gallery. The Marsden Gallery also showed local solo exhibitions that complemented the major exhibitions on display. HSC art students from schools in Liverpool were exhibited in <i>NEXT:2012</i> . Local artists and performers were employed during the <i>Way Out West</i> festival for children and <i>Pacifica Power</i> .	
Deliver a program of city wide community events.	Community events were delivered in partnership with a range of government and community organisations. The highlights were: <ul style="list-style-type: none"> • NAIDOC Week street march and family day - July 2012 	




	<ul style="list-style-type: none"> • Harmony Day event - 21 March 2013 • Two Youth Week events - <i>Street Legacy III</i> dance competition and the <i>Street Jam</i> basketball competition <p>The Library ran a series of highly successful programs for children and adults. These included story time, rhyme time, English language conversation classes, a broadband class for Seniors, author talks and a month-long celebration for Christmas.</p> <p>A total of six civic functions were held and highlights were:</p> <ul style="list-style-type: none"> • South Western Sydney Academy of Sport Civic Reception in July 2012 • Toda Delegation Dinner in November 2012 • Mayoral Christmas Reception 2012 	
STRATEGY 6.2 PROMOTE COMMUNITY HARMONY AND ADDRESS DISCRIMINATION		
Provide programing and art experiences that physically brings together communities.	The <i>Pacifica Power</i> program was successfully run from 13 October - 20 November with over 15,000 visitors taking part in a festival day, <i>BBQ Pacifica</i> , exhibitions, public programs and theatre. Highlights included the presentation of <i>Tautai</i> theatre from New Zealand, <i>Pacific Empowerment Tours</i> .	
STRATEGY 6.3 PROVIDE CULTURAL CENTRES AND ACTIVITIES FOR THE ENJOYMENT OF CULTURE AND THE ARTS		
Provide a centre for the collection and enjoyment of local historical and heritage items.	The Liverpool Regional Museum continued to provide an attractive venue for the enjoyment of Liverpool's history and culture. Many heritage collections were catalogued including family papers and objects donated to the Museum by the Bartlett family.	
Conduct an extensive arts and culture program and events at Casula Powerhouse Arts Centre.	CPAC continued to grow in popularity. The visitation to the Centre was 65,668. This is an increase of 11 per cent from the previous year. Highlights of the year included: <ul style="list-style-type: none"> • An extremely diverse and critically received exhibition program including <i>Onside</i>, <i>Landlock</i>, <i>Pigeon Auction</i> and <i>Wild Stories</i> • Three major festivals events – <i>Way Out West</i>, <i>Pacifica Power</i> and <i>Sweet As</i> 	







	<ul style="list-style-type: none"> A performance program comprised of drama, comedy, children's theatre and music 	
STRATEGY 6.4 CREATE AWARENESS OF AND ENCOURAGE USE OF SIGNIFICANT HISTORICAL AND CULTURAL SITES		
Implement a variety of approaches to raise awareness of Liverpool's historical and cultural heritage.	<p>The Library and the Museum provided an extensive program of historical or cultural exhibitions and events:</p> <ul style="list-style-type: none"> <i>Resonances: objects, lives and stories of Liverpool</i> launched by the Mayor on 28 March. <i>They Never Knew Why - The Holsworthy Internment Camp.</i> <i>Smalltown</i> exhibition featuring photographs by Martin Mischkulnig with words by Tim Winton; and <i>Reading through the Ages</i>, a National Year of Reading 2012 exhibition. <p>A printed publication and guide showing the building, public art works and key facts about the history of the Powerhouse building was produced and made available free to the public at the front counter of CPAC</p>	
STRATEGY 6.5 SUPPORT COMMUNITY IDENTITY AND A SENSE OF BELONGING		
Promote diversity and harmony and enhance community identity.	Council supported CuriousWorks to deliver the <i>You Are Here</i> project. The project produced a series of films with young people to engage them in developing multimedia skills and to enhance community pride. The films premiered at Liverpool City Library on 1 and 2 November 2012.	
OBJECTIVE 7: THERE IS AN EFFICIENT AND HIGHLY CONNECTED AND INTEGRATED TRANSPORT SYSTEM		
STRATEGY 7.1 PROMOTE AN INTEGRATED AND USER FRIENDLY PUBLIC TRANSPORT SERVICE		
Advocate to State Government to improve public transport service for our suburbs.	<p>Council made the following representations to State Government transport agencies:</p> <ul style="list-style-type: none"> Submission on the draft <i>NSW Long Term Transport Master Plan</i> aimed at the transport improvements required to accommodate development. 	





	<ul style="list-style-type: none"> Submission on the draft <i>NSW Freight and Port Strategy</i> with a detailed assessment of impact of the strategy on Liverpool and on Liverpool's transport needs. <p>Council provided a venue and support for the work of the Liverpool Transport Taskforce which discusses and makes submission to the State Government for improvements to the public transport services in Liverpool.</p> <p>Council also attend WSROC meetings to discuss proposed State government road improvements including on Camden Valley Way, Campbelltown Road and Bringelly Road.</p>	
STRATEGY 7.2 SUPPORT THE DELIVERY OF A RANGE OF TRANSPORT OPTIONS		
Advocate to State Government for increased road, rail and bus capacity to meet increasing travel demands of south-west Sydney.	Representations at State level are covered by 7.1. There were no opportunities provided at other levels of government for representations to be made.	
STRATEGY 7.3 DELIVER AND MAINTAIN A HIGH QUALITY LOCAL ROAD SYSTEM INCLUDING PROVISION AND MAINTENANCE OF INFRASTRUCTURE AND MANAGEMENT OF TRAFFIC ISSUES		
Undertake timely renewal and replacement of road assets.	<p>Over five million dollars was expended in the year in renewing and resurfacing 15 local and regional roads across Liverpool with a combined length of over six kilometres. Council continued with major road upgrades on Bernera and Kurrajong Roads which provide primary access to the development areas of Prestons, Carnes Hill, Edmondson Park and Horningsea Park. This upgrade is estimated to cost 40 million dollars.</p> <p>Council completed cost effective road repairs, resealing, pothole patching, re-grading road shoulder and drains as identified in Council's Works Program and also as requested by customers. Council continued the administration of its Local Traffic Committee for approval and installation of traffic facilities, including signs and line marking in response to community concerns.</p>	



STRATEGY 7.4 DELIVER AND MAINTAIN A RANGE OF TRANSPORT RELATED INFRASTRUCTURE SUCH AS FOOTPATHS, BUS SHELTERS AND BIKEWAYS		
Put in place development controls which require the provision of bus shelters, footpaths and bike paths.	Council have throughout the year provided comprehensive feedback to the Department of Planning and Infrastructure regarding the Development Control Plan. The plan provides for bus shelters and paths.	
Continue to deliver new paved footpaths, shared paths and bus shelters.	<p>Over 1.5 kilometres of new paved footpaths were provided at the locations as follows:</p> <ul style="list-style-type: none"> Falcon Crescent, Bernier Way, Chapel Ave, Cristobal Drive in Hinchinbrook and Green Valley Leacoks Lane, Tallwood Ave, Reserve Road and DE Meyrick Avenue in Casula. <p>Four bus shelters were provided.</p>	
Regularly maintain footpaths, cycle ways and kerb and gutter.	Council completed the cost effective maintenance of concrete footpath, cycleway, kerb and gutter and traffic facilities as requested by customers and also as identified in Council's Works Program.	
STRATEGY 7.5 ENHANCE ROAD SAFETY FOR ALL ROAD USERS		
Implement Road Safety Action Plan.	<p>In order to implement road safety initiatives Council secured grant funding from the State Government and a funding application was submitted for the 2013-14 year.</p> <p>All school zone penalty flyers were updated and distributed via email to all schools in Liverpool. A Children's Crossing fact sheet was distributed to all schools where new crossings or upgrading was carried out including Hammondville Public School and Kemps Creek Public School.</p> <p>Road Safety Officers and Rangers carried out site visits to 27 schools. Road safety and parking concerns around the schools were investigated to address community concerns. Regular patrols of school zones were carried out by the Parking Patrol Officers and Rangers. Penalty Infringement Notices were issued where warranted.</p>	

	<p>A slow down to the default speed limit (50 kilometres per hour) on local roads program was implemented on roads identified as requiring traffic calming. The aim was to remind the residents of the default speed limit and police enforcement. This included advertisements in the Liverpool Leader (one advertisement per month), and distribution of flyers to local residents along the selected streets.</p> <p>Council organised eight free child restraint checking sessions supported and funded by the Roads and Maritime Services. The sessions involved experienced child restraint fitters explaining to parents the correct procedure for fitting child restraints and properly fixing child seats. The sessions, were fully booked and the participants greatly appreciated the service provided.</p> <p>Council organised one workshop, each quarter, for parents and supervisors of learner drivers to provide practical advice on better supervision.</p> <p>All regional Police and Roads and Maritime Services road safety programs were promoted locally.</p> <p>Information on road rules and appropriate driving behaviour was provided to the NSW Police Citizens and Youth Club for the Traffic Offender Intervention Program. Two meetings were also held with Police representatives on the implementation of the Program.</p>	
STRATEGY 7.6 PROMOTE THE PROVISION OF A WELL-FUNCTIONING REGIONAL TRANSPORT NETWORK BY STATE AND FEDERAL GOVERNMENTS		
Advocate to State Government to improve transport services and infrastructure.	Council made the following representations to State Government transport agencies: <ul style="list-style-type: none"> • Submission on the Draft <i>NSW Long Term Transport Master Plan</i> aimed at the transport improvements required to accommodate development • Submission on the Draft <i>NSW Freight and Port Strategy</i> with a detailed assessment of impact of the strategy on Liverpool and Liverpool's transport needs 	

	<p>Council provided a venue and support for the work of the Liverpool Transport Taskforce which discusses and makes submission to the State government for improvements to the public transport services in Liverpool.</p> <p>Council also attend WSROC meetings to discuss proposed State government road improvements including on Camden Valley Way, Campbelltown Road, and Bringelly Road.</p>	
OBJECTIVE 8: URBAN INFRASTRUCTURE MEETS THE NEEDS OF A GROWING COMMUNITY		
STRATEGY 8.1 SUPPORT THE PROVISION OF MAJOR INFRASTRUCTURE INCLUDING ELECTRICITY, SEWERAGE, WATER, SCHOOLS AND TELECOMMUNICATIONS		
Liaise with State agencies to secure delivery of infrastructure to support urban renewal and to underpin development of new suburbs.	Design briefs were provided and designs of new street lighting were approved in consultation with Endeavour Energy, for street lighting in new release areas including Georges Fair, Middleton Grange, and Edmondson Park. Upgrades to existing street lighting were also approved at a number of locations in accordance with Australian Standards and within the required time frame.	
STRATEGY 8.2 MANAGE INFRASTRUCTURE ASSETS IN ACCORD WITH ESTABLISHED ASSET MANAGEMENT PRINCIPLES		
Maintain Council's building assets in sound condition to meet the community's needs.	<p>All scheduled building maintenance works were completed and the budget fully expended for the year. This included:</p> <ul style="list-style-type: none"> • A new amenities building in Rosedale Oval. • Significant renovation of the Voyager Point Community Centre at an estimated cost \$16,600. • Significant works on the Durrant Oval Change Rooms, Toilet facilities and Club House by Council staff at an estimated cost of \$40,120 	
Monitor and manage works carried out by others to ensure Council's standards and specifications are maintained.	All driveway inspections were completed within the required timeframe. All road applications for permits to undertake works on Council's roads and road reserves were issued within agreed timeframes.	



STRATEGY 8.3 PROVIDE WELL DESIGNED COMMUNITY FACILITIES TO MEET COMMUNITY NEEDS		
Deliver the Community Native Plant Nursery and Environment Education Centre.	The location of the Community Native Plant Nursery and Environment Education Centre was identified as within the park running along the Georges River from CPAC to the city centre. However, the location of the Community Nursery within the park has been subject to the location of the rail link for the intermodal development. This has prevented any progress on the project. Council is currently considering alternative sites for the Centre.	
Support the delivery of new and upgraded community facilities in new and recently established areas.	The Human Services Planning Group meetings were held in November 2012 and in February 2013. The group is on track to continue lobbying for services and resources for Liverpool's growth areas.	
Deliver the Carnes Hill Community and Recreation Precinct.	Work on the Carnes Hill Recreation and Community Precinct is progressing in accordance with the project plan and timeline. The design and building brief for the Carnes Hill Library and Community Centre has been completed. A development application for the precinct was lodged by Council.	
STRATEGY 8.4 PROVIDE AND MAINTAIN A DIVERSE RANGE OF RECREATION SERVICES AND FACILITIES		
Support the delivery of new and upgraded recreation facilities in new and recently established areas.	The planning for Austral and North Leppington provides for the delivery of eight sporting fields to serve the needs of the incoming community.	
Provide equitable access to Council's community facilities.	The Expression of Interest for use of community buses for the 2013 calendar year was advertised in September 2012 and buses were allocated to 18 community groups. The Expression of Interest for use of community facilities for two years was advertised in July and August 2012. Tenancies were allocated to 33 community groups and permanent hires were allocated to 130 community groups.	
Research future community requirements for recreation and open space infrastructure.	Council resolved to seek support for a stadium and entertainment centre in Liverpool and made provision of \$120,000 for the purpose of preparing a feasibility study. The study commenced and is on track for completion by the end of October 2013.	
STRATEGY 8.5 PROVIDE ASSETS IN A MANNER THAT MEETS RELEVANT STANDARDS AND IDENTIFIED SERVICE LEVELS		

Ensure Council's buildings comply with sustainability principles.	Post construction reviews were undertaken by Council of all major projects to ensure that requirements in relation to environmental, social economic and governance aspects of sustainability have been met.	
OBJECTIVE 9: THERE IS ACCESS TO COMPREHENSIVE EDUCATION AND TRAINING		
STRATEGY 9.1 SUPPORT OPPORTUNITIES FOR INFORMAL LEARNING AND RESOURCE A NETWORK OF LIBRARIES IN THE COMMUNITY		
Provide modern Library facilities to meet the learning and leisure needs of the people of Liverpool.	The Library acquired 14,207 new library materials for the collection, as well as 3,743 eBooks. During the months of February and March, the Library ran a back to school membership drive. The campaign was successful in attracting 554 new student memberships. The Library also subscribed to 42 databases such as Encyclopaedia Britannica and Times Digital Archive 1785-1985.	
STRATEGY 9.2 SUPPORT ACCESS TO THE INTERNET, IN PARTICULAR BROADBAND CONNECTION		
Work with government to promote delivery of information infrastructure.	The roll-out of optic fibre by National Broadband Network Company is under way in parts of Liverpool, including the city centre. Council has held preliminary discussions with the Company about future collaboration and promotion of fast broadband benefits for business and the community in Liverpool, particularly with respect to free public Wi-Fi in the city centre.	
STRATEGY 9.3 SUPPORT ACCESS TO POST SECONDARY EDUCATION, INCLUDING TAFE AND UNIVERSITY		
Collaborate with education providers to enhance access for the local community to educational opportunities.	<p>Council initiated collaboration with TAFE. Key projects identified and implemented with TAFE included:</p> <ul style="list-style-type: none"> • A state-wide TAFE awards event held at CPAC in July 2013 • TAFE is a key member of the Health, Education and Medical Precinct Group that meets on a quarterly basis and is convened by Council • TAFE was a key partner in local employment initiatives such as the workshop held at Miller TAFE on building and construction and at one held at Liverpool Library on retail 	





	<ul style="list-style-type: none"> TAFE has become a key partner in the University of Sydney urban symposium scheduled for August 1, 2013 for Liverpool 	
STRATEGY 9.4 SUPPORT PROGRAMS FOR STUDENTS REQUIRING ASSISTANCE		
Encourage study by providing appropriate facilities.	<p>Council continued to support students with their learning through the facilities and services provided by the Liverpool City Library.</p> <p>The Library introduced tablets for young children to support early literacy programs. The tablets were pre-loaded with educational applications including some especially selected for children with autism. The area allocated to the Library's Digital Literacy Hub was expanded to meet increasing demand. The Hub provides English and information literacy programs to people from a non-English speaking background and computer and internet lessons to seniors.</p>	
STRATEGY 9.5 SUPPORT EDUCATION OPPORTUNITIES THAT MEET THE NEEDS OF THE COMMUNITY		
Take action on identified education related issues.	<p>Council initiated action aimed at developing leadership and organising skills of the young. Twenty young people participated in the planning and delivery of the <i>Twisted Sounds Youth Music Festival</i>. Liverpool Youth Council was supported to deliver Youth Week events and activities to gain skills in event management and to provide volunteering and leadership opportunities for young people.</p> <p>Council collaborated with TAFE to deliver an Employment and Education Expo on 19 September 2013. The Expo will offer apprenticeship, job and training opportunities to Liverpool residents, particularly young people.</p> <p>To support lifelong learning the construction of the People's Shed at 11 Jersey Street, Busby continued and is due for completion in July 2013. The People's Shed members meet weekly and are supported as required. Council resolved to provide grants of up to \$20,000 to registered sheds in Liverpool and development of the funding guidelines and application form commenced. Work was also undertaken to identify potential sites for other sheds in Liverpool.</p>	

OBJECTIVE 10: LIVERPOOL HAS A RANGE OF BUSINESS AND EMPLOYMENT OPPORTUNITIES


STRATEGY 10.1 ENCOURAGE FURTHER DEVELOPMENT OF A VARIETY OF EMPLOYMENT OPPORTUNITIES, WHICH PROVIDE FOR A RANGE OF SKILL LEVELS AND EMPLOYMENT CATEGORIES

Zone land to allow a range of employment types within a variety of locations to best meet local employment needs.	Council worked with the Department of Planning and Infrastructure to prepare the planning documents for the East Leppington Precinct. These documents include an Indicative Layout Plan which designates land for a local centre and a neighbourhood centre that will provide a small level of local employment. The precinct is within walking distance of the planned North Leppington Major Centre which will be developed to have a range of employment, retailing and services.	
Facilitate the development of social enterprise initiatives across Liverpool.	A community forum for residents and community agencies which focused on the development of social enterprises in the 2168 area was delivered.	


STRATEGY 10.2 FACILITATE ECONOMIC DEVELOPMENT

Provide information and support to improve the quality of development applications.	Four Developers Focus Group meetings were held. The Developers Focus Group provides a valuable opportunity to meet and discuss planning matters with which will assist developers in the preparation of applications.	
Actively promote Liverpool as a place for business to invest and grow.	A <i>Liverpool Economic Development Strategy</i> , an <i>Economic Profile</i> and an investment prospectus called <i>Liverpool: City of Growth and Opportunity</i> were completed. It is planned to publicly release the documents in September 2013.	
Provide opportunities for local artists to sell or present their work.	Over 20 local artists had their work exhibited in gallery spaces at CPAC. The Marsden Gallery is dedicated to local artists and community groups. Local theatre groups were also able to use the Centre, most notably the Liverpool Performing Arts Ensemble. Local community theatre groups such as Junction works, Tree of Life and KARI were also partnered with to present work.	
Hold markets at Casula Powerhouse Arts Centre for local business and community to sell produce and products.	Record and craft fairs were held at CPAC including a small 'pop-up shop' in the building which profiled local designers and craftspeople. Council was unable to hold outdoor markets at CPAC due to the works being undertaken on the rail line.	

STRATEGY 10.3 SUPPORT ACCESS TO EMPLOYMENT AND TRAINING PARTICULARLY FOR YOUNG PEOPLE, OLDER PEOPLE, MIGRANTS AND THOSE EXPERIENCING LONG TERM UNEMPLOYMENT



Conduct a program of training and learning activities at the Community 2168 Training and Research Centre.	<p>The 2168 Employment and Education Expo was held and over 600 people participated, with 55 government agencies, non-government agencies and businesses having stalls. Four highly successful workshops were delivered as part of the Expo.</p> <p>The 2168 Training and Research Centre delivered a men's health forum on 7 June 2013 which was attended by more than 50 residents and agencies. A project development workshop was delivered on 25 June.</p>	
---	---	---





STRATEGY 10.4 FACILITATE DEVELOPMENT OF NEW TOURIST BUSINESSES BASED ON LOCAL ATTRACTIONS AND CULTURE-IN-TOURISM AS WELL AS OTHER CREATIVE INDUSTRIES


Implement a creative industries strategy that includes cultural tourism.	Council was involved in consultations on creative industries strategies, cultural policy and cultural planning at both a State and National level. Council ensured that the needs and aspirations of Liverpool are considered in these initiatives.	
--	---	---





OBJECTIVE 11: DECISION MAKING PROCESSES ARE TRANSPARENT AND THE COMMUNITY HAS OPPORTUNITIES TO BE INVOLVED


STRATEGY 11.1 ENCOURAGE THE COMMUNITY TO ENGAGE IN COUNCIL INITIATIVES AND ACTIONS






Support and resource the Committees of Council.	<p>Meetings of Council Committees were held with representative of both the Council and the community including: Heritage Committee, Street Naming Committee, Liverpool Sports Committee, Environment Advisory Committee, Aboriginal Consultative Committee, Liverpool Local Traffic Committee and Liverpool Youth Council.</p> <p>Meetings were also held on the intermodal proposals.</p>	
Implement a program of community engagement.	Council's Community Engagement Policy was adopted in June 2013. Work continued on the staff community engagement guidelines. Investigation of online engagement suppliers was undertaken for the 'Liverpool Voice' community engagement method.	





	<p>The urban and rural community forums were held monthly from July to November in 2012 except for September because of the election. Forums commenced for the 2013 calendar year in February and monthly meetings were held until June. Total attendance for the year at the 18 forums held was 227 compared to 335 in 2011-12.</p> <p>Council posted 293 updates as part of its Communications Campaigns to inform the community on key Council's events, initiatives and news via Facebook and Twitter.</p> <p>There were 267 media and marketing campaigns undertaken in the period.</p>	
Provide a volunteer program at Casula Powerhouse Arts Centre.	The Centre provides monthly volunteer briefings and inductions. There is a running average of over 30 regular volunteers, including those in the youth committee. Volunteers were particularly helpful in delivering support during the Women in Sport initiative and youth programming and events.	
Provide timely and accurate information to residents.	<p>51 Liverpool City Council news pages were produced and appeared on a weekly basis in the Liverpool Leader and South West Advertiser newspapers. Four Liverpool City Council residential newsletters were also produced.</p> <p>Council meetings and meeting papers also provide information to the public directly or via the web. Twelve ordinary Council meetings and two extraordinary Council meetings were held in accordance with the Code of Meeting Practice and all were supplied with the necessary paperwork.</p>	
Provide educational opportunities on the services provided by Council, Council's role within the community and the decision making process.	<p>Council provided civic education or orientation to new residents, specifically migrants and refugees. This was in the form of Discovery Tours which provide information on the role of Council. Discovery Tours were provided to a mother's group, a multicultural group and a public school group.</p> <p>Four educational presentations to schools on the role of Council and its services and facilities were provided.</p>	
Seek customer feedback on services, programs and facilities.	The Community Survey was conducted in October 2012. The survey was by telephone and selection of the 500 respondents was by computer generated random process. The survey found a generally positive result for Council with 43 of the 46 services rated as moderate to high satisfaction. There were no significant decreases in satisfaction compared to previous surveys.	





	<p>Communications conducted feedback surveys for several projects including:</p> <ul style="list-style-type: none"> • Revamp of Council's website • Carnes Hill Recreation and Community Precinct • Closed Circuit TV • Liverpool City Cup 	
Develop and implement communication strategies that address specific needs in the community.	<p>A total of 18 stories within the residential newsletters were translated into Hindi, Arabic and Vietnamese. Additionally, each issue of the residential newsletter features the contact number for the interpreter service.</p> <p>The Library's digital collections are available to customers from home, school or work or while on the move. With an expanding range of mobile applications, customers especially those with limited mobility can use the Library's digital collections wherever and whenever they like.</p> <p>Regular access workshops are run in both visual arts and dance at CPAC. Access workshops are provided during festival events with provisions made to accommodate specific needs. A hearing loop is available for all theatre productions, as is disability accessible seating. All exhibition openings are now Auslan interpreted. An Auslan vodcast and tour of the CPAC was developed and launched.</p>	
OBJECTIVE 12: THE COMMUNITY IS SUPPORTED BY A WELL-MANAGED AND RESPONSIVE COUNCIL		
STRATEGY 12.1 DEVELOP, IMPLEMENT AND REGULARLY REVIEW A FINANCIAL STRATEGY THAT BALANCES COMMUNITY ASPIRATIONS AND WILLINGNESS TO PAY		






Effectively manage all aspects of Council's financial management function in accordance with legislative requirements.	<p>Council achieved the investment income budgeted for the year and its investment portfolio yield for the year was above the industry benchmark.</p> <p>The 2011-12 Annual Financial Reports were completed in October 2012 in accordance with the deadline from the Division of Local Government. Preparation of 2012-13 Annual Financial Statements commenced and is on target.</p> <p>Council met all of its financial legislative obligations during the year.</p>	
Develop and monitor Council's Resourcing Strategy including long term financial plan and annual budget in compliance with the Division of Local Government requirements.	Quarter Budget Reviews were completed on time and reported to Council. These measure information on Council's financial performance against planned income and expenditure including capital works. The Statement of Revenue Policy and Annual Budget for the year were completed on time as part of the Operational Plan.	
Reduce the dependency of Casula Powerhouse on Council revenue.	<p>A cash sponsorship of \$5,000 was obtained for the <i>Way Out West</i> festival for children and a value-in-kind sponsorship for signage. Value- in -kind sponsorships were also received for the Women in Sport initiative. Sponsorship proposals were developed for all key projects.</p> <p>A comprehensive philanthropic giving program was implemented that allows people to make donations towards specific programs, mainly those that are education and schools focused.</p> <p>Audience numbers have been trending upwards, particularly in children's theatre and the senior's matinees. Within the industry-wide experience, sales for adult productions are slower but there have been new audiences for each production delivered. This will be built on for future audience and ticket sales growth.</p>	
STRATEGY 12.2 DEVELOP, IMPLEMENT AND REGULARLY REVIEW A WORKFORCE MANAGEMENT PLAN TO SUPPORT COUNCIL'S DELIVERY PROGRAM AND OPERATIONAL PLAN		
Co-ordinate review and maintain the Workforce Management Plan.	Review of the Workforce Management Plan commenced. The following actions in the plan for the year were progressed:	

	<ul style="list-style-type: none"> • The Climate Survey was completed and feedback from the survey has been provided through team presentations • Council commenced implementation of the recruitment module in its new Human Resources and Information System and this is expected to go live early next year • Changes have been implemented to improve communications with applicants and the reduce time frame for recruitment • Exit interviews are offered to employees who are leaving Council to and the information from these decisions is used to assist in future retention activities • Statistical reports are provided on a fortnightly basis to Executive Meetings. • Policies have been reviewed including those covering staff recognition, performance management and leave <p>New employee profiles are being entered into the new Human Resources and Information System and existing employees' profiles will be added in 2013-14.</p>	
STRATEGY 12.3: DELIVER SERVICES THAT ARE CUSTOMER-FOCUSED		
Operate Council's Customer Contact Centre.	<p>Council maintained a 24 hour phone service throughout the year in accordance with agreed delivery standards. 80 per cent of phone calls were resolved without transfer and 79 per cent of phone calls answered within 20 seconds. The Contact Centre took 157,915 calls and Council's After Hours service took 11,902 calls in the year. 62,941 customer requests were raised in addition to 459 customer requests received online. 909 emails were answered.</p> <p>Council's Customer Service staff handled 52,053 face to face enquiries, submissions, applications and receipts. Prompt and efficient service was provided with an average queue waiting time of only one minute and 37 seconds which is considerably better than the service delivery standard of five minutes.</p>	
STRATEGY 12.4: OPERATE A WELL DEVELOPED GOVERNANCE SYSTEM THAT DEMONSTRATES ACCOUNTABILITY, TRANSPARENCY, ETHICAL CONDUCT, A SAFE WORKPLACE AND MANAGES RISK		

Provide a sound corporate governance framework.	During the year a number of Council's governance policies and procedures were reviewed and amended to ensure legislative, regulatory and internal policy compliance, as well as in support of Council's commitment to continuous improvement. These included Code of Conduct, Conduct Procedures, Code of Meeting Practice, Privacy Management Plan, Customer Feedback Policy, Councillor Access to Information and Interaction with staff, Annual monitoring of Gift and Benefits Register and the Ethical Governance Secondary Employment Policy.	
Ensure the community is aware of its rights and responsibilities in relation to accessing information.	In keeping with the State government commitment to open transparent government Council has undertaken the following activities: <ul style="list-style-type: none"> • The <i>Public Access to Information</i> page on Council's website was updated • All new and revised council policies were published on the Council website • Council work units were advised regarding open access requirements for publishing information on Council's website • Training and information on probity, procurement, procedural fairness and other issues related to ethical standards was provided 	
Provide training and support for elected representatives.	A total of 18 briefing sessions and five training sessions were held for Councillors in the year.	
Continue to implement Council's Work Health and Safety (WHS) system.	A health fair was held for staff. The potential for an on line system for WHS documentation was investigated. It was found that the current version of the Human Resource Information System does not provide for integration with Council's document management system. Other options are being considered. The elections for the WHS committee were held.	
Provide learning and development opportunities to all staff to improve delivery of Council services.	A review of training needs has commenced and a training program will be developed once finalised. The management development program was deferred to next year pending finalisation of the new organisational structure.	

Develop a policy and process that delivers a performance-based culture.	A new policy and procedure was developed for consideration by the Executive.	
Manage Council's property portfolio in accordance with statutory requirements.	<p>Council's property portfolio is actively managed to optimise returns to Council. Within this context, two road leases, one pipeline lease and two land leases were negotiated. In addition five leases for office space were re-negotiated.</p> <p>Acquisitions for infrastructure, open space and drainage are facilitated as required. Three properties were acquired for road widening. Eight properties were acquired for drainage and flood mitigation and six properties were acquired for both drainage and open space.</p>	
Conduct a sound audit system.	<p>Nine planned audits were conducted during the year. Six others were commenced and substantially progressed. There was a significant increase in unplanned projects or investigations. Internal Audit conducted 20 unplanned projects during the period which included the investigation of referrals by the Independent Commissioner Against Corruption, Public Interest Disclosures and other investigation referrals.</p> <p>Five Work Health and Safety Audits were conducted for the year as planned.</p>	
STRATEGY12.5 UNDERTAKE INTEGRATED PLANNING THAT MEETS THE REQUIREMENTS OF THE STATE GOVERNMENT		
Implement the integrated planning framework.	<p>The End of Term Report on the delivery <i>Growing Liverpool 2021</i> was completed and adopted by the Council at its meeting 20 August 2012.</p> <p>A comprehensive and quality sixth monthly report on the Delivery Program 2011-15 was made available to Council and the public in February 2013.</p> <p>A new Community Strategic Plan called <i>Growing Liverpool 2023</i> was developed in consultation with the community in early 2013, exhibited in May and adopted by Council at its meeting on 26 June. A new Delivery Program 2013-17 and Operational Plan 2013-14 were developed and exhibited in the same period and were also adopted at the June Meeting. Development of the Annual Report for 2012-13 commenced as planned.</p>	

	All documents were prepared in accord with the integrated planning requirements.	
Develop and monitor Council's Resourcing Strategy including long term financial plan and annual budget in compliance with State Government requirements.	<p>Progress was made on the review of the Asset Management Plan as scheduled.</p> <p>The Long Term Financial Plan for 2012-13 was updated and reviewed at the Council workshop in November 2012. Preparation for the Long Term Financial Plan 2013-14 commenced.</p> <p>Asset management programs, which are part of the Asset Management Plan, were reviewed.</p>	
Research and provide demographic data for planning purposes.	The Liverpool Community Profile on the Council's website was updated with 2011 Census data.	
STRATEGY 12.6 ACTIVELY ADVOCATE FOR FEDERAL AND STATE GOVERNMENT SUPPORT, FUNDING AND SERVICES		
Undertake advocacy to relevant State and Federal bodies to improve services, infrastructure and facilities.	Council considered and responded to a number of government initiatives, draft policies, directions and pieces of new legislation. The government initiatives with broadest impact include the draft planning legislation and White Paper, the updated Sydney Metropolitan Strategy, the Western Sydney Employment Lands project, the Moorebank transport intermodal proposals, Camden Coal Seam Gas proposal, and major road upgrades. In responding to these projects, the Council considered the strategic benefits for the local community and sought to ensure Liverpool's residents and businesses are supported.	
Research and pursue relevant grants as an alternative means of funding priority actions.	<p>A number of grant applications were submitted during the year including the Regional Development Australia Fund Round 4, Arts NSW Public Outcomes Program, Safer Suburbs Program, Taxi Security Scheme, Operation Bounce Back, an application to the National Crime Prevention Fund for a CCTV network in the city centre, an application to the Cancer Council to fund workplace health and safety initiatives and a Library Development Grant application to the Library Council of New South Wales for \$40,000.</p> <p>Funding of \$50,000 was received from the Department of Attorney General and Justice to deliver the Car Security Project. The Liverpool Catholic Club provided \$9,770 to deliver the 2168 Health and Family Day in March 2013. A grant of \$150,000</p>	

	was received for the Graffiti Reduction and Removal Program. In addition, \$4,000 was received to deliver a Bike Week event and funding of \$21,500 was secured to deliver an Ageing Strategy for Council. Council was also successful in receiving major grants from Arts NSW, Creative New Zealand, and the Australia Council.	
STRATEGY 12.7 UTILISE UP-TO-DATE AND INTEGRATED INFORMATION SYSTEMS		
Support and manage Councils information and technology requirements.	Implementation of the new integrated human resource information system is in progress in accordance with a phased implementation program. Helpdesk services were provided in accordance with agreed service levels. Selected computer equipment leases have been extended and the replacement program will be back on schedule by the end of October 2013.	
Implement new and update existing information and technology systems.	Certified versions of Corporate Software are reviewed and updated as required. Office 2010 and Windows 7 were progressively rolled out across the organisation.	
Review and update information technology Disaster Recovery Plan and processes.	The update of the Disaster Recovery Plan continued on an on-going basis in response to changing circumstances and further consideration is being given to new technologies to maintain the availability of systems. Tests were carried out on several servers.	
STRATEGY 12.8 TAKE ACCOUNT OF THE QUADRUPLE BOTTOM LINE IN THE DESIGN COUNCIL DECISION MAKING PROCESSES		
Monitor progress on improving community wellbeing.	Council collected and monitored census data from the Australian Bureau of Statistics, health data from the Population Health Survey, employment information from the labour market information portal and social determinants of health from the Health Atlas. New fact sheets summarising recently released data relating to community well-being were developed and are available on Council's website.	
STRATEGY 12.9 UNDERTAKE CONTINUOUS IMPROVEMENT IN GOVERNANCE, OPERATIONS AND LEADERSHIP		
Advance ethical standards across the organisation	Code of Conduct training was provided. Papers were distributed to relevant members of Council staff on <i>Probity Issues in Tendering and Delegations – Getting it Right</i> and information was provided to relevant staff members on legal professional privilege. A letter was sent to suppliers, contractors and consultants regarding procurement practices and the Code of Conduct.	

Growing Liverpool 2023



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

Future directions



This report uses traffic lights to show overall progress in delivery of projects and services for the community by the relevant principal activity. Actions are classified as complete, on track or delayed based on their status and is represented with the following symbols:



Complete



On Track



Delayed

Direction 1: Vibrant Prosperous City

This direction is about developing and supporting a robust local economy and vibrant and dynamic public spaces that attract business, jobs and investment.

10-YEAR STRATEGIES:

- 1a) Position Liverpool as the destination of choice to attract business and investment in South Western Sydney.
- 1b) Activate the city centre and develop vibrant places that attract people to Liverpool.
- 1c) Assist existing businesses to grow, innovate and become competitive.
- 1d) Improve the availability of a diverse range of jobs and increase workforce participation rates.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- **City Marketing**
- **Economic Development**
- **Marketing and Communications**

There were 36 actions undertaken under these Principal Activities to give effect to directions under Growing Liverpool 2023 in the financial years 2013-2016. This includes actions that may have covered more than one year as a separate action each year.

35 actions were completed/on track

1 action was delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

INCREASED GROSS REGIONAL PRODUCT (GRP)

\$8.4 billion at 30 June 2014

(Source: Liverpool Economy.id.com.au, Economic Profile, 12 August 2015)

REDUCED UNEMPLOYMENT RATE

5.1% as at March 2016

(Source: Small Area Labour Markets Report)

10,000 ADDITIONAL JOBS IN LIVERPOOL

Council supported the creation of 1903 additional jobs in between 2013 and 2016.

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>City Centre Revitalisation Project</i>	Completed	2013-2014
<i>Building Our New City</i>	On track	2014-2017
<i>Badgery's Creek Airport Task Force</i>	On track	2014-Ongoing
<i>Liverpool Night Markets</i>	On track	2013-Ongoing

CITY CENTRE REVITALISATION PROJECT

This project developed and commenced implementation of a strategy which was aimed at revitalising Liverpool's city centre and positioning Liverpool to capitalise on the opportunities arising from its status as the regional city of South Western Sydney. The City Centre Revitalisation Project resulted in the development of the Building Our New City initiative. More information on Building Our New City is outlined below.

Key deliverables included:

- Urban Design Symposium held in August 2013
- The concept designs for 5 precincts including City Nerve Centre, Macquarie Mall, Gateways, City Eat Street and Urban Breathing spaces
- City Centre traffic study completed in June 2014
- Review of planning controls to provide a planning framework for the City Centre

BUILDING OUR NEW CITY PROJECT

Building Our New City is Council's multi-faceted \$15m city centre revitalisation project. It is aimed at modernising and preparing the City for the doubling of its population over the next 20 years by facilitating new job creation and investment opportunities. It is an important step towards developing Liverpool as a Regional City.

The project has included large scale community and stakeholder engagement with newsletters, local business and design workshops and online public surveys through Liverpool Listens. This included modelling and digital visualisations to inspire public comment and input.

Council is progressing well with the project, including:

- Completing the roll-out of free Wi-Fi in the city centre in September 2014
- Finalising plans and designs for the complete reconstruction of Macquarie Mall, with construction well underway
- Completing the Welcome Wall gateway in the Warwick Farm corner of the city centre
- Working with developers to develop a vision for the banks of the Georges River
- Conducting monthly night markets and Liverpool Live in Macquarie Mall to activate the city centre at night
- Commencement of refurbishment of Bigge Park Stage 1
- Two stakeholder engagement meetings were held with business owners at Macquarie Mall that provided information regarding timelines and proposed stages
- Stage Two of redevelopments at Macquarie Mall were completed

BADGERYS CREEK AIRPORT TASK FORCE

Council established a task force to investigate opportunities to maximise the economic potential and minimise any adverse impacts resulting from a second airport for Sydney at Badgerys Creek. The project ensures that Council is able to represent the local community during discussions and planning with all stakeholders. Meetings of the task force were held in November, December, February, March and May. At the meeting held in May, members of the local community attended and provided their input into the plans for, and Council's involvement in the Western Sydney Airport.

In partnership with the NSW Business Chamber, Council released a research report by world leading expert John D Kasarda called *A Western Sydney Aerotropolis*, Maximising the Benefit of Badgerys Creek as part of the Chamber's *Preparing for Takeoff* Conference held on 1 May 2015 at the University of Western Sydney, Parramatta.

LIVERPOOL NIGHT MARKETS PROJECT










Liverpool has found it difficult in the past to maintain a positive and vibrant night time economy, particularly in the city centre, with foot traffic significantly decreasing after business hours. The markets aim to reverse this trend and increase the amount of people moving around the city centre at night, enjoying local food and entertainment. At the heart of the market are local business, family entertainment, delicious food, unique designs and Liverpool's cultural diversity.








The markets were launched in May 2014, and have been a great success. There were more than 25,000 visits to the city in the first year, with an average attendance of 2,500 people per market. Ten monthly markets were held during 2015-16. The markets included the following regular activities:

- Free activities for children such as book readings, silent discos and face painting
- Unique performances by a range of local artists






ACTIONS UNDERTAKEN 2012-2016









PROGRESS ON 2013-14 ACTIONS

REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: City Marketing			
1.1.1	Develop and implement a city centre Marketing and Promotion Strategy.		An Economic Development Strategy was developed.
1.1.2	Develop and promote marketing materials to promote business investment in Liverpool to external and internal investors.		Creative concepts were presented to stakeholders and Councillors in June and the development of the creative toolkit is underway.
1.1.3	Develop and distribute a business e-newsletter.		Liverpool Business Connect e-newsletter was distributed to over 800 subscribers in March and June 2014.
1.1.4	Enhance the use of digital and social media technology to communicate with the business community.		Digital media was used on an opportunistic basis for example, events and Liverpool Listens.
1.1.5	Review the branding of Liverpool and implement a renewal strategy.		The review was initiated.
1.1.6	Implement an upgraded banner program across Liverpool to integrate with new gateways.		A complete audit of existing flag poles was completed and work has commenced on a banner policy and booking system.
1.1.7	Develop case studies and business stories to highlight the depth and breadth of business in Liverpool and support industry development.		Seven case studies were developed.
1.1.8	Develop a sales toolkit for Council to distribute and engage with business.		A kit was developed.
Principal Activity: Economic Development			
1.2.1	Develop a City Centre Revitalisation Strategy.		<i>Building Our New City</i> project was on track and the urban design process initiated.








REF.	DESCRIPTION	STATUS	COMMENT
1.2.2	Develop a business events program in partnership with key business organisations for small to medium enterprises in Liverpool.		Business events were delivered including a Welcome to Liverpool function, a Procurement workshop, and a 2168 Education and Employment Expo.
1.2.3	Identify direct and tailored approaches to new business prospects identified for Liverpool, including expansion of existing businesses.		
1.2.4	Establish a pilot business mentoring program for youth and or culturally and linguistically diverse communities.		
1.2.5	Host industry breakfasts to engage with business and services and to provide information about Liverpool and Council.		
1.2.6	Develop a business case which is aimed at engaging State and Commonwealth departments and major corporations to pursue relocation of government services to Liverpool.		
1.2.7	Develop place-based projects and activities to stimulate the city centre and attract visitors and economic activity to Liverpool.		More banners were placed at more locations and a bill board highlighting what's on was installed in the Mall.
1.2.8	Work in partnership with local industry to promote and support employment opportunities and initiatives for local and regional workers.		The Liverpool Night Markets were delivered.

PROGRESS 2014-15 ACTIONS

REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: City Marketing			
1.1.1	Develop and implement a Marketing and Promotion Strategy.		Brand roll out plan and launch planning was progressed. <i>Building our New City</i> marketing materials were updated and <i>Building Our New City</i> newsletter was distributed to City Development Fund contributors and city centre based businesses. <i>Building Our New City</i> webpages were also updated. A media opportunity with UTS design students was facilitated and media coverage was generated in both local and metro newspapers. Strong coverage of the Premiers visit and UWS announcement to establish a learning centre in Liverpool was achieved.
1.1.2	Update marketing materials to promote business investment in Liverpool to external and internal investors.		The <i>Building Our New City</i> project saw the development of a dedicated newsletter updating city centre businesses and the City Development Fund contributors on the project's progress. The <i>Building Our New City</i> brochure and web pages were also updated during the period. The Liverpool Live campaign to activate the mall was also undertaken during the month of May and included advertisements, flyers, posters and a digital campaign. A new brochure outlining key Liverpool priorities was prepared for the May meeting of the Committee for Liverpool. The welcome to Liverpool business brochure was updated. A new developments in the city centre brochure was created.
1.1.3	Enhance the use of digital and social media technology to communicate with the business community.		Ongoing.
1.1.4	Develop the branding of Liverpool and implement a renewal strategy.		Ongoing.
1.1.5	Continue to develop case studies and business stories to highlight the depth and breadth of business in Liverpool and support industry development.		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
1.1.6	Generate positive media coverage in order to increase business confidence.		Ongoing.
Principal Activity: Economic Development			
1.2.1	Implement a 'Building Our New City' Strategy.		The implementation phase of project (Bigge Park and Macquarie Mall priorities) commenced.
1.2.2	Deliver a business events program in partnership with key business organisations for small to medium enterprises in Liverpool.		Business events were held and included the Liverpool Night Markets, Supply Chain Forum and a Welcome to Liverpool event. The Committee for Liverpool had a meeting/visit from Premier Mike Baird and various dignitaries to announce UWS Centre of Higher Learning.
1.2.3	Identify direct and tailored approaches to new business prospects identified for Liverpool, including expansion of existing businesses.		Business development activities progressed with business cases and individual pitches developed to targeted groups in the education, aviation and professional services sectors.
1.2.4	Establish a pilot business mentoring program for youth and or culturally and linguistically diverse communities.		The program was established.
1.2.5	Pursue relocation and implementation of government services to Liverpool.		Council established and ran meetings of the Liverpool Committee. The second meeting was attended by the Premier.
1.2.6	Pursue relocation and implementation of government services to Liverpool		Business development activities including new leads were completed targeting the hospitality, professional services and manufacturing sectors.
1.2.7	Work in partnership with local industry to promote and support employment opportunities and initiatives for local and regional workers.		Partnerships were developed with Supply Chain Squared through the Supply Chain Accelerator Program held in May, Liverpool Hospital, TAFE, Ingham Institute and Liverpool Chamber of Commerce.

PROGRESS ON 2015-16 ACTIONS

REF.	ACTIONS	STATUS	COMMENT
Principal Activity: Economic Development			
1.1.1	Develop a supply chain delivery program for businesses based in Liverpool.		The Supply Chain Delivery Program was not included in this Economic Development program for Financial Year 2015-2016. An Advanced Manufacturing Network including supply chain components will be developed by the third quarter of 2016-17.
1.1.2	Deliver an updated and improved outdoor dining policy.		This has been completed and endorsed by Council in March 2016.
1.1.3	Deliver the 2015/16 Committee for Liverpool program.		One Committee for Liverpool meeting has been held. The Committee for Liverpool commissioned and launched the Liverpool Investment Prospectus in March 2016. The Investment prospectus provides independent endorsement of Liverpool as a region for investment.
1.1.4	Develop and deliver a 'Destination Liverpool' plan.		The draft Destination Management Plan has been completed and will be placed on public exhibition for comments and feedback. Comments are to be reviewed by the Economic Development Committee and Council prior to a decision being made regarding the implementation and delivery.
Principal Activity: Marketing and Communications			
1.2.1	Develop, implement and manage the banner program across Liverpool.		There have been six rotations during the program in the period between January and June 2016.
1.2.2	Support the Mayor, CEO and Councillors with the provision of communications.		There have been 30 media releases, 43 media responses and 30 speeches created in the period between January and June 2016.
1.2.3	Deliver the corporate sponsorship program and provide funding for festivals and events in line with S356 of the Local Government Act 1993.		There have been 32 events granted a total of \$122,850 in sponsorship between January and June 2016.

Direction 2: Liveable Safe City

This direction is about planning for sustainable urban development, and revitalising Liverpool's towns and public spaces to create liveable and safe neighbourhoods that connect and bring people together.

10-YEAR STRATEGIES:

- 2a) Deliver an efficient planning system which embraces sustainable urban renewal and growth.
- 2b) Create clean and attractive public places for people to engage and connect.
- 2c) Improve the community's sense of safety in Liverpool.
- 2d) Facilitate affordable and diverse housing options.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- **Animal Management**
- **Community Safety**
- **Community Standards**
- **Emergency Services**
- **Public & Open Space Amenity**
- **Urban Planning and Regulatory Services**

There were 101 actions undertaken under these Principal Activities to give effect to directions under Growing Liverpool 2023 in the financial years 2013-2016. This includes actions that may have covered more than one year as a separate action each year.

98 actions were on track/completed

3 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

85% OF PEOPLE REPORT BEING SATISFIED OR BETTER WITH CLEANLINESS OF PUBLIC SPACES

76% of people as at December 2013.

(Source: Annual Telephone Survey)

85% OF PEOPLE FEELING SAFE IN THE COMMUNITY

62% felt safe as at December 2013

(Source: Annual Telephone Survey)

AN INCREASE IN DIVERSE HOUSING OPTIONS

(Data not yet available)

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Closed Circuit Television Project</i>	Completed	2013-15
<i>Development Application Reform Project</i>	Completed	2013-14
<i>Safer Suburbs Project</i>	Completed	2014-15
<i>Expanding the e-Planning Portal Project</i>	Completed	2014-15
<i>Liverpool Environmental Plan</i>	On Track	2015-16

CLOSED CIRCUIT TELEVISION (CCTV)

Council delivered a network of CCTV cameras in the Liverpool City Centre to promote the community's sense of safety in public and open spaces. Highlights include:

- Council installed CCTV at 20 locations. This enhanced surveillance network provides 24 hour recording of local streets, retail precincts and parks across central Liverpool and acts as a valuable deterrent against all types of anti-social behaviour. The CCTV footage is monitored by local police.
- Council undertook a broad promotional campaign to inform the community of the CCTV surveillance. This included newspaper articles, local advertising and promotion at Council's New Year's Eve and Australia Day events.

DEVELOPMENT APPLICATION REFORM PROJECT AND ePLANNING PROJECT

This project aims to improve Council's capacity to process a high volume of development applications in response to rapid urban growth and development across Liverpool.

Council developed a new best-practice development assessment process called *Fast Track*. Fast Track allows for the consistent assessment of low-risk development applications within five business days.

Council is also in the process of implementing a range of other best-practice business improvement initiatives to reduce development application backlogs and to promote better planning outcomes. This includes:

- Developing a new internal risk management framework
- Standardising development assessment conditions
- Transitioning to a paperless environment
- Implementing new electronic tools







Council introduced ePlanning software and interactive online maps to streamline the way in which development applications are assessed. This is a first for NSW with demonstrated outcomes such as a reduction in turnaround times for complying applications from 63 business days in 2013-14 to 21 business days for AssessSMART applications and four business days for FastTrack applications.

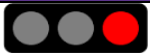




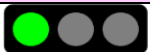


Liverpool CBD Local Environmental Plan









This is about the proposed rezoning of the Liverpool CBD from fully commercial to mixed use to promote a more vibrant city centre with a residential presence. Council initiated this project in 2015-16.











ACTIONS UNDERTAKEN 2012-2016









PROGRESS ON 2013-14 ACTIONS







REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Animal Management			
2.1.1	Run an annual free micro-chipping day aimed at promoting responsible pet ownership.		Microchipping day was held in Sept 2013. This is an annual event.
2.1.2	Run a subsidised pet de-sexing program for pet owners in Liverpool.		Ongoing.
2.1.3	Maintain and promote a registration program for companion animals.		Ongoing.
2.1.4	Minimise pet nuisance in public by implementing the following programs: the stray companion animal collections program; feral cat trapping program; restricted breeds program; proactive patrols of dog off-leash areas.		Ongoing.
Principal Activity: Community Safety			
2.2.1	Install Closed Circuit Television in the City Centre.		This was set up as a Strategic Project.
2.2.2	Repair or replace damaged lighting and install signage in accord with recommendations from safety audits undertaken in car parks within the city centre.		In accordance with a Council Resolution, monthly audits are being carried out on street lighting in the City Centre and the results are provided to Endeavour Energy for repair action. Faulty streetlights in the Speed Street car park were referred to Endeavour Energy and a design has been prepared to improve street lighting in the Bathurst Street Car Park.




REF.	DESCRIPTION	STATUS	COMMENT
2.2.3	Seek funding to deliver endorsed actions from the Community Safety and Crime Prevention Strategy 2013-2017.		Crime Prevention Strategy 2013-2017. This was delayed as resources were directed towards delivering other projects such as the car security project, non-domestic violence assault risk minimisation project and operation bounce back.
2.2.4	Undertake regular safety audits in partnership with the Police and relevant stakeholders.		
2.2.5	Implement the Community Safety and Crime Prevention Strategy 2013-2017.		
2.2.6	Facilitate a roundtable with relevant stakeholders to develop and implement strategies for responding to anti-social behaviour in the city centre.		An initial methadone use in the Liverpool city centre roundtable was held on 21 May to restore dialogue between key stakeholders and discuss perceptions and safety concerns. Another roundtable will be held on 29 July to follow up on the initial roundtable. The aim is to hold quarterly roundtable meetings.
2.2.7	Work with local businesses and Police to trial a 'Dining Out' month that activates the city centre at night.		This action was superseded by the establishment of the Night Markets and Starry Sari Night.
Principal Activity: Emergency Services			
2.3.1	Provide resources to support a coordinated response to emergencies in Liverpool such as traffic control, establishment of detours, barricading access roads and operations centre.		All work was completed as requested.
2.3.2	Provide access to Council buildings for accommodation and office space, including for State Emergency Services Headquarters and Rural Fire Service stations.		A new Rural Fire Station is planned for Austral. Land has been leased and the building will be constructed by Council. Council facilities have been made available as requested.
2.3.3	Complete programmed maintenance of equipment, including trucks, pumps, and plant equipment.		All work was completed as requested.

REF.	DESCRIPTION	STATUS	COMMENT
2.3.4	Provide a training venue for State Emergency Services' Crash Response Training.		Council facilities have been made available as requested
2.3.5	Assist with the preparation of Emergency Response Plans for Liverpool.		Council assisted the State Emergency Services with the preparation of the flood emergency plan.
2.3.6	Provide financial assistance to support the operation of State Emergency Services and the Rural Fire Service.		Council provided funds to support emergency operations.
Principal Activity: Public and Open Space Amenity			
2.4.1	Undertake programed and responsive maintenance in the Liverpool city centre, including maintenance of footpaths, street signs, bus shelters, seats, benches, bollards and traffic facilities.		All work was completed as per the program.
2.4.2	Undertake programed and responsive maintenance of parks, gardens, open spaces and public toilets to provide opportunities for the community to rest and recreate in a green environment.		All work was completed as requested.
2.4.3	Improve Liverpool's streetscape by planting, maintaining and inspecting street trees.		Extensive tree planting was completed as per the program.
2.4.4	Deliver two art redirection programs in partnership with local schools and The Street University to divert young people away from illegal graffiti.		Funding was received.
2.4.5	Update the Graffiti Fact Sheet in line with the Graffiti Management Strategy.		



REF.	DESCRIPTION	STATUS	COMMENT
2.4.6	Deliver public art and murals at four sites to prevent illegal graffiti.		Funding was obtained and sites were identified.
2.4.7	Remove graffiti from public buildings and spaces.		All reported graffiti was removed within the required timeframe.
2.4.8	Undertake investigation of illegal dumping incidents and participate in the Regional Illegal Dumping Squad to ensure a coordinated regional approach.		Ongoing.
2.4.9	Conduct patrols of open space areas and water-ways to identify vandalism of public places and spaces.		Undertook patrols in response to complaints as required.
2.4.10	Hold a Garden Competition for residents to showcase their open green spaces, promote physical amenity and the appearance of local neighbourhoods.		A garden competition was widely promoted to residents via a rates insert and newspaper advertising.
2.4.11	Facilitate the Liverpool Clean-up Day in partnership with residents and businesses.		Clean-up day was completed as advertised.
Principal Activity: Regulatory Services			
2.5.1	Review and update Council's Enforcement Policy.		Will be undertaken once new staff have been engaged and restructure fully implemented.
2.5.2	Receive and process applications for section 149 certificates in accordance with section 149 of the Environmental Planning and Assessment Act 1979.		Ongoing.
2.5.3	Provide certification services.		Construction certificates issued as required by legislation
2.5.4	Assess and issue complying development certificates, building and construction certificates.		Certificates issued as required by legislation.









REF.	DESCRIPTION	STATUS	COMMENT
2.5.5	Conduct an inspection program for activities such as on-site sewage management systems, private swimming pools and illegal landfill.		On-site sewage management inspection program is delayed due to staff shortages, however the issuing of approvals to operate on-site sewage management is up to date.
2.5.6	Investigate and enforce development consents and conduct random audits to ensure compliance.		Complaints regarding consents investigated as required.
2.5.7	Inspect high risk food shops and other regulated premises through an ongoing program and in response to complaints.		Ongoing.
Principal Activity: Urban Planning			
2.6.1	Review Council's development application process to ensure it is in line with best practice guidelines and update related documents such as the pre-DA checklist, application form and process flow-chart.		This work was completed as part of the Development Application Reform Project.
2.6.2	Implement faster development application processing strategies.		This work was completed as part of the Development Application Reform Project.
2.6.3	Assess development applications in accordance with statutory obligations.		Ongoing.
2.6.4	Engage with industry stakeholders including weekly pre-DA meetings and developer focus groups.		Ongoing.
2.6.5	Convene the Independent Hearing Assessment Panel to provide an independent forum for the determination of development applications which attract a higher level of community interests.		Ongoing.









REF.	DESCRIPTION	STATUS	COMMENT
2.6.6	Convene the Design Review Panel to encourage high quality development in the Liverpool city centre.		Ongoing.
2.6.7	Represent Liverpool in the State Government's Joint Regional Planning Panel which is aimed at facilitating the efficient assessment of regionally significant assessments.		Ongoing
2.6.8	Receive and assess planning proposals and where appropriate modify the Local Environment Plan and associated planning documentation to allow for development opportunities.		Ongoing. Five amendments were made (gazetted) in the fourth quarter.
2.6.9	Evaluate and respond to significant developments that affect Liverpool, including: <ul style="list-style-type: none"> • Moorebank Waste Facility • Department of Finance and Deregulation • Sydney Intermodal Terminal Alliance (SIMTA) terminal. 		Ongoing as required.
2.6.10	Prepare Council's response to the Planning Bill 2013 and Planning Administration Bill 2013.		The Planning Bill was blocked by the NSW Upper House. Additional response will be prepared for any future amendments to the Bill.
2.6.11	Facilitate appropriate mechanisms, including Section 94 and Voluntary Planning Agreements (VPAs) to capture and deliver infrastructure to meet the demands of the growing population.		Section 94 Plan for Austral and Leppington North prepared and Section 94 Plan for East Leppington reviewed. VPAs ongoing as required.








REF.	DESCRIPTION	STATUS	COMMENT
2.6.12	Review the LEP to provide more diverse and affordable housing options and develop an affordable housing strategy to decrease housing stress in Liverpool.		The review of the city planning controls to provide diverse housing options has been completed. However the affordable housing strategy was not completed as the State Environmental Planning Policies relating to affordable housing are undergoing a review.
2.6.13	Complete environmental impact assessments for development applications.		Technical Support continued to provide advice to Council staff to inform the development assessment process.
2.6.14	Work with the State government to support land development in Austral and North Leppington.		Planning for Austral and Leppington North precincts complete. Representations and discussions held with RMS for appropriate traffic improvement strategies that would accommodate the proposed urban development. Ongoing cooperation with State Government is occurring as development applications for area are received.







PROGRESS ON 2014-15 ACTIONS









REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Community Safety			
2.1.1	Undertake regular safety audits in partnership with the Police and relevant stakeholders.		Ongoing.
2.1.2	Establish an internal working group on community safety to monitor and improve safety in the city centre as outlined in the Community Safety and Crime Prevention Plan 2013-2017.		Ongoing.





REF.	DESCRIPTION	STATUS	COMMENT
2.1.3	Seek external funding to deliver projects that reduce crime in the city centre and improve perception of public safety.		Ongoing.
Principal Activity: Community Standards			
2.2.1	Review and update Council's Enforcement Policy.		Policy reviewed and updated.
2.2.2	Review and update the Companion Animals Policy.		Policy reviewed.
2.2.3	Provide construction certificates and Complying Development Certificates and undertake the certifier role in competition with the private sector.		Ongoing.
2.2.4	Assess and determine building and related compliance certificates.		Ongoing.
2.2.5	Conduct an inspection program for activities such as on-site sewage management systems and swimming pools.		Ongoing.
2.2.6	Investigate and enforce development consents to ensure compliance.		Ongoing.
2.2.7	Respond to customer requests regarding planning and building enforcement matters.		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
2.2.8	Inspect high risk food shops and other regulated premises through an ongoing program and in response to complaints.		Ongoing.
2.2.9	Conduct parking enforcement, including daily patrols of metered parking, on street parking and car parks.		Ongoing.
2.2.10	Provide an annual free micro-chipping day aimed at promoting responsible pet ownership.		A total of 52 Dogs and cats were micro-chipped in October.
2.2.11	Offer a subsidised pet de-sexing program for residents who hold a pensioner concession card.		This program is ongoing and provides financial assistance to pensioners to de-sex their companion animal.
2.2.12	Encourage companion animal registration in Liverpool by implementing the companion animal registration program.		This program is scheduled to commence in 2015-16.
2.2.13	Minimise public pet nuisance by implementing the following programs: - the companion animal stray collections program - dangerous, restricted and menacing breeds program.		Ongoing.
Principal Activity: Emergency Standards			
2.3.1	Provide resources to support a coordinated response to emergencies in Liverpool such as traffic control, establishment of detours, barricading access roads and operations centre.		Ongoing.
2.3.2	Provide access to Council buildings for accommodation and office space, including for State Emergency Services		Ongoing.


REF.	DESCRIPTION	STATUS	COMMENT
	Headquarters and Rural Fire Service stations.		
2.3.3	Complete programed maintenance of equipment, including trucks, pumps, and plant equipment.		Council's Plant and Equipment have been maintained as required to ensure that all items are roadworthy and safe for work.
2.3.4	Provide a training venue for State Emergency Services' Crash Response Training.		
2.3.5	Assist with the preparation of Emergency Response Plans for Liverpool.		Ongoing.
2.3.6	Provide financial assistance to support the operation of State Emergency Services and the Rural Fire Service.		The financial contributions were paid.
Principal Activity: Public and Open Space Amenity			
2.4.1	Undertake programed and responsive maintenance of parks, gardens, open spaces and public toilets to provide opportunities for the community to rest and recreate in a green environment.		Ongoing.
2.4.2	Improve Liverpool's streetscape by planting, maintaining and inspecting street trees.		Ongoing.
2.4.3	Deliver two art redirection programs in partnership with local schools and The Street University to divert young people away from illegal graffiti.		Liverpool City Council received funding from the Attorney-General Department to implement crime prevention through Environment Design (CPTED) projects. Five sites across the local government area were identified as hotspots for graffiti and anti-social behaviour. Safer by Design principles were implemented and a variety of public artworks









REF.	DESCRIPTION	STATUS	COMMENT
			commissioned for installation. 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. Outreach and Diversionary Activities and Community Awareness Program were completed.
2.4.4	Deliver public art and murals at four sites to prevent illegal graffiti.		The Hotspots Program was acquitted in June 2014. Five sites across Liverpool were identified to undergo beautification with the installation of a range of public art works. The locations identified included Australis Park, Wattle Grove; Dwyer Oval, Warwick Farm; Ron Darcy Ova, Miller; Winnall Reserve, Green Valley; and Willan Reserve, Cartwright.
2.4.5	Remove graffiti from public buildings and spaces.		Ongoing.
2.4.6	Undertake investigation of illegal dumping incidents and participate on the Regional Illegal Dumping squad to ensure a coordinated regional approach to addressing illegal dumping.		Ongoing.
2.4.7	Hold a Garden Competition for residents to showcase their open green spaces, promote physical amenity and the appearance of local neighbourhoods.		The competition was held at the Spring Expo.
2.4.8	Facilitate the Liverpool Clean-up Day in partnership with residents and businesses.		Clean Up Australia Day (CUAD) was held on 1st March and included CUAD for businesses and schools. A total of 24 community groups, 37 schools and two businesses participated in the event and approximately four tonnes of litter were collected from our local environment. The event was a success.
Principal Activity: Urban Planning			
2.5.1	Review Council's development application process to ensure it is in line with best practice guidelines.		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
2.5.2	Implement faster development application processing strategies.		Ongoing.
2.5.3	Engage with industry stakeholders to implement bi-annual Development Forum Meetings with all relevant stakeholders.		Ongoing.
2.5.4	Convene the Independent Hearing Assessment Panel to provide an independent forum for the determination of development applications.		Ongoing.
2.5.5	Represent Liverpool in the State Government's Joint Regional Planning Panel which is aimed at facilitating the efficient assessment of regionally significant developments.		Ongoing.
2.5.6	Receive and assess planning proposals and where appropriate modify the Local Environment Plan and associated planning documentation to allow for development opportunities.		Ongoing.
2.5.7	Evaluate and respond to significant developments that affect Liverpool, including state significant developments.		Ongoing.
2.5.8	Continue to coordinate Council's response to the Planning Bill and associated draft legislation as it is released and considered by the State government.		
2.5.9	Facilitate appropriate mechanisms, including Section 94 and Voluntary Planning Agreements to capture and		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
	deliver infrastructure to meet the demands of the growing population.		
2.5.10	Review the LEP to provide more diverse and affordable housing options and develop an affordable housing strategy to decrease housing stress in Liverpool. Consider additional mixed use housing forms within the Liverpool city centre.		Deferred until next year.
2.5.11	Complete economic, social, environmental and engineering impact assessments for development applications.		Ongoing.
2.5.12	Work with the State government to support land development in Austral and North Leppington, along with other growth centre precincts.		Ongoing.
2.5.13	Encourage appropriate levels of community involvement in heritage protection including the heritage advisory committee.		Ongoing.

PROGRESS ON 2015-16 ACTIONS

REF	DESCRIPTION	STATUS	COMMENT
Principal Activity: Community Standards			
2.1.1	Review Animal Management Plan.		The Animal Management Plan has been reviewed and was adopted by Council on 16 December 2015.

REF	DESCRIPTION	STATUS	COMMENT
2.1.2	Review and update the Enforcement Plan.		The Enforcement Plan has been reviewed and was adopted by Council on 14 March 2016.
2.1.3	Provide an education program to promote responsible pet ownership.		The promotional program is being run through the Strategic Communication and Research team via Council website and social media outlets.
Principal Activity: Development Assessment			
2.2.1	Continue development and implementation of e-planning and associated business improvements.		This is an ongoing activity with Expanding Lodgement and Fast Track applications and roll out of the internal electronic assessment process.
2.2.2	Review and streamline pre-development meeting processes.		Issuing timely advice (within 7 days) and introducing efficiencies to the meeting process are continuing on track.
Principal Activity: Strategic Planning			
2.3.1	Review the Liverpool Development Control Plan 2008.		Commenced.
2.3.2	Implement endorsed recommendations of Section 94 review.		Finance are to undertake a Cost Benefit Analysis of using Technology 1 for development contributions. Other recommendations were exhibited for public comment.
2.3.3	Commence broader LEP review.		Two initial local studies have been completed while two other initial studies are under review.
2.3.4	Complete Rezoning Applications.		These are all Planning Proposals which are meeting their target (refer below).

Direction 3: Healthy Inclusive City

This direction is about creating a harmonious community which values and respects diversity and embraces the opportunities it provides. Equity and inclusion will underpin all of Council's service delivery as it strives to build community strength and ensure social inclusion.

10-YEAR STRATEGIES

- 3a) Foster social inclusion that strengthens the local community and increase opportunities for people who may be experiencing barriers.
- 3b) Celebrate and respect Liverpool's rich cultural and social diversity and embrace the opportunities it provides.
- 3c) Improve health and wellbeing and encourage a happy, active community.
- 3d) Plan, support and deliver high quality and accessible services, programs and facilities.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- Children's Services
- Community Facilities
- Customer Services
- Libraries and Museum
- Recreation Facilities
- Social Outcomes
- Community and Recreational Facilities
- Community Planning and Development

There were 130 actions undertaken under these Principal Activities to give effect to directions under Growing Liverpool 2023 in the financial years 2013-2016. This includes actions that may have covered more than one year as a separate action each year.

120 actions were on track/completed

10 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

90% OF PEOPLE EXPRESS SATISFACTION OR BETTER WITH THEIR CONTACT WITH COUNCIL.

79% of people in December 2013
(Source: Annual Telephone Survey)

AN INCREASE IN THE NUMBER OF PEOPLE WHO PARTICIPATE IN REGULAR PHYSICAL ACTIVITY.

48.1% which is an increase from 47.2% in 2010

(Source: South Western Sydney Local Health District, 2013, Liverpool Local Government Area Health Profile 2013)

85% OF PEOPLE BELIEVE THAT THERE IS A SENSE OF COMMUNITY IN LIVERPOOL.

51% of people in 2013

(Source: Annual Telephone Survey)

90% OF PEOPLE FEEL THAT LIVERPOOL IS A HARMONIOUS SOCIETY WHICH RESPECTS CULTURAL DIVERSITY.

52% of people as at December 2013

(Source: Annual Telephone Survey)

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Live Well in Liverpool</i>	Completed	2013-2014
<i>Carnes Hill Recreation and Community Precinct</i>	Completed	2013-2016
<i>New customer service standards</i>	Completed	2013-2015
<i>Matching Grants Program</i>	Completed	2014-2016
<i>Shade Structures in Children's playgrounds</i>	Completed	2014-2015

LIVE WELL IN LIVERPOOL

This project delivered community-based physical activity and healthy living programs and policies that support healthy lifestyles, reduce obesity and enhance positive health behaviours in the daily lives of people in Liverpool. The program was funded by the NSW Department of Health and Ageing, Heart Foundation, South Western Sydney Local Health District and Fairfield City Council. There were 285 people from disadvantaged groups that participated in walking groups, cycling training sessions, a healthy cooking program and outdoor gym sessions.

Installation of outdoor gym

An outdoor gym was installed at Hart Park, Warwick Farm. The equipment is aimed at encouraging local residents to work-out and be active outdoors.

Healthy Living Program

Live Well in Liverpool delivered a range of free activities and programs including walking and cycling groups, healthy cooking classes and a Certificate II in Hospitality through the Liverpool Community Kitchen and Hub. A *Healthy Living in Liverpool Cookbook* modified traditional cultural recipes suggested by program participants into healthy eating options.

Development of an active travel map

The Liverpool and Fairfield Active Travel Map was developed to promote physical activity. 10,000 copies of this map were printed for each Local Government Area. The map was translated into 20 languages and has been distributed widely through community organisations and Council facilities and events.

CARNES HILL RECREATION AND COMMUNITY PRECINCT

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

Park, West Hoxton, Prestons, Middleton Grange, Edmondson Park and the broader Liverpool catchment.

Consultations and proposed design

More than 250 community members responded to the proposed design of the Precinct through various community engagement platforms. Community responses detailed overwhelming support for the project including key issues and areas for improvement in the proposed design.

Development Approval and detailed designs

The Development Application was submitted to the Sydney West Joint Regional Planning Panel (JRPP) for independent assessment. The Plans were approved by the Panel and detailed designs for the Precinct were completed.

The Centre was constructed ahead of schedule during 2015-16 and is now complete.

NEW CUSTOMER SERVICE STANDARDS PROJECT

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. Council formed the Liverpool Service Alliance with Propel Partnerships. The Alliance will now be responsible for delivering and streamlining Council's customer service functions, implementing process improvements and optimising Council's service delivery. This project involved the construction of a brand new, contemporary Customer Service Centre on the ground floor. The centre includes new furniture, state of the art telephony, amenity spaces, smart TV's and self-serve kiosks.

MATCHING GRANTS PROJECT PROGRAM

Council committed \$200,000 in funding towards the establishment of a matching grants program for local sporting clubs. By "matching" what the community contributes to the project, the community and Council work together to accurately identify community needs and the most appropriate kind of support to provide, on a case by case basis. The program provides an incentive to local community sporting organisations to raise money, seek support, and encourage volunteering of in-kind donations. It will lead to an improvement in Liverpool's local sporting facilities. With significant population growth, the program will allow Liverpool's sporting clubs to cater for the growing demand for quality facilities. The new program was initiated in October 2015 and is ongoing.

SHADE STRUCTURES IN CHILDREN'S PLAYGROUNDS PROJECT






Council committed to the 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. The covers are for new equipment delivered under the playground replacement program. The roll out of shade structures was completed with a total of 12 structures constructed including at:






- Hart Park, Warwick Farm
- Lakeside Park, Wattle Grove
- Percy Rabett Park, Horningsea Park
- Greenway Park, West Hoxton
- Bert Burrows Park, Hinchinbrook
- Gough Park, Cecil Hills
- Harris Creek Reserve, Holsworthy






- Gracemere Park, Wattle Grove
- Dunnumbral Park, Cecil Hill







ACTIONS UNDERTAKEN 2012-2016








PROGRESS ON 2013-14 ACTIONS









REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Children's Services			
3.1.1	Review child care service provision and develop a Children's Services Strategy.		A report was finalised.
3.1.2	Provide high quality childcare services for children aged 0-5 years at Casula, Hinchinbrook, Wattle Grove, Warwick Farm, Cecil Hills, Holsworthy and Prestons.		Centre occupancy reached 94 per cent across all services in the last quarter, compared to 85 per cent last year. This was a significant increase from the projected budget average of 86 per cent with five of seven centres operating at above 95 per cent. Parent feedback has been positive.
3.1.3	Deliver the Growing Green Thumbs project across children's services to create an environment which allows children to gain an understanding of the importance of natural materials.		All network meetings including education in sustainability practices were delivered to provide educators with professional development in delivering educational outcomes for children. An article was published called <i>Growing Green Thumbs: The Beginning of Something Bigger and Greener</i> . This is an Australia-wide publication.
3.1.4	Deliver the Children's Service Community Involvement Program that engages with families and promotes Council's services.		Educators from KU Children's Services participated in the second of a two part series workshop at Casula Preschool in April on inspirational environments. Staff from our library branches visited our centres in May to participate in National Simultaneous Storytime a nationwide event that aims to encourage more young Australians to read and enjoy books.
3.1.5	Facilitate a leadership program for Council's child care staff to provide opportunities for professional development.		Diploma trained staff received continued training in curriculum planning and documentation as part of the six part series workshops. The coaching and mentoring program in leadership for teachers and supervisors has begun. Early Childhood Teachers and Supervisors have selected one team member each to deliver mentoring and coaching to over the three month program.





REF.	DESCRIPTION	STATUS	COMMENT
3.1.6	Delivery of benchmarking and best practice to the sector via networking and training.		Early Childhood Programs delivered workshops to 'Good Start Early Learning'. Good start is a not for profit organisation purchased from ABC Learning in 2009 following its voluntary liquidation. This marks our position in mapping Liverpool City Council's services in the field of early Childhood and complements our work already undertaken this year in delivering our inspirational environments training for other community providers. Casula Preschool was also approached to contribute to an Early Childhood literature book called "Design for living and learning". Our Preschool is the only Australian site that has been acknowledged and had images published in the book.
Principal Activity: Community Facilities			
3.2.1	Conduct an Expression of Interest process for the use of Council's community facilities and buses to provide equitable access to public services.		Process conducted.
3.2.2	Manage the booking and use of community facilities and buses for community programs, activities, gatherings and events.		The Miller Community Centre (formally the Miller Library) has had a refurbishment to the centre so the building can be occupied by community organisations on a licence agreement. It was leased to the 2168 project.
3.2.3	Develop a Community Facilities Strategy to guide provision, development and management of facilities to meet the needs of the community.		Not undertaken due to staff vacancies in the Community Planning and Development unit. Carried over to 2014-15.
3.2.4	Prepare functional briefs for a new community facility in Prestons.		






REF.	DESCRIPTION	STATUS	COMMENT
3.2.5	Review and update the Generic Plan of Management for Community Facilities.		Not undertaken due to staff vacancies in the Community Planning and Development unit. Carried over to 2014-15.
3.2.6	Undertake capital improvement works at: Michael Wenden Aquatic Leisure Centre pool investigation; Design of Whitlam Park building renewal; Liverpool City Library toilet upgrade; Whitlam Stadium roof repair; Davy Robinson boat ramp.		Project is 70 per cent complete and on track to be completed by the end of August 2014. All piers and concrete decks have been poured or delivered to site and are ready for assembly. All other works completed.
3.2.7	Undertake rehabilitation works at: Moorebank Community Centre and Library; Green Valley District Centre; Brass Pipe and Band Hall; Prestons Children's Centre; Wattle Grove Children's Centre; Holsworthy Children's Centre.		Structural problems were discovered at Green Valley District Centre which prevented delivery. Report to Council will be provided in September 2014. All other works complete.
3.2.8	Improve accessibility of the following buildings: Miller Community Centre; Central Library; Moorebank Community Centre.		A small portion of the Moorebank accessible ramp work was delayed due to rain. This has been rescheduled for night work at the end of July 2014. (This work is now completed). City Library accessible toilets were delayed and will be delivered in 2014-15.
Principal Activity: Customer Services			
3.3.1	Provide high quality customer services through provision of a 'one stop shop' at Council's Customer Service Counter at Moore Street and at the City Library.		Council's Customer Services staff provided prompt and efficient service handling 16,878 customers and receipting transactions throughout this quarter, meeting service delivery standards.






REF.	DESCRIPTION	STATUS	COMMENT
3.3.2	Provide an after-hours phone service to ensure a 24 hour a day, seven day a week contact phone service.		Customer Services met its service delivery standards and maintained a 24 hour phone service throughout the year with calls taken by the contact centre and phone calls taken by the After Hours Service totalling 186,727 calls. In the last quarter 80 per cent of phone calls were resolved without transfer and 78 per cent of phone calls were answered within 20 seconds.
3.3.3	Develop and implement new customer service standards and deliver training across all of Council to enhance interaction with the community and customers.		A training provider was appointed and standards were reviewed and adopted by Council. Most frontline staff were trained.
3.3.4	Facilitate Customer Focus Groups to provide an opportunity for customers and residents to provide feedback to Council.		Focus Groups were held.
3.3.5	Manage and track customer requests to enable timely and reliable information to the Council's customers.		71,633 customer requests were taken in the year for actioning by relevant officers.
Principal Activity: Libraries and Museum			
3.4.1	Develop collections, information services and technology facilities for the library and museum.		Implementation of the new reservation system was completed. Library payment solution will be reviewed to find the best solution in terms of policy and procedure.
3.4.2	Deliver and market at least ten major community programs, exhibitions and events at the Library.		The following exhibitions, programs and events were held and were well attended: " <i>Supercroc</i> " - a travelling exhibition of the Australian Museum at Liverpool Library; " <i>Train Spotting</i> " - a travelling exhibition by the Powerhouse Museum; Children's events: <i>Wild Home</i> - rangers on the run, <i>Croc Encounter</i> , <i>Fizzic Education</i> - the human body, <i>Wildlife Wonder</i> - Featherdale Wildlife Park. Regular programs such as Bookchat, Auslan, Language book selection meetings, Tech Savy for seniors, Broadband for seniors, English Conversation class, Story Time and Rhyme Times are also popular.



REF.	DESCRIPTION	STATUS	COMMENT
3.4.3	Re-develop the Library's website and other electronic access points such as smart-phone applications to improve electronic access to the Library.		Quotes were obtained to have a new website built.
3.4.4	Undertake a review of the Library's community information directory to improve usage, access and information provided to the community.		Statistics being analysed over an extended time to determine if Linc Directory is being used to its full potential. Another option also being looked at is the use of the library management system as an alternate directory.
3.4.5	Identify funding opportunities and submit grant applications to help deliver key programs, projects and services to the community at the Library.		Awaiting the result of the Community Heritage Grant 2014 application.
3.4.6	Implement an archives management system for cataloguing and digitising the museum collection.		Exhibit archival module and Blis photo repository were implemented and used to catalogue archival materials.
3.4.7	Undertake a strategic review of the museum to improve service delivery and align with best practice.		An options paper is being considered internally to look at ways of increasing audiences for the museum collection.
3.4.8	Expand the use of social media to engage with library and museum customers and promote services, programs and events.		A marketing officer was engaged to create a library Facebook page and work with library staff to contribute to the Facebook page to promote library events and programs. The Facebook page is updated daily with all the activities that happen in the library as well as giving feedback to the customers.
Principal Activity: Recreation Facilities			
3.5.1	Manage Council's leisure centres contracts including the Whitlam, Michael Wenden and Holsworthy Leisure Centres.		The YMCA have been managing the Michael Wenden and Whitlam Leisure Centres since 1 November 2013.

REF.	DESCRIPTION	STATUS	COMMENT
3.5.2	Prepare a feasibility study for a future entertainment centre and sporting stadium in Liverpool.		A prospectus document and a Master Plan for entertainment and sports precinct were commissioned.
3.5.3	Conduct Council's annual Sporting Grant Program to provide funds for sporting programs in Liverpool.		The Liverpool Sporting Grants Program has distributed \$30,000 worth of grants to local sporting organisations in June 2014.
3.5.4	Complete a comprehensive Playground Audit and Condition Report for all of Council's 158 playgrounds.		Completed 2nd Quarter.
3.5.5	Upgrade the following playgrounds across Liverpool: Glen Regent Reserve, Casula; Anzac Creek Park, Wattle Grove; Wilkes Park, Moorebank; Brallos Park and Saltberg Park, Holsworthy.		Completed 2nd Quarter.
3.5.6	Deliver upgrades to the following sports facilities: Amalfi Memorial Park, Lurnea; Dwyer Oval, Warwick Farm; Ernie Smith Reserve, Moorebank.		All programs delivered.
3.5.7	Commence consultation and design plans for Miller Skate Park.		Delayed due to staff vacancies in the Community Planning area. Community consultation for the project to inform design plans will be undertaken in 2014-15.
3.5.8	Review the Recreation Strategy to promote healthy lifestyles and enhance opportunities for the community to be involved through a wide range of local recreation activities.		The review was completed.
3.5.9	Improve disability access at: Briggs Park and Dunnumbral Park, Cecil Hills; Hammondville Park, Hammondville; Jacqui Osmond Reserve; Warwick Farm; Lady Woodward Park, Miller;		Completed 2nd Quarter.


REF.	DESCRIPTION	STATUS	COMMENT
	Malinya Park, Wilkes Park & Kelso Park, Moorebank and Woodside Park, Hinchinbrook.		
3.5.10	Undertake landscape renewal and improvement works at: Liverpool Pioneers' Memorial Park, Liverpool city centre; Lt Cantello Reserve, Hammondville; Meere Park, Lurnea; Alamein Park and Beswick Park, Liverpool; Woodside Park, Hinchinbrook; Ben Prior Reserve, Casula; Ida Kennedy Reserve, Green Valley; Havard Park, Prestons; Mubo Park, Holsworthy and MacLeod Park, Prestons.		All Landscape works completed with the exception of MacLeod Park Embellishment and Mubo Park Upgrade. Works scheduled to be completed in September 2014.
Principal Activity: Social Outcomes			
3.6.1	Increase access to services and food for priority groups by supporting the development of the Liverpool Community Kitchen and hub.		Date for re-signing of MOU for the Community Kitchen and Hub Strategic Committee is 26 August. Several funding applications were submitted to support the on-going operation of the Community Kitchen and Hub.
3.6.2	Provide funding to community groups through Council's Community Donations Program and administer the ClubGRANTS program.		ClubGRANTS funding program facilitated the delivery of \$668,454 to Liverpool community organisation to deliver essential programs to meet the needs of our most vulnerable community members. Council also distributed community grants to community organisations in accordance with Council Policy.
3.6.3	Identify funding opportunities and submit grant applications to help deliver		Submitted five grant applications to the Community Building Partnerships grant process across five state electorates, totalling over \$230,000 for





REF.	DESCRIPTION	STATUS	COMMENT
	community programs, projects and services.		various recreation and community infrastructure projects. Successfully applied for NAIDOC Funding.
3.6.3	Identify funding opportunities and submit grant applications to help deliver community programs, projects and services.		Application submitted to the Safer Streets Programme (Attorney-General's Department) for \$300,000 to help deliver CCTV across the Liverpool City Centre. Youth Week grant of \$3,075 was successful and was used to deliver two youth week projects during Youth Week 2014, including Street Legacy IV which is a Hip Hop dancing and singing competition and Dear Liverpool a new project which encouraged young people to share their hopes, dreams, ambitions and thoughts for Liverpool via the social media platform Instagram.
3.6.4	Deliver the Community 2168 project in partnership with NSW Health and Housing NSW to improve social and economic opportunities in this area.		The implementation of the 2168 Action Plan 2013-2014 is complete. Key highlights included the 2168 Employment and Education Expo held on 8 May at Miller College with approximately 1,000 students and job seekers in attendance. The 2168 Community Markets were also delivered monthly at Miller and coordinated establishment phase of the 2168 Employment and Education Centre based at Miller Community Centre.
3.6.5	Convene community sector interagency forums and networks to improve coordination of information and service delivery in Liverpool.		The Liverpool Youth Workers Network (LYWN) continued to meet monthly to provide training, information sharing and networking for local youth agencies and schools.
3.6.6	Deliver the Living Streets Program in Liverpool including: Community gardens at five sites; People's Shed Social Enterprise Hub.		Support for the community gardens continued. The People's Shed lease was signed. Liverpool District Men's Shed was provided with a new location. The Hotspots Program was completed and acquitted for five sites: Australis Park, Dwyer Oval, Ron Darcy, Winnall Reserve, Willan Park. My Wish for Liverpool was installed in Macquarie Mall. A Liverpool Stories 1 Banner was installed. Four artists were commissioned to install artwork in the underpasses at Cartwright.
3.6.7	Facilitate recognition of Aboriginal heritage and protocols and support Aboriginal groups in Liverpool, including the provision of two employment		A draft Cultural protocol document was developed. Two Employment sessions were conducted in conjunction with two partnership programs with TAFE and Sydney Care and Community First.







REF.	DESCRIPTION	STATUS	COMMENT
	information sessions and new cultural protocols for Council.		
3.6.8	Deliver the language aide program in Council and organise Discovery Tours to assist new and emerging migrant communities to access services.		Ongoing.
3.6.9	Provide opportunities for young people in Liverpool, including a Youth Leadership Program in conjunction with the Liverpool Youth Council and two school outreach programs in partnership with the Street University.		The Liverpool Youth Council continued to meet on a monthly basis.
3.6.10	Improve access to facilities and services for people with a disability including the production of a resource which encourages local businesses to be more accessible.		Ongoing.
3.6.11	Manage the Liverpool Community Profile and provide expert demographic advice to Council and external stakeholders through information provision and training.		Continue to manage the Liverpool Community Profile and provide advice to internal and external stakeholders.
3.6.12	Deliver the Midnight Basketball Program which is aimed at engaging young people in positive night time activities.		The first Midnight Basketball tournament finished successfully on April 4, 2014. Administrative duties, finances and volunteer recognition was completed following the tournament. Tournament 2 is planned for October 2014 and planning meetings to commence in July 2014.







REF.	DESCRIPTION	STATUS	COMMENT
3.6.13	Provide funding and support Men's Sheds to become established in Liverpool.		The funding program to eligible men's shed groups has closed and two grants have been provided as previously reported. On-going support provided to two men's shed groups for the operation of Council owned property to be utilised as a men's shed facility. Scheduled to commence operation on 1 August 2014.
3.6.14	Establish and maintain: The Hoxton Park Community Farm - A series of satellite urban farms operating with a social enterprise.		Soil testing for land fertility as well as contaminants has been completed by Department of Primary Industries and Macquarie University. Results were received June 2014. TAFE will be running a Horticulture Course at the farm in August 2014. Awaiting contact from Ultimo TAFE for the initial meeting regarding the Sustainability Centre building. Landscape design will commence as soon as a blueprint of the building plans are received from TAFE. Workshops are progressing in leaps and bounds with 65 people in attendance in the last two workshops. Another four are in the timetable which concludes in September 2014. A review will decide on how these workshops will proceed in the future.







PROGRESS ON 2014-15 ACTIONS








REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Children's Services			
3.1.1	Review child care service provision and develop a Children's Services Strategy.		Semann and Slattery were engaged by Liverpool City Council to review the provision of early education programs delivered directly by Council. In conducting this review, Semann and Slattery examined aspects of early childhood education provision. Work commenced with the Business







			Improvement Unit in areas of cleaning and security call outs to explore and combine the delivery of services alongside areas of Council who hold similar functions. Service expansion options in areas of Holsworthy/Wattle Grove and Liverpool CBD were explored.
3.1.2	Provide high quality childcare services for children aged 0-5 years at Casula, Hinchinbrook, Wattle Grove, Warwick Farm, Cecil Hills, Holsworthy and Prestons.		Centre occupancy in the last quarter was at an average of 98 per cent across all services. This was a substantial increase for this period compared to previous years. Holsworthy Early Education and Care Centre was assessed under the new national standards and received a result of Exceeding National Standards. This continues to confirm Council's strength as a provider of Childcare in Liverpool, and a leading agency in the delivery of education and care for children.
3.1.3	Deliver the Growing Green Thumbs project across children's services to create an environment which allows children to gain an understanding of the importance of natural materials.		'World Environment Day' was included in curriculum planning. Centre sustainability champions visited Macarthur Centre for Sustainable Living to review further innovative ideas in sustainability engagement. Our curriculum provides opportunities for children to gain an understanding of the importance of looking after our planet and the world in which we live. Each of our centres' learning areas are carefully designed and created to ensure that only natural elements are used to guide children's learning.
3.1.4	Deliver the Children's Service Community Involvement Program that engages with families and promotes Council's services.		A service delivery plan was developed alongside the acting Child and Family Support Officer role. The plan included deliverables in <i>Paint Liverpool Read Project</i> , <i>Liverpool Mall Activation Program</i> , and offering support and engagement with the not for profit organisations that currently exist within the Liverpool area. A revamp occurred for all children's services branding inclusive of the enrolment package given to families. Children's services partnered with other NGO's in a family day forum, aimed at family care operators who felt unsupported by the private sector.
3.1.5	Facilitate a leadership program for Council's child care staff to provide opportunities for professional development.		A professional development conference was held on the 16th May 2015 capturing key curriculum objectives targeted at quality practise and children's development. The conference theme was 'Reigniting the flame - provoking passion and a continued journey to inspire learning in the early years'. Nominated supervisors participated in a workshop on 'Adaptive mindsets for resiliency' aimed at further building their role as leaders. A






			leadership excellence program consisting of six modules for upcoming leaders within the sector was planned.
3.1.6	Delivery of benchmarking and best practice to the sector via networking and training.		Early Childhood Programs delivered workshops to <i>Good Start Early Learning</i> . Good start is a not for profit organisation purchased from ABC Learning in 2009 following its voluntary liquidation. Casula Preschool was also approached to contribute to an Early Childhood literature book called <i>Design for living and learning</i> . The preschool is the only Australian site that has been acknowledged and had images published in the book.
Principal Activity: Community Facilities			
3.2.1	Conduct an Expression of Interest process for the use of Council's community facilities and buses to provide equitable access.		An Expression of Interest conducted for community buses, permanent and licensed space.
3.2.2	Manage the booking and use of community facilities and buses for community programs, activities, gatherings and events.		Council developed the Community Facilities and Community Bus Hire Policies which contain the rationale and principles to enable consistent processes to be undertaken when hiring Council owned community facilities and buses.
3.2.3	Assist in creating partnerships, opportunities and networks between and for community organisations using Council's community facilities.		Ongoing.
3.2.4	Develop a Community Facilities Strategy to guide provision, development and management of facilities to meet the needs of the community.		Draft Strategy refined following consultation with key internal stakeholders.
3.2.5	Prepare functional briefs for a new community facility in Prestons.		Brief prepared.








3.2.6	Review and update the Generic Plan of Management for Community Facilities.		Will be developed after endorsement of strategy, which is currently in development.
3.2.7	Undertake the following capital improvement works: -City Library toilet amenities: -Sea wall at Davy Robinson Reserve -Refurbishment at Ernie Smith Reserve Hockey facility -Renewal of air-conditioning system at Whitlam Leisure Centre.		A major renewal and accessibility compliance at the City Library toilets were completed. The completed boat ramp and pontoon at the Davy Robinson Reserve will facilitate a wider range of boating craft, improve navigation and recreational access to the Georges River. The Ernie Smith Reserve hockey amenity building's capacity was increased due to the completion of extension and refurbishments works preceding the Club's new field. Works commenced to renew the Whitlam Leisure Centre's foyer, pool, and stadium air-conditioning in 3 stages.
3.2.8	Undertake rehabilitation works at: Chipping Norton Homestead -Prestons and Holsworthy childcare centres -Casula and Cecil Hills Community Centre -Bluebird Cafe at CPAC -Moorebank Library and Community Centre.		The Chipping Norton homestead roof repair works were completed to ensure that the heritage asset remains watertight. Prestons and Holsworthy's Child Care Centres' flooring replacement and renewal works were completed during the Christmas and New Year Period. The CPAC Bluebird Cafe cosmetic improvements were undertaken with new kitchen goods and furniture. The Moorebank Library and Community Centre lightings were replaced with LED lamps to improve performance and reduce running cost.
3.2.9	Improve the accessibility of the following buildings: -Casula Community Centre -Liverpool Regional Museum -Kemps Creek Community Centre.		The City Library's accessible and ambulant toilets on mezzanine level have been upgraded providing additional capacity for demand and current compliance requirements. The Liverpool Regional Museum and the Kemps Creek Community Centre's accessible ramps were successfully installed to meet the needs of patrons and regulatory requirements.
3.2.10	Undertake audits of selected facilities to ensure accessibility requirements are met.		Referrals were received from local residents highlighting the need for an access ramp at the entrance to Kemps Creek Community Centre. Accordingly, an audit was conducted and \$15,000 was allocated to install a ramp to improve access.
3.2.11	Facilitate operation of a Men's Shed from Council's facilities at Sheperd Street.		The Liverpool District Men's Shed project is a non-profit venture that engages men in a shed or workshop environment. The purpose of the men's shed is to improve the overall health and well-being of males by providing them with opportunities for positive social interaction. The Men's Shed has a licence agreement from 1 August 2014 till 1 July 2017.







Principal Activity: Customer Services			
3.3.1	Provide high quality customer services through provision of a 'one stop shop' at Council's Customer Service Counter at Moore Street.		Ongoing.
3.3.2	Provide an after-hours phone service to ensure a 24 hour a day, seven day a week contact phone service.		Ongoing.
3.3.3	Implement customer service standards through the delivery of training across all of Council to enhance interaction with the community and customers.		Ongoing.
3.3.4	Facilitate Customer Focus Groups to provide an opportunity for customers and residents to provide feedback to Council.		Ongoing.
3.3.5	Monitor and report on customer requests to enable timely and reliable information and response to Council's customers.		Ongoing.
Principal Activity: Libraries and Museum			
3.4.1	Develop collections, information services and technology facilities for the library and museum.		There has been an increase in DVD collections at smaller branches to reflect demand and current usage. Introduction and trial of new eResources, free streaming film sites 'Artfilms' and 'Beemafilm' are available from the library website plus website online booking service for library events. Review of LOTE collections finalized and weeding commenced.

3.4.2	Deliver and market strategic community programs, exhibitions and events that respond to community interests and needs.		Community exhibitions run constantly in exhibition space and on the Library top floor. Up to date projectors are fitted in all libraries to allow screening of feature films. Broadcast rights for Village Roadshow films and SBS has been secured for all sites. Liverpool Sports Hall of Fame completed.
3.4.3	Re-develop the Library's website and other electronic access points such as smart-phone applications to improve electronic access to the library.		Event bookings available from web page. Development is now complete, the library will continue to evolve the web site as opportunity and demand require.
3.4.4	Undertake a review of the Library's community information directory to improve usage, access and information provided to the community.		Community database review complete. Database is up to date and procedure is in place to maintain the accuracy of the information.
3.4.5	Identify funding opportunities and submit grant applications to help deliver key programs, projects and services to the community.		Successful application for a grant from the NSW Community War Memorial Fund for the restoration of the John Edmondson VC Memorial Clock.
3.4.6	Deliver heritage and history services to the community.		The library continues to offer a local history and heritage service and a family history service to the community. Digitalization, oral history and museum display projects are under way. A review by an outside consultant is expected to be completed in the next quarter. A booklet has been completed on the history and naming of Liverpool Suburbs. 'The Suburbs of Liverpool' has been completed and distributed to local organisations including schools.
3.4.7	Undertake a strategic review of the museum to improve service delivery and align with best practice.		Strategic Review of Museum by outside was initiated.
3.4.8	Expand the use of social media to engage with library and museum customers and promote services, programs and events.		The Library Facebook page continues to grow in usage and is at 1,100 likes. The page is used to promote library and Council events, library resources, collections and services.



Principal Activity: Recreation Facilities			
3.5.1	Manage Council's leisure centres contracts including the Whitlam, Michael Wenden and Holsworthy Leisure Centres.		The contract for the management of the Whitlam Leisure Centre and the Michael Wenden Aquatic Leisure Centre has been awarded to the YMCA NSW, is managed by Council through regular contact and formal monthly management meetings. These meetings focus on attendances, financial performance, and marketing, WHS, staff training, human resources and site maintenance to ensure effective management of the leisure centres to service the local community.
3.5.2	Advocate to governments for the establishment of an entertainment precinct and sporting stadium in Liverpool.		Master Planning project under way for the Woodward Park Precinct. Project has been handed over to Property Services given this phase of the project.
3.5.3	Manage the hire of all Council's sporting fields and parks including license agreements and casual hire.		The management of 32 of Council's sporting facilities continues to be done under a licence agreement. The allocation of sporting and recreational parks for use by casual users continues to be managed.
3.5.4	Implement Council's annual Sporting Grant Program and the Sporting Donations program to provide funds for sporting activities in Liverpool.		Applications under the Liverpool Council Sporting Donations program were assessed at the regular meetings of the Liverpool Sports Committee. The 2014-2015 Liverpool Council Sporting Grant Program distributed \$30,000 of grants to 8 sporting organisations in June 2015.
3.5.5	Complete a comprehensive Playground Audit and Condition Report for all of Council's 158 playgrounds.		This is done annually.
3.5.6	Upgrade the following playgrounds across Liverpool: -Dunumbral Park, Cecil Hills -Burt Burrows Reserve, Hinchinbrook -Gracemere Park, Wattle Grove -Elizabeth Park, Cecil Hills - Hurley Park, Horningsea Park -Percy Rabbit Park, Horningsea Park -Gough Park.		






3.5.7	Deliver upgrades to the following sports facilities: -Phillip Park – Tennis Courts - Jardine Park – Netball Courts -Childs Park – Floodlighting -South Park – Floodlighting -Pacuillo Park – Floodlights.		
3.5.8	Progress design plans for establishment of a skate park at Miller.		Project placed on hold until Recreation Strategy is completed.
3.5.9	Review and update Council's Recreation Strategy and Open Space Strategy to promote healthy lifestyles and enhance opportunities for the community to be involved in a wide range of local recreation activities.		Bass line assessment of current open space, recreation infrastructure and analysis of Council spend under way.
3.5.10	Improve disability access at: -Glen Regent Reserve, Casula -Satelberg Park, Holsworthy -Hammondville Oval, Hammondville -Gracemere Park, Wattle Grove -Percy Rabbit Park, Horningsea Park.		
3.5.11	Undertake landscape renewal and improvement works at: -Ben Prior Park, Pullbrook Park, Tall Gums Park, Casula -Apex Park, Liverpool -Lady Woodward Park, Miller -Harris Creek Reserve, Holsworthy -St Andrews Park, Casula - Bent Street Park, Chipping Norton.		
Principal Activity: Social Outcomes			






3.6.1	Assist priority groups to access services and food by supporting the operation of the Liverpool Community Kitchen and hub.		Three Liverpool Community Kitchen and Hub Strategic Committee meetings held. There is an average of 450 meals served per week and hub activities now involve Housing NSW, Anglicare, Centrelink, Mission Australia and St Vincent de Paul Society. Roundtable held with 18 representatives from mobile free food service providers to discuss a more coordinated approach to free food delivery in the city centre.
3.6.2	Provide funding to community groups through Council's Community Donations Program and administer the ClubGRANTS program.		ClubGRANTS program received 117 applications. Applications were assessed in accordance with Growing Liverpool 2023. Successful projects will be announced in July. Community Donations Program: Community Grants Program: 9 projects approved for funding totalling \$33,850.
3.6.3	Deliver the Community 2168 project in partnership with NSW Health and Housing NSW to improve social and economic opportunities in this area.		Ongoing.
3.6.4	Support the Community Sector to improve coordination of information and human service delivery in Liverpool.		Ongoing support offered to local Community Sector including assistance with strategic planning, feedback on grant applications, distribution of resources through e-groups and finalizing a mapping exercise of local community services.
3.6.5	Facilitate recognition of Aboriginal heritage and protocols and support Aboriginal groups in Liverpool.		Sorry Day was held on 26 May 2015 at Liverpool Regional Museum. National Sorry Day is an annual event to remember and commemorate the mistreatment of the continent's indigenous population. Council is dedicated to supporting Australian Indigenous significant events such our national Sorry Day program. Over 60 community members participated in this year's Sorry Day event; 65% of attendees reported that they felt the event commemorated the Stolen Generation appropriately and that they would like to learn more about our local Aboriginal Heritage.
3.6.6	Deliver the language aide program in Council.		Ongoing.
3.6.7	Organise Discovery Tours to assist new and emerging migrant communities to access services		Ongoing.










3.6.8	Improve access to facilities and services for people with a disability.		Liverpool City Council hosted a consumer reference group in partnership with the Council of the Ageing (COTA) NSW on 27 April, 2015 with 11 people in attendance. The groups are hosted twice annually and this session focussed on "How do you obtain information". Information gathered from this session is used by COTA in reports to the Government. Information is disseminated to residents on an ongoing basis on services available for people with a disability.
3.6.9	Manage the Liverpool Community Profile and provide expert demographic advice to Council and external stakeholders through information provision and training.		Managed contract with Profile ID to deliver Community Profile and Social Atlas. Responded to internal and external customer requests for demographic information.
3.6.10	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 were held with Family and Community Services (FACS) to negotiate a variance of funding to deliver an alternate project with the Museum of Contemporary Arts. A project brief was submitted to FACS in June 2015.
3.6.11	Conduct an annual multi-cultural forum and related focus group meetings.		Focus group consultations completed January - March 2015.
3.6.12	Deliver the midnight basketball program.		The third Midnight Basketball program was delivered between 1 May and 19 June, 2015. The Midnight Basketball program continues to be very popular with local young people. There were 94 young people who registered for the program and 34 volunteers to assist in the running of the 8 week program. Key Highlights of the Midnight Basketball program included.
3.6.13	Develop place-based projects and activities to stimulate the city centre and attract visitors and economic activity to Liverpool.		Explored a potential partnership with C3 West - Museum of Contemporary Arts to deliver a capacity development project in the City Centre that focuses on the issue of food insecurity across socially disadvantaged communities in the Liverpool City Centre, and the barriers experienced by community members accessing nutritionally balanced meals at home, and through food relief and community kitchens.





PROGRESS ON 2015-16 ACTIONS

CSP LINK	DESCRIPTION	STATUS	COMMENT
Principal Activity: Children's Services			
3.1.1	Integrate Council Children's Services into community playgroups within the Liverpool area.		Interagency connections have continued to be strengthened with the addition of a Child and Family Support Officer into the Children's Services team. From 3 May 2016, Children's Services, in partnership with Fairfield City Council supported playgroups, established a supported playgroup from Hinchinbrook Early Education and Care Centre which provides opportunities for parents and children who are experiencing isolation, or need support, to access a positive, facilitated playgroup experience. It has provided opportunities for them to enhance their relationship in a supportive environment, increase their skills and confidence, and develop valuable social and family support networks within their community. An additional partnership with the Liverpool Migrant Resource Centre (LMRC) is currently in the final stages of planning for the facilitation of a supported playgroup from Liverpool City Library.
3.1.2	Explore opportunities and feasibility of vocational programs.		Research into legislative requirements and budget feasibility are currently in preliminary stages to run vocational programs and/ or out of school hour's care from possible sites at Casula Preschool and Warwick Farm Public School. These include physical space requirements, staffing structure and fee structure. A report will be provided by February 2017.

3.1.3	Refurbish Warwick Farm Early Education and Care Centre.		Upgrades to Warwick Farm Early Education and Care Centre were completed throughout the Christmas closure. These included renewal of flooring, painting works and replacement of windows within the building.
3.1.4	Facilitate a leadership program for Council's child care staff to provide opportunities for professional development.		Further leadership programs in Improving Managerial Effectiveness with Versatility, Leadership, S-T-R-E-T-C-H, team building workshops and Managing Conflict have been conducted. Coaching and mentoring programs were conducted for selected staff in areas of leadership development and working collaboratively in teams. A four part curriculum training program was conducted for new Early Childhood Teachers. Internal network mentoring groups held in foundations of early childhood practice, educational leadership, sustainability, and setting up creative spaces.
Principal Activity: Community Planning and Development			
3.2.1	Develop detailed design plans for Stante Reserve, Middleton Grange.		On-site community engagement was undertaken in April and May 2016 to confirm community priorities for open space in Middleton Grange. A report was produced that summarised the results of this feedback together with the results of on-line engagement conducted in late 2015. The report will inform design plans for Stante Reserve.
3.2.2	Provide funding to community groups through Council's Community Donations Program and administer the ClubGRANTS program.		<ul style="list-style-type: none"> Community Donations: A total of 20 applications were received and a total of 11 applications were approved for funding by the Assessing Panel, funding totalling \$75,842 ClubGRANTS: A total of 115 applications were received and a total of 52 applications were successful in securing funding from 5 participating Clubs, funding totalling \$708,242.43
3.2.3	Identify funding opportunities and submit grant applications to help deliver community programs, projects and services.		The team is submitting applications to funding rounds when eligible to support the delivery of projects as per the Community Strategic Plan. Applications have included:

			<ul style="list-style-type: none"> • NSW Seniors Week • NSW Youth Week • Social Housing Community Improvement Fund • Department of Premier and Cabinet • NSW Heritage Grants Emergency Works Project <p>Council has also subscribed to the EasyGrant Newsletter to better follow funding opportunities that are relevant to both Council and the non-government sector.</p>
3.2.4	Provide opportunities for young people in Liverpool, including a leadership program in conjunction with Liverpool Youth Council.		Liverpool Youth Council continued to provide opportunities for local young people. Five meetings were held during this period as well as a Leadership and Communication training session. The current Youth Council group finished their term on 30 June, 2016 and a new group will be formed from July 2016.
3.2.5	Deliver the Midnight Basketball program.		The initial two year contract between Council and Midnight Basketball Australia was completed in December 2015. A report was provided to Council outlining the outcomes of the four programs delivered thus far. Midnight Basketball program has not been delivered during this period.
3.2.6	Review and update the Multicultural Plan and Reconciliation Action Plan.		The Multicultural Plan will be reviewed and reported on in June 2017. The Reconciliation Action Plan is currently being drafted.
3.2.7	Complete consultations for the Miller Skate Park.		Project pending approval of Recreation Strategy.
3.2.8	Provide opportunities for the community to be informed and consulted on Council matters.		<p>A total of ten forums (five rural and five urban) were delivered during this period with a total of 98 participants.</p> <p>Liverpool Listens continues to operate as a key community engagement tool for Council. Key statistics are as follows:</p> <ul style="list-style-type: none"> • 31 published consultation projects • 1,336 registered participants • 37,168 site hits since inception

Principal Activity: Community and Recreational Facilities			
3.3.1	Develop the tender for the Leisure Centre Management Contract at Carnes Hill.		The Tender was awarded on 3 June 2016.
3.3.2	Deliver the Warwick Farm Basketball Facility project.		The basketball facility was opened in June 2016.
3.3.3	Implement Tables, Chairs and Equipment for Hiring.		Investigation and research were commenced.
3.3.4	Implement online booking system for casual venue hire.		Due to the release of the mobile smart function that allows customers to make an online tentative booking, the implementation of the online booking system has been delayed and will once again be raised after the Carnes Hill Precinct officially opens.
3.3.5	Rebrand Council's Community Facilities Management area, including website information.		Project was commenced.
Principal Activity: Customer Service			
3.4.1	Provide Customer Service Request training across Council.		Customer Service Request (CSR) training across the Council has been completed.
3.4.2	Deliver Customer Service Week activities.		Customer Service week activities are still under review.
Principal Activity: Libraries and Museum			
3.5.1	Introduce a new library website.		The new website is in operation.
3.5.2	Introduce new library suppliers.		Two new suppliers are in operation.

3.5.3	Promote the library's virtual services in order to increase access.		The new website offers superior access to eResources for the community.
3.5.4	Develop a key regional library at Carnes Hill.		Carnes Hill Library will be opening on 30 July 2016.
3.5.5	Undertake a strategic review of Museum Services.		The review has been completed.
3.5.6	Increase library programs and events.		The team has been restructured and is now complete.

Direction 4: Proud Engaged City

This direction is about community engagement, pride and identity. As a regional city, Liverpool is home to several iconic facilities such as the Casula Powerhouse Arts Centre and Brownes Farm Reserve.

10-YEAR STRATEGIES

- 4a) Strengthen and celebrate Liverpool's unique identity.
- 4b) Engage and consult with the community to enhance opportunities for communication and involvement.
- 4c) Deliver a range of stimulating and vibrant cultural events, programs and festivals.
- 4d) Provide first class and iconic facilities and places.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- **Casula Powerhouse Arts Centre (CPAC)**
- **Community Engagement**
- **Events**

There were 51 actions undertaken under these Principal Activities to give effect to directions under Growing Liverpool 2023 in the financial years 2013-2016. This includes actions that may have covered more than one year as a separate action each year.

49 actions were on track/completed

2 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

85% OF PEOPLE EXPRESS SATISFACTION OR BETTER WITH COUNCIL'S CONSULTATION WITH THE COMMUNITY.

76% satisfaction or better in December 2013
(Source: Annual Telephone Survey)

AN INCREASE IN PEOPLE'S SENSE OF BELONGING IN THEIR CITY.

51% of people as at December 2013
(Source: Annual Telephone Survey)

AN INCREASE IN THE NUMBER OF PEOPLE WHO PARTICIPATE IN ARTS & CULTURAL ACTIVITIES.

Data not yet available

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Culture and Arts Tourism Policy and Plan</i>	On Track	2014-17
<i>ANZAC Day Centenary</i>	Completed	2014-15

CULTURAL AND ARTS POLICY AND PLAN TOURISM POLICY AND PLAN

This project involves the development of a Cultural Policy and Plan to promote the delivery and support of arts, tourism, culture and creative industries in the Liverpool. The following activities were undertaken:

- Research by Deloitte Economics on funding and resourcing of the arts in Western Sydney. This has created a broad macro-analysis that informs funding requests and created a framework for the Cultural Policy and Plan
- Needs analysis and cultural mapping research that looks at both infrastructure needs and the cultural community in the Liverpool LGA
- Sector consultation and the use of Liverpool Listens for general community consultation
- Commissioning of a Liverpool Destination Management Plan that includes extensive stakeholder consultation

The project continued through 2015-16 with further consultation and the development of goals and aspirations for Liverpool's cultural future. A draft policy/plan has been developed and completions is expected in 2016-17.


ANZAC DAY CENTENARY PROJECT





A commemoration event was held on Saturday 25 April following the ANZAC Day Dawn Service at Bigge Park in Liverpool's city centre. A comprehensive program was delivered including a World War I re-enactment, war diary readings and war story readings. More than 3,200 people attended the commemorations throughout the day. Council received positive media coverage for its projection of Diggers' images in the city centre as a lead up to its ANZAC event. Other activities in the lead up to the event were:





- *A Guarding the Homefront* exhibition between March and May. The exhibition explored the stories of those who remain at home awaiting the return of loved ones or who contributed to the war effort in other ways
- Placement of special banners along city centre streets
- A Facebook page on the centenary of ANZAC which received more than 3,600 likes










ACTIONS UNDERTAKEN 2012-2016






PROGRESS ON 2013-14 ACTIONS




REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Casula Powerhouse Arts Centre			
4.1.1	Deliver a variety of art exhibitions, theatre performances and art education programs at Casula Powerhouse Arts Centre.		<p>CPAC hosted a range of entertainment for children through to seniors which totalled 1,683 tickets sold. Senior's matinee performance Wayne Scott Kermond and Warren Kermond: <i>Chalk and Cheese</i> hosted 322 patrons for a popular lunch and a show. Lah Lah's Big Live Band is a band that introduces children to music and musical instruments through fun and entertainment and attracted 74 patrons. Tree of Life – attracted 854 patrons across five performances included a Liverpool City Council supported remounting of the production for Harmony Week.</p> <p><i>Hiromi Hotel: Moon Jellies</i> presented in the Kids Gallery by artist Hiromi Tango. Tango's art practice is heavily based on collaboration with community members and site-specificity. The Hiromi Hotel encourages its visitors to interact with the work and each other.</p> <p><i>Subject to Ruin</i> featured twenty three artists and one artist collaboration at different stages of their professional careers, each artwork represents the artist's understanding and definition of 'ruin'. Complementing Subject to Ruin in the Marsden Gallery was the Opening Doors exhibition – A Liverpool City Council and Liverpool Street University (Ted Noff's Foundation) initiated project.</p>

REF.	DESCRIPTION	STATUS	COMMENT
4.1.2	Hold markets at Casula Powerhouse Arts Centre for local business and community members to sell produce and products.		The delay in completion of ARTC works limited the use of the Parklands for events and markets. However, CPAC hosted the creation of a brand new artwork by acclaimed visual artist Gary Deirmendjian on the area of the parklands. Commissioned by CPAC's curator, Deirmendjian constructed the latest work in his colossal hollow promise series. An audience of more than 170 watched the artist as he manipulated an industrial sized excavator to crush a shipping container onsite at Casula Powerhouse Art Centre.
4.1.3	Promote the availability of Marsden Gallery for use by local artists and the Theatre for hire for presentation of local performances.		CPAC continues its commitment to the development of new and local artists and recently hosting the creation of Gary Deirmendjian's latest work <i>Hollow Promise</i> as a part of <i>Subject to Ruin</i> . CPAC has developed a comprehensive residency program called The Grid for writers, visual artists and cross platform artists to engage with CPAC as a one stop shop for the development of artists and their work. The Marsden Gallery is a gallery space dedicated to local artists and featured work by Gina Sinozich with her work <i>The Survival of Stalingrad</i> . A harrowing recount of her husband's experience during World War II.
4.1.4	Generate revenue by hiring out Casula Powerhouse Arts Centre's facilities.		External hirers included Westpool, QUOTA Club Event, GGY School of Dance Concert, PWA Wrestling, Toastmasters Workshop, Liverpool Volunteer Resource Centre Training Sessions, Bosnian Comedy Night, East Hills Girls High School BELLA showcase, Junction Works All Stars Concert and Aspire College Graduation Ceremony.
4.1.5	Support local organisations to implement arts and cultural programs by providing subsidised access to the venue.		The following organisations were provided with subsidised access to CPAC: Access Dance Classes, Create It Classes for parents of children with a disability, Life Drawing Classes via Liverpool Arts Society, The Clayhouse, Tree of Life, KARI, JunctionWorks, CuriousWorks, Manly-Warringah Sea Eagles Business Networking Event.


REF.	DESCRIPTION	STATUS	COMMENT
4.1.6	Identify funding opportunities and submit grant applications to help deliver key Council programs, projects and services to the community.		<ul style="list-style-type: none"> • CPAC applied to the Federal government Centenary of ANZAC for a grant for the Centenary of ANZAC celebrations \$120,000 • A \$15,000 grant was awarded to Public Programs and Education for Recreational Activities for People with a Disability. • A \$21,500 from ArtsNSW grant was awarded for the local tour of Elders of Liverpool – A photo exhibition by Merv Bishop. • Japan Foundation Community Grant of \$2,000 for Way Out West Festival for Children 2014. • The Way Out West Festival for Children Festival was successful in attracting \$24,000 in cash and in-kind sponsorship <ul style="list-style-type: none"> - Casula Mall \$5,000 - Sekisui House \$5,000 - Japan Foundation Community Grant \$2,000 - WestWords \$2,000 (in kind) - Opera Australia \$10,000 (in kind)
Principal Activity: Community Engagement			
4.2.1	Develop an updated communications plan for Liverpool.		
4.2.2	Implement the Community Engagement Strategy to provide opportunities for the community to be informed, involved and consulted on Council matters.		Liverpool Listens operating successfully.
4.2.3	Facilitate community advisory committees to enable community input and participation in the following areas: Sports.		The Liverpool Sports Committee continues to meet every second month.






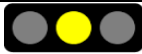


REF.	DESCRIPTION	STATUS	COMMENT
4.2.3	Facilitate community advisory committees to enable community input and participation in the following areas: Heritage and Street Naming.		Heritage Advisory Committee and Street Naming Committee are ongoing.
4.2.3	Facilitate community advisory committees to enable community input and participation in the following areas: Environment.		Environment Advisory Committee meeting held on 12 May 2014.
4.2.4	Hold open community forums that provide an opportunity for the community to hear about local priorities and activities.		Community forums continue to be held monthly in the rural and urban areas with participation by 67 residents in this quarter. Presentations are provided as well as updates on Council programs and activities.
4.2.5	Host school visits to Council Chambers and information sessions to enable local students to learn about democracy.		School visit held to discuss the role of local government and the role of the Mayor and Councillors.
4.2.6	Develop a new social media policy to expand the use of emerging technologies to communicate with the community such as Twitter, Facebook and YouTube.		Social media policy under development.
4.2.7	Review and distribute a resident newsletter to the wider community.		Ongoing.
4.2.8	Develop strategies to improve communication with people from culturally and linguistically diverse backgrounds and young people.		Ongoing.
4.2.9	Create a more interactive website through use of social media and other methods to engage with the community.		Instagram for Liverpool Night Markets set up and increased use of Facebook and other digital advertising.
4.2.10	Maintain an up-to-date and interactive website.		Council website & staff intranet are maintained as per directives from business units.






REF.	DESCRIPTION	STATUS	COMMENT
4.2.11	Provide weekly Liverpool City Council News in the local papers to keep the community updated on current activities, items on public exhibition and services.		Ongoing.
Principal Activity: Events			
4.3.1	Hold annual celebrations that engage the broader community in celebrating key annual events including: <ul style="list-style-type: none"> • Christmas in the Mall • New Year's Eve at Chipping Norton Lakes • Australia Day 		Ongoing
4.3.2	Run regular open air cinemas across the local government area in various locations.		Not completed as superseded by Starry Sari Night. Starry Sari Night will be held in September 2014.
4.3.3	Hold a series of community events that recognise and celebrate significant national and international days, including: Sorry Day; NAIDOC; Harmony Day; Refugee Week; Youth Week; Seniors Week; Mayoral Concert; International Day of People with Disability and Children's Week.		Successfully conducted three Aboriginal focused events memories in the Mall Event, Sorry Day and NAIDOC Week Event.
4.3.4	Host monthly Citizenship ceremonies on behalf of the Australian Government to welcome new migrants to Liverpool.		Citizenship ceremonies held.


REF.	DESCRIPTION	STATUS	COMMENT
4.3.5	Provide funding through Council's Corporate Sponsorship Program to support community groups to deliver local cultural, recreational and iconic events.		Nine organisations supported via the corporate sponsorship program.
4.3.6	Hold regular Mayoral Civic Receptions to celebrate special occasions and achievements.		No civic receptions to report for this quarter. Executive Services organised the Interfaith Dinner, the Civic Reception for the South West Sydney Academy of Sport for local athletes and the Havard Park Opening all three of which were held in July. Mayoral Charity Ball is being organised for August.
4.3.7	Develop and distribute a local calendar of events to increase community awareness and participation.		Calendar of events promoted via Council's Liverpool Life and the Your Liverpool Magazine and introduction of what's on billboard in the mall.




PROGRESS ON 2014-15 ACTIONS

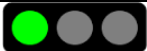
REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Casula Powerhouse Arts Centre			
4.1.1	Deliver a variety of art exhibitions, theatre performances and art education programs at Casula Powerhouse Arts Centre.		Ongoing.

4.1.2	Deliver festivals and events that provide opportunities for local artists, performers and businesses to present their work or sell products.		Ongoing.
4.1.3	Promote the availability of Marsden Gallery for use by local artists and the Theatre for hire for presentation of local performances.		Ongoing.
4.1.4	Generate revenue by hiring out Casula Powerhouse Arts Centre's facilities.		Ongoing.
4.1.5	Support local organisations to implement arts and cultural programs by providing subsidised access to the venue.		Ongoing.
4.1.6	Identify funding opportunities and submit grant applications to help deliver key Council programs, projects and services to the community.		Ongoing.
Principal Activity: Community Engagement			
4.2.1	Develop a revised Communication Plan for Liverpool.		Communications plan finalised.
4.2.2	Implement the Community Engagement Strategy including The Liverpool Listens online community panel to provide opportunities for the community to be informed, involved and consulted on Council matters.		Liverpool Listens is operational and community members are progressively registering and participating in a variety of on-line consultation opportunities.
4.2.3	Facilitate community advisory committees to enable community input and participation in the following areas:		Ongoing.





	Aboriginal, Access, Youth Council, Heritage, Environment, Sports, Multicultural, Street Naming, Economic Development, Tourism and Events.		
4.2.4	Hold open community forums that provide an opportunity for the community to hear about local priorities and activities.		Community forums in the urban and rural areas have been held in the months of April, May and June. Community Forums will be transitioned to the Community Development Team from July as per instructions from Manager Community Development and Planning. A review of the effectiveness of the forums will be prepared next quarter to assess options for improving community engagement outcomes of the Forums.
4.2.5	Host school visits to Council Chambers and information sessions to enable local students to learn about democracy.		70 students from Bringelly Public School attended Liverpool City Council Chambers for a presentation on Council services as well as the role of the Mayor and Councillors. The presentation was joined by the Deputy Mayor.
4.2.6	Develop a new social media policy to expand the use of emerging technologies to communicate with the community such as Twitter, Facebook and YouTube.		Social media policy completed.
4.2.7	Manage and improve a resident newsletter to the wider community.		The resident newsletter was delivered to all Liverpool residents in June.
4.2.8	Continue to implement strategies to improve communication with people from culturally and linguistically diverse backgrounds and young people.		<p>Refugee Artist Market were held on 19-20 June at Casula Powerhouse Arts Centre, Two hundred people attended per day. The day included the artist market, cultural performances, drumming workshops, children's activities and short film and performances by Filigree Films who work towards educating the community through the development of storytelling.</p> <p>National Youth Week 2015 was celebrated in Liverpool from 10-19 April, 2015. This year there were three events delivered for young people aged 12-25 years to participate in:</p> <ul style="list-style-type: none"> • Street Legacy V, was a partnership between the Liverpool Youth Council and The Street University and saw 150 young people



			<p>celebrate youth culture with competitions such as singing, break dancing and break dance crews.;</p> <ul style="list-style-type: none"> • Amazing Race Liverpool was a partnership with 12 local community agencies and was a race around the Liverpool LGA. There were seven teams of four young people (total of 28) who participated in activities such as t-shirt making, quizzes, pizza making and other physical challenges to get all the clues to lead them to the winning destination. • A Cyber Safety Workshop was also held in partnership with Liverpool Police to educate young people about the benefits and potential dangers of the Internet and mobile communications. 22 young people attended the workshop which was held in Liverpool Library. <p>Key highlights from Youth Week 2015 include: 100 per cent of respondents at Street Legacy V stated that events such as this help them to feel like they belong in the community; 100 per cent of participants at the Amazing Race Liverpool enjoyed taking part in an outdoor, physical activity; 100 per cent of participants at the Amazing Race Liverpool learned new skills whilst taking part in the event; 91 per cent of respondents at the Cyber Safety workshop felt more confident going online after the workshop.</p>
4.2.9	Hold a series of community engagement and capacity building activities to enable the community to engage in community life that recognise and celebrate significant national and international days, including: Sorry Day, Harmony Day, Youth Week, Mayoral Concert.		Community forums held.
Principal Activity: Events			

4.3.1	Hold annual celebrations and events that engage the broader community in celebrating key annual events, including: -Christmas in the Mall -New Year's Eve at Chipping Norton Lakes- Australia Day and Starry Sari Night.		Major events for 2014/2015 completed. Planning underway for major events for 2015/2016.
4.3.2	Provide funding through Council's Corporate Sponsorship Program to support community and business groups to deliver local cultural, recreational and iconic events.		11 organisations were supported with corporate sponsorship during the period.
4.3.3	Hold regular Mayoral Civic Receptions to celebrate special occasions and achievements.		<p>The following civic receptions were held:</p> <p><u>Anzac Day</u> - Anzac Day march went from Edmondson Club to Bigge Park. The Bigge Park Dawn Ceremony of Remembrance was attended by approximately 5,000 people.</p> <p><u>Quota Public Speaking Quest</u> - The annual Quota Public speaking quest was held at Casula Powerhouse. The purpose of the quest is to encourage leadership, self-expression and individual development in high school students. The evening was joined by the Mayor, Councillors and family members of the students.</p> <p><u>Volunteers Recognition Dinner</u> - The Volunteers Recognition Dinner was an opportunity for Council to recognise and appreciate the tireless support volunteers provide to our community. More than 153 volunteers representing 73 volunteer groups in Liverpool attended the evening and were thanked by the Mayor and Councillors.</p> <p><u>Heroes of Liverpool</u> - The Mayor recognised achievements at an inaugural Heroes of Liverpool Awards civic function at the Casula Powerhouse Arts Centre. The event recognised members of the community who have received outstanding achievements and awards on Australia Day, NSW Premier's Awards, Bravery Award, Mayor's Little Hero Award and Queens Honours Awards.</p>

4.3.4	Develop and distribute a local calendar of events to increase community awareness and participation.		Completed.
-------	--	--	------------

PROGRESS ON 2015-16 ACTIONS

REF	DESCRIPTION	PROGRESS	COMMENT
Principal Activity: Casula Powerhouse Arts Centre			
4.1.1	Deliver the annual multi-disciplinary exhibition, theatre and education program.		<p>The Exhibition Program proceeded as scheduled. Exhibitions included:</p> <ul style="list-style-type: none"> • Stephen Bird: <i>Bastard Son of Royal Doulton</i> (30 April - 3 July 2016 in Hopper Gallery) • Tucoerah: <i>Return to Origin</i> (30 April - 3 July 2016 in Marsden Gallery) • CON-STRUCT: <i>Glenn Locklee</i> (30 April - 3 July 2016 in Turbine Gallery) • <i>Studios Switch</i> (30 April - 3 July 2016 in Switch Gallery). <p>Theatre and Matinee Program and Education Program proceeded as scheduled.</p>
4.1.2	Deliver an art competition and award.		The Blake Exhibition and Art Prize was delivered in January 2016.
4.1.3	Deliver a major festival and/or event.		The Afro-Latino Festival was delivered in March 2016.
Principal Activity: Events			
4.2.1	Plan and manage annual celebrations and events that profile Liverpool as a		The annual Australia Day celebrations and the Liverpool Night Markets (March) have been planned and managed.

	destination of choice for business and visitors, including key annual events.		
4.2.2	Develop an entertainment, performance and business engagement program.		Expression of interest for performers is currently online for anyone interested in performing at any of Council's Major events.
4.2.3	Implement Council's Events Kit to improve the quality and range of external events held in Liverpool.		This Kit is now being revised as the Events team will soon have delegation to approve Section 68, so the approval process on event application will be quicker.

Direction 5: Natural Sustainable City

This direction is about protecting the environment and ensuring development is sustainable and ecological.

10-YEAR STRATEGIES

- 5a) Lead the community to develop and implement sustainable practices.
- 5b) Enhance and protect natural corridors, waterways and bushland.
- 5c) Reduce adverse environmental impacts for present and future generations.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- Environmental Sustainability
- Sustainable Environment
- Stormwater Management
- Waste Management, Parks
- CBD and Waste Management

There were 54 actions undertaken under these Principal Activities to give effect to directions under Growing Liverpool 2023 in the financial years 2013-2016. This includes actions that may have covered more than one year as a separate action each year.

52 actions were on track/completed

2 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

INCREASED NATURAL BUSH LAND CORRIDORS THAT ARE RESTORED.

This data is not yet available

IMPROVED CONDITION OF RIVERS AND WATERWAYS TO B+ OR BETTER.

Only 1 out of 6 monitoring sites have this rating. No river system has this rating.
(Source: Georges and Cooks River Alliance River Health Report Card 2013-2014)

AT LEAST 80% OF DOMESTIC WASTE IS DIVERTED FROM LANDFILL.

67.6% of corporate and community total annual waste diverted from landfill 2014-15.
(Source: SUEZ Liverpool City Council Annual Performance Report 2014-2015)

A YEARLY HOUSEHOLD WATER CONSUMPTION RATE COMPARABLE TO GREATER SYDNEY.

Sydney wide average 219kL per house and 160kL per unit. Liverpool average 235kL per house (7.2% above Sydney) and 189kL per unit (18% above Sydney).

(Source: Sydney Water)

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Community Nursery Education Centre</i>	Not Completed	2013-15
<i>Community Recycling Centre</i>	Completed	2013-14
<i>Amalfi Park Drainage Retention Basin</i>	On track	2014-15
<i>City Centre Trunk Drainage Project</i>	On track	2014-15

COMMUNITY RECYCLING CENTRE

Council opened the Liverpool Community Recycling Centre at its operations centre in Rose Street, Liverpool and secured a \$250,000 grant from the NSW Environmental Protection Authority (EPA), to deliver the project.

The Centre allows residents to drop off their household waste, in-turn reducing up to 85% of the problem wastes that are traditionally disposed of at Chemical Clean-Out events. More than 25 tonnes of problem waste was diverted from landfill within 6 weeks of operation, 20 tonnes being computers and television. There were 412 participants in the first 6 weeks since the Centre was opened. The Liverpool Community Recycling Centre will be used as a 'model' by the EPA to showcase the benefits of such facilities to other Councils and organisations.

AMALFI PARK DRAINAGE RETENTION BASIN PROJECT

This project provides new infrastructure to increase flood protection and improve public safety in Casula, Lurnea and Liverpool. The project involves the construction of a 48 mega litre flood detention basin at Amalfi Park, Lurnea as part of Council's wider Brickmakers Creek flood mitigation project. Works also involve culverts, spillway, drainage, shared path, landscaping, sports field, and a viewing platform.






Construction of the detention basin, culverts, spillway, drainage, shared path, landscaping, sports field, and viewing platform commenced in 2014 and \$2.8 million was spent on the project in 2014-15. Works were completed in October 2015.






CITY CENTRE TRUNK DRAINAGE PROJECT








The project involves construction of a 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.





The design of the system has been completed and approval obtained from Sydney Water for water and sewer main modification works and Endeavour Energy for electrical cable relocation works. The upgrade of stormwater pipes within the City Centre to alleviate flooding has commenced. There was a delay due to October 2015 periods of wet weather and late commencement due to satisfying EPA requirements. Project completion is expected in September 2016.

PROGRESS ON 2013-14 ACTIONS



REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Environmental Sustainability			
5.1.1	Implement Council's Tree Management Policy.		Council's Landscape Assessment Officer continued to assess applications for tree removal.
5.1.2	Develop a business case for a Community Nursery and Education Centre in Liverpool.		Awaiting adoption of site to proceed with development of Business Case. Compilation of data and information for business case to be finalised in 2014-15.
5.1.3	Undertake bush regeneration at 8 new sites and continue to maintain existing bush regeneration sites in accordance with the Environmental Levy Program.		Six projects completed. Implementation of remaining projects in progress. Maintenance ongoing for Environment Restoration Plan Sites.
5.1.4	Deliver the Noxious Weed Management Program to manage noxious, environmental and aquatic weeds.		Annual program complete.
5.1.5	Hold Environment Restoration Plan events which include: Monthly Tree Planting activities; National Tree Day; Schools National Tree Day and Environment Volunteer Recognition Event.		Monthly Community Tree planting (CTP) Activities held: Meere Park, Lurnea 5 April - 9 volunteers planted 400 plants; Craik Park, Austral - 18 May -16 volunteers planted 400 plants, Kelso Park, Moorebank - 21 June -14 volunteers - 400 plants . National Tree Day and School's National Tree Day Events held annually in July. Environment Volunteer Recognition Event to be held in December.






REF.	DESCRIPTION	STATUS	COMMENT
5.1.6	Undertake the following environmental education programs which are identified in the Integrated Sustainability Action Plan: Sustainability Workshop Series; Sustainability Series Fact Sheets; School visits regarding environmental issues and Website information.		Sustainability Blitz Workshop Series held. Sustainability Education Officer visited 10 childcare centres and 1 school to run workshops and activities on recycling and environmental sustainability issues.
5.1.7	Develop and distribute the Sustaining Liverpool newsletter each quarter to improve awareness and action for environmental sustainability.		Sustaining Liverpool Newsletter was distributed in May to over 1500 Households, Council childcare and library facilities, and all schools in Liverpool LGA.
5.1.8	Undertake works to improve water and energy conservation at: Liverpool City Library; Whitlam Leisure Centre and Warwick Farm Child Care Centre		Whitlam Pool Backwash was 50 per cent completed and due to be opened before mid-October (where 50m pool will be open for summer). Solar Panel installations were completed at Wattle Grove and Hinchinbrook.
5.1.9	Coordinate the Environment Volunteer Program and engage community volunteers to undertake environment restoration activities across Liverpool.		Fifty-Five volunteers participated in the Environment Volunteer Program from April to June.
5.1.10	Increase the capacity of Council to meet its environmental legislative requirements and improve its sustainability performance as outlined in the Integrated Environmental Sustainability Action Plan.		Delivery of environmental sustainability themed workshops for Managers on track. Continued to maintain the Planet Footprint subscription service which measures Council's environmental sustainability performance.
Principal Activity: Stormwater Management			






REF.	DESCRIPTION	STATUS	COMMENT
5.2.1	Undertake restoration and relining of piped drainage systems.		Restoration of 400m of heavily damaged pipes to improve hydraulic capacity and extend the service life of Council's piped drainage systems in Lurnea completed using relining of pipes and structural patches. A total of 1.3km of pipe has been rehabilitated covering a pipe network of 10km during 2013-14.
5.2.2	Provide a gross pollutant trap at Cabramatta Avenue as part of a source control strategy to prevent pollutants reaching the Georges River.		Installation of a gross pollutant trap at Ron Darcy Oval at Cabramatta Avenue, Miller completed. Works were undertaken by Council's Construction Team.
5.2.3	Provide underground trunk drainage system in Elizabeth Street between George and College Streets using grant funds.		Grant application unsuccessful - new grant application has been made under the 2014-15 State Floodplain Management Program. Design 90 per cent complete.
5.2.4	Provide a flood retarding basin in Amalfi Park to attenuate flood flows and alleviate flooding within the northern part of the City centre using grant funds.		Grant application successful - contract awarded for construction of the basin and works scheduled to commence in August 2014.
5.2.5	Undertake cleaning of pits including gross pollutant traps and drainage pipes.		All work completed as per the program.
Principal Activity: Waste Management			
5.3.1	Provide weekly domestic, recycling and garden waste collection.		Ongoing.
5.3.2	Establish a new Community Recycling Centre in Liverpool.		The Community Recycling Centre was completed and is now operational.







REF.	DESCRIPTION	STATUS	COMMENT
5.3.3	Deliver the community sharps and other problem waste program to divert these items from the domestic waste stream.		Ongoing.
5.3.4	Hold and support waste and recycling events such as Clean up Australia Day and National Recycling week.		Ongoing.
5.3.5	Participate in a used goods resale event to encourage reuse before disposal.		Garage sale trail was conducted.
5.3.6	Deliver waste education including bin inspection and awareness program to minimise contamination of recycling and green waste bins and encourage waste avoidance and minimisation.		Ongoing.






PROGRESS ON 2014-15 ACTIONS

REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Environmental Sustainability			
5.1.1	Implement Council's Tree Management Policy.		581 applications were assessed were assessed applications for tree removal.
5.1.2	Develop a project concept, business case, and preliminary designs for a		Information was collected and collated to develop a draft business case for the Environmental Education Centre and Community Plant Nursery.







REF.	DESCRIPTION	STATUS	COMMENT
	Community Nursery and Education Centre in Liverpool.		
5.1.3	Undertake bush regeneration at 8 sites and continue to maintain existing bush regeneration sites in accordance with the Environmental Levy Program.		
5.1.4	Deliver the Noxious Weed Management Program to manage noxious, environmental and aquatic weeds.		The Noxious Weed Management Program is being implemented to target noxious and environmental weeds in Liverpool. This includes delivery of an aquatic noxious weed control program targeting Alligator Weed, Salvinia and Ludwigia, and a terrestrial Weed Control Program targeting Blackberry and Lantana.
5.1.5	Hold Environment Restoration Plan events which include: Monthly Tree Planting activities, National Tree Day, Schools National Tree Day and Environment Volunteer Recognition Event.		Community Tree planting activities were conducted.
5.1.6	Undertake the following environmental education programs: Sustainability Workshop Series, Sustainability Series Fact Sheets, School visits regarding environmental issues and Website information.		The Sustainability Blitz workshop series was developed to inform the community of numerous environmental and sustainability topics. Sustainability workshops are held monthly from April to June.
5.1.7	Develop and distribute the Sustaining Liverpool newsletter each quarter to improve awareness and action for environmental sustainability.		The Sustaining Liverpool Newsletter in the last quarter was not completed due to staff vacancy.





REF.	DESCRIPTION	STATUS	COMMENT
5.1.8	Undertake works to improve water and energy conservation at: Liverpool City Library, Whitlam Leisure Centre, and Warwick Farm Child Care Centre.		The Whitlam pool's backwash water reclamation and rainwater harvesting tanks and plant room were successfully completed prior to summer season pool operation. This Council's facility is the first of its kind in this LGA and will recycle a remarkable 70 per cent of the pool backwash water, allowing at least 10ML of water to be reused as pool make up water every year, representing Council's serious commitment in applying water conservation principles to its main aquatic facility. The Moorebank Library and Community Centre lightings were replaced with LED lamps to improve performance and drastically reduce running cost by up to 60 per cent, representing Council's commitment to energy conservation principles.
5.1.9	Coordinate the Environment Volunteer Program and engage community volunteers to undertake environment restoration activities across Liverpool.		11 Environment Groups and 1 Streamwatch Water Quality Testing Group completed activities in Liverpool. All monthly activities were promoted in a flyer.
5.1.10	Increase the capacity of Council to meet its legislative requirements and improve its environmental sustainability performance.		Sustainability related advice informed the Capital Delivery Program and Maintenance programs. Continued to maintain the Planet Footprint subscription service and provided utility data to inform management of Council facilities.
5.1.11	Develop, implement and review environmental sustainability strategies to guide the organisation.		Review of the Integrated Environmental Sustainability Action Plan is progressing; Initiated implementation of actions from the 'Ecological Values of Key Sites' project. 'Flora & Fauna assessment for Five Reserves within Liverpool LGA Project' is near completion to inform future review of the Biodiversity Management Plan. Ecological Value Assessment of further five Council owned sites was completed.
Principal Activity: Stormwater Management			
5.2.1	Undertake restoration and relining of piped drainage systems.		Restoration of heavily damaged stormwater drainage pipes to improve hydraulic capacity and extend the service life of Council's pipe drainage systems in Casula and Lurnea is underway and progressing satisfactorily. CCTV inspection of about 15 km pipes in Casula, Lurnea

REF.	DESCRIPTION	STATUS	COMMENT
			and Preston completed. Rehabilitation and relining of 2km of pipes completed.
5.2.2	Provide a gross pollutant trap at Ron Darcy Oval Millar as part of a source control strategy to prevent pollutants reaching the Georges River.		Order placed for supply of three GPTs for delivery and installation next year.
5.2.3	Provide underground trunk drainage system in Elizabeth Street between George and College Streets using grant funds.		Design completed. Sydney Water approval for water and sewer main modification works and Endeavour Energy approval for electrical cable relocation works underway. Tender closed and evaluation completed. Contract will be awarded in August 2015.
5.2.4	Undertake a review of Georges River Flood Study and flood mapping using grant funds.		Grant application for the study under the State Floodplain Management Program was successful. Tender awarded in May and study commenced. The study is expected to be completed by April/May next year.
5.2.5	Undertake overland flow path mapping of City Centre using grant funds.		Grant application for the study has been successful. Tendering process is completed.
5.2.6	Undertake assessment of Development Applications on flood prone land and provision of development consent conditions.		Assessment of Development Applications on flood prone lands are being undertaken on an ongoing basis and are being generally completed within specified time frames. Appropriate flood related development controls and flood mitigation works in accordance with Council's flood policy are incorporated in the development consent conditions to mitigate adverse impact of flooding
Principal Activity: Waste Management			
5.3.1	Provide weekly domestic, recycling and garden waste collection.		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
5.3.2	Establish a new Community Recycling Centre in Liverpool.		
5.3.3	Deliver the community sharps and other problem waste program to divert these items from the domestic waste stream.		Council collects and safely disposes of used sharps from 26 participating pharmacies and 13 other public locations within the LGA. In addition the Community Recycling Centre is now available to address the following problem wastes: electronic waste, x-rays, printer cartridges, excess cardboard, paints, oils, batteries, mobile phones, fire extinguishers, fluoro tubes and smoke detectors.
5.3.4	Hold and support waste and recycling events such as Clean up Australia Day and National Recycling week.		Stalls held at the following events: <ul style="list-style-type: none"> Liverpool Night Markets, 2nd May and 6th June: Council had a waste information stall promoting the Community Recycling Centre, various waste services (specifically the Be Sharp Safe Program) and upcoming events. Waste and Recycling Education Sessions were provided to 5 Community Support groups, 2 schools and 16 childcare centres in the area
5.3.5	Participate in a used goods resale event to encourage reuse before disposal.		
5.3.6	Deliver waste education including bin inspection and awareness program to minimise contamination of recycling and green waste bins and encourage waste avoidance and minimisation.		Waste education program continued. Bin inspection program was completed for single unit dwellings. Further initiatives of the contamination reduction strategy were implemented in multi-unit dwellings. 8 schools have registered for the waste minimisation program 2014-15.

PROGRESS ON 2015-16 ACTIONS

REF	DESCRIPTION	STATUS	COMMENT
Principal Activity: Parks, CBD and Waste Management			
5.1.1	Deliver all approved projects funded under the Waste Less, Recycle More program.		Not all programs have been delivered due to three vacant positions in team.
5.1.2	Deliver additional waste services to increase recovery of waste and diversion from landfill.		Additional services have been delivered throughout this period including safe needle disposal service, compost bin and worm farm rebate, compost education and fridge buyback.
5.1.3	Participate in a used goods resale event to encourage reuse before disposal.		This is scheduled for the second quarter. Preliminary planning has commenced.
Principal Activity: Sustainable Environment			
5.2.1	Develop the Environment Restoration Program.		Planning is in progress to review delivery of the Environment Restoration Plan and undertake consultation during 2016-17.
5.2.2	Develop, implement and review environmental sustainability strategies to guide the organisation.		During the reporting period, the <i>Biodiversity Management Plan 2012</i> was reviewed and updated. The update encompassed mapping, background information, an overview of biodiversity values within Liverpool and guidance for the management of biodiversity values within Liverpool.
5.2.3	Develop and implement Council's water management strategy.		Council has adopted the Water Management Policy at its meeting on 29 June 2016. The draft Water Management Strategy has been developed and is being finalised. The Strategy will be implemented progressively.

5.2.4	Complete the Georges River Flood Study.		The hydrologic and hydraulic model for the Georges River Flood Study has been developed and the flood model has been calibrated. Further modelling works are underway to calibrate the flood model against the recorded flood levels of June 2016. Calibration and validation of Georges River flood model is expected to be finalised by end of July 2016.
5.2.5	Install water quality improvement devices to improve water quality of waterways.		Installation of gross pollutant traps (GPT) at Nelson Phillip and Woodside Parks in Hinchinbrook and Maria Locke Park in Green Valley have been completed. Twin GPT's have been installed at Blamfield Oval, in Ashcroft.
5.2.6	Complete overland flow path mapping of City Centre.		City Centre overland flow path mapping has been completed and draft flood mapping report has been received. The final report is expected to be completed by end of August 2016.
5.2.7	Undertake restoration and relining of piped drainage systems.		Works involve the re-lining and structural repair of damaged pipe networks in Lurnea and Prestons at an estimated 960m and 1402m respectively.

Direction 6: Accessible Connected City

This direction is about local and global connections. Council will work collaboratively with all relevant partners to improve the connectivity and functionality of Liverpool's transport systems.

10-YEAR STRATEGIES

- 6a) Provide safe and easy travel with a high quality road and traffic management network.
- 6b) Encourage sustainable and alternative transport options such as walking, cycling and public transport.
- 6c) Collaborate with key stakeholders to maximise community access to emerging technologies.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- Roads, footpaths and cycleways
- Road Safety
- Traffic and Transport
- Civil Maintenance and Depot Management
- Infrastructure Delivery
- Technical Support
- Traffic Transport and Parking

There were 57 actions undertaken under these Principal Activities to give effect to the Directions under Growing Liverpool 2023 in the financial years 2013-2016. Actions that may have covered more than one year are included as a separate action each year.

55 actions were on track/completed

2 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

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 (38.1%)
(Source: Census Data)

85% OF PEOPLE EXPRESS SATISFACTION IN THE MANAGEMENT OF TRAFFIC OR SAFETY ON LOCAL STREETS

80% of people in 2012.

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Construction Kurrajong and Bernera Roads</i>	Completed	2013-16
<i>Wi-Fi in the city centre</i>	Completed	2013-15
<i>Warwick Farm By Pass</i>	Completed	2014-15

CONSTRUCTION OF KURRAJONG AND BERNERA ROADS

This project involves the reconstruction and widening of Kurrajong and Bernera roads to improve access to major commercial, industrial and residential areas in Liverpool. Once completed, a direct east to west link will be available from the Hume Highway to Cowpasture Road, significantly improving traffic conditions and access across the local government area. In 2013-14, Council has spent more than \$25 million and substantially completed Bernera Road from Camden Valley Way to M7 and Kurrajong Road from Bernera Road to Kookaburra Road.

Approximately \$8.9m was spent in 2014-15 on the extension of Kurrajong Road between Kookaburra Road and Sarah Hollands Drive. The road and bridge works which will complete the link between Carnes Hill and the Hume Highway.

WI-FI IN THE CITY CENTRE

Wi-Fi hotspots were installed in the Liverpool city centre to provide residents, workers and visitors with access to internet and enhance usage of the public spaces in the city centre, attracting new users to the area and encouraging an increase in length of stay.

Hot spot locations

There were 31 hot spot locations installed this year.

Wi-Fi integration

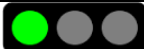


Council's Wi-Fi is multi-layered and integrated with other state of the art technology such as Closed Circuit Television. Wi-Fi was launched in September 2014.










WARWICK FARM BYPASS PROJECT






The project involves the construction of a new road between Governor Macquarie Drive 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.





The intersection design with Governor Macquarie Drive is being reviewed due to the need for access into the Australian Turf Club lands. Council is currently in the land acquisition process and detailed designs of the road are being developed. During the year, \$87,667 was spent on the project.

PROGRESS ON 2013-14 ACTIONS


REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Roads, Footpaths and Cycleways			
6.1.1	Undertake rehabilitation and resurfacing on sections of the following roads: Amalfi Street, Lurnea; Church Road, Moorebank; Kaluga Street, Busby; Kinkuna Street, Busby; Macquarie Street, Liverpool; Mcilwain Street, Ashcroft; Reilly Street, Lurnea; Smith Crescent, Liverpool; St Pauls Crescent, Liverpool; Talbingo Place, Heckenberg; Tumbarumba Crescent, Heckenberg; Whitford Road, Green Valley; Winnall Place, Ashcroft; Barry Road, Chipping Norton; Greendale Road, Bringelly; Badgerys Creek Rd, Badgerys Creek; Castlereagh Street, Liverpool.		One hundred per cent complete with the exception of Church Road, which has been deferred to the 2014 -15 program year as works could not commence due to major electrical upgrades being undertaken by Endeavour Energy in Church Road.
6.1.2	Complete pavement resurfacing and preventative treatments on local roads to slow down the rate of pavement deterioration.		One hundred per cent complete.
6.1.3	Provide new paved footpaths on sections of the following streets: Longstaff Avenue, Chipping Norton; Gemas Street, Holsworthy; Challoner Avenue, Chipping Norton; Maddecks Avenue, Moorebank; Priddle Street, Warwick Farm; Braidwood Drive, Prestons and Twentieth Avenue, Hoxton Park.		The following projects were completed: Longstaff Avenue, Chipping Norton; Gemas Street, Holsworthy; Challoner Avenue, Chipping Norton; Priddle Street, Warwick Farm; Murphy Avenue, Liverpool; Twentieth Avenue, Hoxton Park; Meddecks Avenue, Moorebank.







REF.	DESCRIPTION	STATUS	COMMENT
6.1.4	Provide cycleways at: Jedda Road, Prestons; Jacquie Osmond Reserve, Warwick Farm; Mill Road, Liverpool and Shepherd Street, Liverpool.		95 per cent complete, Minor works in Mill Road expected to be completed by July 2014. Grant for Jacquie Osmond Reserve is unsuccessful and therefore will not be completed.
6.1.5	Provide four standard compliant bus shelters at: Braidwood Drive, Prestons, Cowpature Road, Hinchinbrook, Hume Highway, Casula, Mannow Avenue, West Hoxton.		Delayed due to Bus Shelter manufacture lead time. Works scheduled to be completed by August 2014.
6.1.6	Upgrade existing footpaths for disability standards at: Newbridge Rd, Chipping Norton (two); Insignia St, Sadleir and Scott St, Liverpool.		One hundred per cent complete.
6.1.7	Complete programmed and responsive maintenance of existing roads, footpaths and cycleways.		
Principal Activity: Road Safety			
6.2.1	Support and implement regional road safety programs in partnership with Roads and Maritime Services and Police.		Ongoing.
6.2.2	Provide educational and enforcement programs to all schools.		Ongoing.
6.2.3	Provide free child restraint checking events and distribute educational resources to parents and carers.		
6.2.4	Provide educational programs for supervisors of learner drivers.		
6.2.5	Participate in local drink drive and liquor accord program.		Ongoing.

REF.	DESCRIPTION	STATUS	COMMENT
6.2.6	Assist in the identification of local road safety concerns including pedestrian safety concerns and speeding on local streets.		Road Safety concerns have been identified and addressed in consultation with the Liverpool Local Traffic Committee.
Principal Activity: Traffic and Transport			
6.3.1	Develop and implement a Traffic and Transport Plan for Liverpool, including parking in the city centre.		The Liverpool City Centre Traffic Study has been completed. A report will be considered by Council next year.
6.3.2	Collaborate with Roads and Maritime Services (RMS) to improve traffic flow on Liverpool's classified road network.		Council has discussed with RMS the need to improve traffic flow on a number of the key state roads in the LGA. Issues raised include the congestion at the Hume Highway/Hoxton Park Road intersection, the need for upgrades at Campbelltown Road and traffic delays along the Hoxton Park Road. The Federal Government funded road improvements around the Badgerys Creek Airport have been discussed.
6.3.3	Work with the State Government and local bus companies to improve public transport.		Meetings are ongoing.
6.3.4	Liaise with Endeavour Energy to maintain existing street lights on the public road network, for approval of new street lights to be provided to all new subdivisions, and improve the efficiency of the streetlights.		Ongoing management of the street lighting in consultation with Endeavour Energy (EE). A meeting was held with Endeavour Energy for an update of street lighting projects that needs to be carried by EE. New street lights were assessed and approved by Council and EE for a new subdivision. Existing street lights in City Centre audited monthly with defective lights referred for rectification.








REF.	DESCRIPTION	STATUS	COMMENT
6.3.5	Address traffic and transport issues raised by the community, including installation of new traffic facilities, signs and line marking.		Responses were provided to almost 350 traffic and transport related issues raised by the community. Traffic Management included administration of the Liverpool Local Traffic Committee (LTC). The LTC considered ten traffic facilities on the local road network at its meeting in August 2014.
6.3.6	Manage parking meters in the city centre.		Ongoing.
6.3.7	Manage Council owned parking stations.		Council resolution to provide free parking on Saturdays was implemented. Arrangements of the provision of discount parking in the Warren Service Way car park introduced. Council has called tenders to replace the payment and parking management systems in the Warren Serviceway Car Park
6.3.8	Conduct parking enforcement including daily patrols of metered parking, on street parking and car parks.		Ongoing.








PROGRESS ON 2014-15 ACTIONS

REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Roads, Footpaths and Cycleways			
6.1.1	Undertake rehabilitation and resurfacing on sections of the following roads: Fifteenth Avenue, West Hoxton, Braidwood Drive, Prestons, Devonshire Road, Rossmore, Dorset Place, Miller, Fassifern Place, Cartwright, Flowerdale Road, Liverpool, Gerroa Place.		Construction works completed at: Fifteenth Avenue, West Hoxton; Braidwood Drive, Prestons; Devonshire Road, Rossmore; Dorset Place, Miller; Fassifern Place, Cartwright; Flowerdale Road, Liverpool; Gerroa Place, Prestons.






6.1.2	Complete pavement resurfacing and preventative treatments on local roads to slow down the rate of pavement deterioration.		Locations include Watts Road in Kemps Creek, Fifth and Ninth Avenues in Austral and Rossmore Avenue East in Rossmore. All resurfacing works complete.
6.1.3	Provide new paved footpaths on sections of the following streets: Albany Street, Busby, Lawrence Hargrave Road, Warwick Farm, Longstaff Avenue, Chipping Norton, Mannix Parade, Warwick Farm, Spicer Avenue, Hammondville, Access Road (from Sandringham Drive).		All works complete.
6.1.4	Provide cycleways at: North Liverpool Road, Green Valley, Aston Reserve, Hoxton Park, Hume Highway, Warwick Farm, Jedda Road, Prestons, Elizabeth Street, Liverpool, Speed Street, Liverpool and Heathcote Road, Wattle Grove.		Works completed at: North Liverpool Road, Green Valley; Aston Reserve, Hoxton Park; Hume Highway, Warwick Farm. RMS funded grant of \$50K to undertake feasibility studies for cycleways over the bridge is underway for Jedda Road, Prestons. Elizabeth Street, Liverpool, deferred to next year.
6.1.5	Provide four standard compliant bus shelters.		Five Bus shelters installed at various locations (Hinchinbrook, West Hoxton, Hoxton Park, Horringsea Park) for the previous year program and Leacocks Lane, Casula, Flynn Avenue, Middleton Grange, for this year program.
6.1.6	Upgrade existing bus stops for compliance with disability standards at: Green Valley Road, Green Valley, Matthew Avenue, Heckenberg, Hill Road, Lurnea, Elizabeth Drive, Ashcroft, Nuwarra Road, Moorebank.		Ongoing.
6.1.7	Complete programed and responsive maintenance of roads, footpaths, cycleways and other traffic facilities.		Ongoing.







Principal Activity: Road Safety



6.2.1	Support and implement regional road safety programs in partnership with RMS and NSW Police.		Ongoing.
6.2.2	Provide road safety educational, engineering and enforcement programs to all schools.		Ongoing.
6.2.3	Provide free child restraint checking events.		Ongoing.
6.2.4	Provide educational programs for supervisors of learner drivers.		Ongoing.
6.2.5	Participate in local drink drive and liquor accord programs.		Ongoing.
6.2.6	Assist in the identification of local road safety concerns including pedestrian safety concern, road safety around schools and speeding on local streets.		Ongoing.
Principal Activity: Traffic and Transport			
6.3.1	Implement strategies in the Liverpool city centre Traffic Management Plan.		Ongoing.
6.3.2	Collaborate with the RMS to improve traffic flow on Liverpool's classified road network.		Ongoing.
6.3.3	Work with Transport for NSW and local bus companies to improve public transport infrastructure and services in Liverpool.		Ongoing.

6.3.4	Liaise with Endeavour Energy for approval of new street lights to be provided to all new subdivisions, maintain existing street lights on the public road network and improve the efficiency of the street lights.		Ongoing.
6.3.5	Address traffic and transport issues raised by the community, including installation of new traffic facilities, signs and line marking.		Ongoing.
6.3.6	Hold six Local Traffic Committee meetings yearly to recommend new traffic facilities which address community traffic concerns.		Ongoing.
6.3.7	Assess traffic impacts of traffic generating development applications and proposals.		Ongoing.
6.3.8	Continue implementation of the Liverpool City Centre Car Parking Strategy including management of the parking meters in the city centre.		Ongoing.
6.3.9	Manage Council's owned car parks in and around the Liverpool city centre.		Ongoing.
6.3.10	Conduct parking enforcement including daily patrols of metered parking, on street parking and car parks.		Ongoing.

PROGRESS ON 2015-16 ACTIONS

REF	DESCRIPTION	STATUS	COMMENT
Principal Activity: Civil Maintenance and Depot Management			
6.1.1	Complete programed and reactive maintenance of Council's assets.		Ongoing.
Principal activity: Infrastructure Delivery			
6.2.1	Implement the delivery improvement plan and undertake process mapping of key activities.		A comprehensive review and mapping of project delivery activities has been undertaken. It is expected to go live in August 2016.
6.2.2	Revise procurement processes to provide improved value for money.		Fresh tenders are in place for concrete works, stormwater drainage activities and waste remediation. Significant effort was made to improve the description of works, their specification and the scope.
6.2.3	Deliver the 2015-16 Capital Works Program.		Contracts have been issued for 97 per cent of the approved budget, 85 per cent of the value of works have been completed and 82 per cent of the projects completed.
Principal Activity: Technical Support			
6.3.1	Design of various Capital Works projects.		The design of various capital works projects is based on the 2016/17 Capital Works Program. Significant Projects have been progressed to near completion.

6.3.2	Review and update the Building Asset Management Plan.		Substantial works including physical inspection, short and long term AMPs have been completed. Budget has been allocated in 2016/17 to undertake inspection of some major buildings and complete the work.
6.3.3	Implement an Asset Management System including predictive modelling.		<u>myData asset register module</u> - All council infrastructure assets are in the new Asset Management System <u>myPredictor modelling</u> -Two main categories of assets (Footpaths and Cycleways and Bridges and Major Culverts) have been completed with the assistance of the supplier
Principal Activity: Traffic, Transport & Parking			
6.4.1	Convert one way traffic flow along George and Northumberland streets to two way.		A traffic investigation, including detailed traffic modelling has been completed. The Roads and Maritime Services (RMS) has approved the traffic impact assessment of the affected traffic signals and the RMS Traffic Signals Unit is assessing a detailed design. Modification of the affected signals will be carried out after RMS approval.
6.4.2	Prepare Strategic Concept Layouts for road development in Edmondson Park Town Centre.		The Strategic Layout has been completed for the Bernera Road extension through Edmondson Park. We have collaborated with the RMS to forecast traffic volumes along critical road links in the Edmondson Park Town Centre and input has been provided for the developer to prepare the road network.
6.4.3	Complete investigation for Bathurst Street extension.		Detailed traffic modelling for the Bathurst Street Extension has been carried out and discussed with the RMS. A feasible concept layout has also been discussed with the RMS and RMS required intersection performance analysis is underway.
6.4.4	Complete master planning for Fifteenth Avenue road widening.		Council has made representation and has been successful in engaging the RMS to carry out the required road design for the road widening of Fifteenth Avenue. Council has provided the required land use changes and development control plan for development along Fifteenth Avenue to the RMS for the masterplan to be prepared.

6.4.5	Work with RMS to complete roadworks on: The Northern Road, Bringelly Road and Campbelltown Road.		<p>Provide input in detailed design of Bringelly Road, and construction is underway.</p> <p>Council representatives attend Value Management Workshops and provided input in the RMS road design and route selection of the M12 Motorway, as well as detailed design of The Northern Road, and Campbelltown Road.</p>
6.4.6	Complete Governor Macquarie Drive route development study.		<p>Detailed traffic modelling complete for the RMS approval of the traffic signal to provide access to the major development along both sides of Governor Macquarie Drive.</p> <p>Detailed design and assessment of road widening of a 750m section of Governor Macquarie Drive is being carried out by a developer in consultation with Council.</p>

Direction 7: Leading Proactive City

This direction is about Council, its customers and operations. Council will place customer satisfaction, innovation and best practice at the centre of all its operations, continuing to build on its strong financial position by effectively and efficiently managing its resources and assets.

10-YEAR STRATEGIES

- 7a) Position Council as an industry leader, delivering best practice and innovation.
- 7b) Lead partnerships and collaboration with community, business and governments.
- 7c) Provide business excellence and financial sustainability to deliver services that meet community expectations.

PROGRESS AGAINST PRINCIPAL ACTIVITIES

- Civic and Corporate Leadership
- Financial Sustainability
- Governance
- Information Technology,
- Workforce Management
- Corporate Strategy and Executive Services
- Governance, Legal and Internal Audit
- People and Organisational Development

There were 117 actions undertaken under these Principal Activities to give effect to the Directions under Growing Liverpool 2023 in the financial years 2013-2016. Actions that may have covered more than one year are included as a separate action each year.

108 actions were on track/completed

9 actions were delayed

10-YEAR COMMUNITY GOALS

These are the goals for the city of Liverpool. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Liverpool.

INCREASED NUMBER OF PEOPLE WHO REPORT SATISFACTION OR BETTER WITH THE OVERALL PERFORMANCE OF COUNCIL

70% of people in 2013, which is a 10% increase from 2012.
(source: Annual Telephone Survey)

90% ORGANISATIONAL CLIMATE SCORE

Council had an organisational climate score of 65.29 in 2012.
(source: 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.'

STRATEGIC PROJECTS

PROJECT NAME	STATUS	PERIOD
<i>Website Optimisation</i>	Completed	2013-14
<i>Property Strategy</i>	On track	2013-15

WEBSITE OPTIMISATION

Council continued to improve the functionality of its website to provide easy and reliable access to information and services. Enhancements this year include the introduction of a translation capability, a mega menu for easy search, social media integration and the launch of 'Snap, Send, Solve', a smartphone application which allows the community to send customer requests via their smartphones.

PROPERTY STRATEGY







This project is aimed at developing and implementing a strategy for optimising Council's commercial properties and providing property investment solutions which reduce Council's reliance on income from rates to improve long-term business sustainability. A Community Facilities Strategy was completed, representing the first step in Council's review of its existing property portfolio. The aim of this Strategy is to transform Council's ageing stock of community facilities into a world-class network of facilities that are modern, attractive, flexible, and address community needs.








Development of this Strategy involves the completion of following tasks:









- Review of relevant NSW Government and Council documents relating to community facilities
- Analysis of key demographic trends likely to drive activities, programs and services that are offered through community facilities




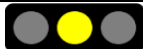



These tasks have commenced.







PROGRESS ON 2013-14 ACTIONS

REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Civic and Corporate leadership			
7.1.1	Provide support to the Office of the Mayor, including: Establish regular mobile offices across Liverpool; Expanding the Mayor's online presence, including social networking sites and website; School visits; Development of a Citizenship Strategy; Mayoral Receptions, including two interfaith dinners; Establish the Committee for Liverpool/Liverpool Alumni.		Ongoing.
7.1.2	Upgrade Council's business paper system for Council meetings.		Infocouncil installed and utilised for Council Meetings since February 2014. The next stage is to roll it out to Committee meetings.
7.1.3	Implement a Councillor Training and Development Program.		2014 Councillor Training Calendar has been developed and disseminated to Councillors, Executive and the Management team. The program will be reviewed by the CEO and Councillors at the next Councillor Workshop.
7.1.4	Host civic functions for national and international delegations arising from sister city relationships.		Arrangements made and a program established for 25 students from Toda to visit Liverpool for two days in July.
7.1.5	Support the achievement of awards and grants for Council's business operations.		The Grants and Awards registers are established.
7.1.6	Lead integrated strategic corporate planning, reporting and continuous improvement initiatives.		Initiated projects for streamlining corporate reporting in partnership with Techone; commenced review of organisation wide strategies and initiative to streamline community satisfaction survey.






REF.	DESCRIPTION	STATUS	COMMENT
7.1.7	Develop a section on Council's website which is aimed at reporting back to the community on the Special Rate Variation which commenced in 2009/10.		Section on Council's website which is aimed at reporting back to community on special rate variation is developed.
Principal Activity: Financial Sustainability			
7.2.1	Manage Council's Investment Portfolio.		Council's return on investment portfolio for the quarter at 4.08% exceeded UBSW benchmark of 2.65%.
7.2.2	Introduce online payment options for fees and charges.		Clients able to pay online using Bpoint and Bpay.
7.2.3	Conduct an annual review of the Debt Management Policy in line with Council's financial strategies.		Council's projected debt service ratio is within DLG benchmark of 10 per cent. Balance of \$4.8m from \$6.5m loan drawn on 30/6/2009 was reset at a fixed interest rate of 4.94 per cent for 10 years.
7.2.4	Review debt recovery procedures across Council to reduce the risk of incurring bad debts.		Not completed. The project scope has been broadened to include Annual Fire Safety Fees, Health Licences and debt write-off procedures. The final document is expected to be ready for Council endorsement by the first quarter of 2014-15.
Principal Activity: Governance			
7.3.1	Ensure Council maintains good corporate governance by regularly reviewing and maintaining Council's internal policies and procedures.		Investigated the most effective electronic data system for handling delegations and compliance with legislative requirements. Mandatory reporting requirements were complied with. Eight Council policies and three committee charters were reviewed.
7.3.2	Enable access to Council information in accordance with the Government		All formal and informal GIPA applications were dealt with within statutory timeframes. Governance assisted Planning and Growth in managing legal requirements involved with Council's new online e-









REF.	DESCRIPTION	STATUS	COMMENT
	Information (Public Access) Act 2009 (GIPA).		planning system. Governance also examined privacy requirements associated with the provision of website information and the review of Council customer service forms.
7.3.3	Provide in-house legal services and undertake a review of the current model.		Recruitment of the Service Manager Governance and Legal Services has occurred and the successful candidate will be commencing mid-August.
7.3.4	Manage Council's risk and implement an enterprise risk management framework.		The draft Enterprise Risk Management Policy and Strategy have been developed and presented to Council. Further information is being compiled on the proposed risk management committee.
7.3.5	Provide a procurement service for contracts and maintain a contracts register to ensure they are robust and competitive.		The Contracts management module of Tech One is in progress. Initial testing is complete, a usage manual is being written.
7.3.6	Manage Council records and archive systems in compliance with state records requirements and digital record keeping assessments.		Monitor and comply with any new directions from State Records.
7.3.7	Negotiate and manage leases and licenses on Council land and property.		Three existing leases have been renewed and one new Licence has been negotiated.
7.3.8	Undertake a program of operational, financial and compliance audits.		Ongoing.
7.3.9	Manage Council's commercial property portfolio to provide best value for public investments.		Council continues to manage the property portfolio to achieve sound commercial returns.
7.3.10	Develop and implement a Property Strategy.		Not completed and will be a key priority for Council's new Strategic Property unit.
Principal Activity: Information Technology			




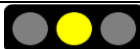


REF.	DESCRIPTION	STATUS	COMMENT
7.4.1	Maintain Council's website and Intranet.		Council website and staff intranet are maintained as per directives from business units. Some parts of Council's website are managed by business units.
7.4.2	Complete the upgrade and transfer of remote site wireless communications for the Depot, Museum, Casula Powerhouse and Moore St connections to Councils network.		The upgrade was not completed, however, the review and audit of Council's network infrastructure has been completed and the upgrade is now scheduled for completion in 2014-15.
7.4.3	Identify process improvements and create implementation plans.		ICT Strategy has been developed.
7.4.4	Investigate the expansion of mobile devices for service delivery.		Mobile Device Management solution has been investigated and the tender implementation is scheduled for next year.
Principal Activity: Workforce Management			
7.5.1	Develop and implement strategies for workforce development based on the outcomes of staff consultation and regular surveys such as the annual climate survey and new starter and exit employee surveys.		Ongoing.
7.5.2	Deliver efficient services and support for staff through a range of initiatives including the Employee Assistance Program, Health and Wellbeing Program, and Payroll and Industrial Services.		Ongoing.
7.5.3	Recognise and reward staff by implementing the Shining Stars Policy.		










REF.	DESCRIPTION	STATUS	COMMENT
7.5.4	Support a flexible workplace by developing and implementing a Phased Retirement Policy and Career Break Policy.		Council was successful in securing funds from the government that provides assistance to develop a targeted and holistic plan to deal with the issues surrounding phased retirement. This funding will provide the policy framework and assist with initial implementation of strategies to deal with this issue.
7.5.5	Implement a recruitment and selection policy and process that attracts and retains high quality, experienced and qualified staff.		
7.5.6	Automate Council's Performance Management, Recruitment and Payroll workflow systems into the Aurion software program.		
7.5.7	Deliver a learning and development program that provides ongoing training and professional development opportunities for staff.		
7.5.8	Implement Council's Workplace Health and Safety System.		WHS is a program that continuously looks to implementing improvements and striving for excellence to ensure the effectiveness of the WHSMS and achieving a robust safety system. The Self Insurers Model is best practice and the WHSMS is compliant with the requirements under the Self Insurance requirements. Council is maintaining an average score 96% of conformance with legislative and self-insurers compliance.
7.5.9	Implement a work experience program for new migrants		Council deliver a comprehensive work experience program that assists a broad range of people to gain practical experience in the workplace and no specific program is required.








PROGRESS ON 2014-15 ACTIONS



REF.	DESCRIPTION	STATUS	COMMENT
Principal Activity: Civic and Corporate leadership			
7.1.1	Provide support to the Office of the Mayor, including: Mobile offices across Liverpool, Social networking sites and website, School visits, Two interfaith Mayoral receptions and Establish the Committee for Liverpool/Liverpool Alumni.		Two Interfaith dinners held. Civic Advisory Committee established and meetings held. Committee for Liverpool established and first meeting held in March 2015. The second meeting was held in Liverpool in May and the Premier attended.
7.1.2	Roll out the infoCouncil business paper system for Council's Committee meetings.		Infocouncil installed and has been utilised for Council meetings since February 2014. Related to this has been the investigation and implementation in March 2015 of the Diligent system to electronically disseminate the Council Meeting Agenda and Committee Meeting Agendas to Councillors and staff. The rolling out of InfoCouncil to Committee meetings to be investigated in the July - September 2015 quarter in conjunction with the review of the management and secretariat functions of Council Committees.
7.1.3	Provide continued Councillor training and development opportunities.		Provided training to Councillors on the use of the electronic system to view and make notes on Council meeting agendas, minutes and other documents.
7.1.4	Host civic functions for national and international delegations arising from sister city relationships.		A Toda Sister City student group consisting of the Principal, two teachers and 25 students visited Liverpool for two days in July 2014. A meeting was held in January 2015 to discuss the possibility of reinvigorating the Sister City Program to send Liverpool students to Toda in 2015. Following this, Council allocated \$50,000 in the 2015/16 Council budget to the Toda School Exchange Program.
7.1.5	Support the achievement of awards and grants for Council's business operations.		Ongoing.

7.1.6	Lead integrated strategic corporate planning, reporting and continuous improvement initiatives.		Ongoing.
7.1.7	Develop and update a section on Council's website which is aimed at reporting back to the community on the Special Rate Variation.		Ongoing.
7.1.8	Deliver the Citizenship program that includes a variety of locations for ceremonies.		Citizenship Ceremonies were held in the April 2015 - June 2015 quarter. 430 Australian Citizenships awarded during the April 2015 - June 2015 quarter.
Principal Activity: Financial Sustainability			
7.2.1	Manage Council's Investment Portfolio.		Ongoing.
7.2.2	Introduce online payment options for fees and charges.		This is being implemented in stages.
7.2.3	Conduct an annual review of the Debt Management Policy in line with Council's financial strategies.		
7.2.4	Review debt recovery procedures across Council to reduce the risk of incurring bad debts.		
7.2.5	Operate and maintain Council's financial systems in accord with industry standards and legislation.		Ongoing.







7.2.6	Review and update the Long Term Financial Plan.		Ongoing.
Principal Activity: Governance			
7.3.1	Meet best practice by regularly reviewing and updating Council's policies and procedures.		During the year, Council-adopted 10 policies and 10 charters, procedures, guidelines, or codes. Relevant business units of Council have been contacted to ensure that policies, charters and procedures are being reviewed in accordance with the timetable approved by Council on 16 December 2014.
7.3.2	Managing Council's information access obligations in accordance with the Government Information (Public Access) Act 2009, NSW privacy legislation and Council policies.		During the year, Council processed 744 informal requests for information, 33 formal requests and 65 requests from government agencies. The information provided on Council's websites was regularly reviewed and updated to meet Council's obligations for mandatory and proactive release of information under the GIPA Act 2009 and to meet privacy in accordance with Council's Privacy Management Plan.
7.3.3	Provide legal services to the organisation.		As at 30 June 2015, Council had 55 active legal matters currently open. The majority of these matters are minor matters such as advice matters and Court-elected parking matters. 38 of these matters were handled in-house by Council-employed solicitors, and the remainder are being conducted by internal staff with assistance from external legal providers.
7.3.4	Manage Council's insurable risks and implement an enterprise risk management framework to support business excellence.		
7.3.5	Establish, monitor and review the Procurement framework to support organisational and regional growth.		






7.3.6	Manage Council records and archives systems in compliance with state records requirements and digital record keeping assessments.		Complied with State records legislation.
7.3.7	Negotiate and manage leases and licenses on Council land and property.		Ongoing.
7.3.8	Undertake a program of operational, financial and compliance audits and advisory services.		Ongoing.
7.3.9	Manage Council's commercial property portfolio to provide best value for public investments.		Ongoing.
7.3.10	Develop and implement a Property Strategy.		Deferred until next year.
Principal Activity: Information Technology			
7.4.1	Maintain Council's website and Intranet.		Ongoing.
7.4.2	Complete the upgrade and transfer of remote site wireless communications for the Depot, Museum, Casula Powerhouse and Moore St connections to Councils network.		Commenced planning.
7.4.3	Identify process improvements and create implementation plans.		Ongoing.
7.4.4	Investigate the expansion of mobile devices for service delivery.		Investigations complete.








Principal Activity: Workforce Management			
7.5.1	Develop and implement strategies for workforce development based on the outcomes of staff consultation and regular surveys such as the annual climate survey and new starter and exit employee surveys.		Ongoing.
7.5.2	Deliver efficient services and support for staff through a range of initiatives including the Employee Assistance Program, Health and Wellbeing Program, and Payroll and Industrial Services.		Ongoing.
7.5.3	Recognise and reward staff by implementing the Shining Stars Policy.		Ongoing.
7.5.4	Support a flexible workplace by developing and implementing a Phased Retirement Policy and Career Break Policy.		Deferred until next year.
7.5.5	Implement a recruitment and selection policy and process that attracts and retains high quality, experienced and qualified staff.		Ongoing.
7.5.6	Automate Council's Performance Management, Recruitment and Payroll workflow systems into the Aurion software program.		Ongoing.
7.5.7	Deliver a learning and development program that provides ongoing training and professional development opportunities for staff.		Ongoing.







7.5.8	Implement Council's Workplace Health and Safety System.		Ongoing.
7.5.9	Implement a work experience program for new migrants.		No specific program established but migrants directed to the work experience program .





PROGRESS ON 2015-16 ACTIONS

REF	DESCRIPTION	STATUS	COMMENTS
Principal Activity: Business Improvement			
7.1.1	Undertake analysis and reconciliation of contracts.		Cleaning and Security Reviews have been completed.
7.1.2	Procurement of Consolidated Contracts.		Procurement of cleaning contracts and records storage contracts have been completed. Procurement of security contract has been handed over to the Procurement Team.
7.1.3	Ensure the full implementation of Promapp and Risk Management Software.		All Service Delivery Units have been trained and are fully operational. We are currently conducting quality reviews across all units to improve process mapping.
7.1.4	Implement internal service reviews.		We are currently conducting quality reviews across all units to improve process & performance.
7.1.5	Deliver the Liverpool Services Alliance Business Improvement.		LSA handover commenced on the 1 July 2015 and has been fully operational from Sept 2015. Operational improvements are currently being identified.
Principal Activity: Corporate Strategy and Executive Services			
7.2.1	Lead the development and review of Council's integrated planning documents and statutory reports, including community		The Delivery Program and the 2016-17 Operational Plan have been reviewed and updated in accordance with the legislation through involving all the key stakeholders. At its meeting on 29 June 2016, Council endorsed the 4-year Delivery Program and the 2016-17

REF	DESCRIPTION	STATUS	COMMENTS
	consultation and engagement processes in accordance with legislation.		Operational Plan and Revenue Pricing Policy including the Budget in consultation with the community.
7.2.2	Develop reports on Council's corporate performance for internal staff and the community.		First six-monthly performance report was endorsed by Council for on 30 March 2016. The second six-monthly report is in the process of completion and will be presented to Council in August 2016 for endorsement.
7.2.3	Coordinate the development of grants and funding that directly link to Council's strategic priorities.		Council has engaged a consultant to develop a grants strategy.
7.2.4	Coordinate the development of awards submissions and industry recognition initiatives which profile Council as a leading organisation.		Award applications were prepared and submitted to the: <ul style="list-style-type: none"> • Excellence in Communication Awards for the Sydney Metro • Australian Government ICT Awards in the Project and Program Management category and the Young Professional category • NSW Local Government Excellence Awards for Emerging Leader of the Year Local Government Professionals National Awards
7.2.5	Host civic functions including interfaith dinners, Mayoral Charity Ball, Volunteer dinner, coordinate the Order of Liverpool and Australia Day Awards.		Various civic functions have been held in this quarter including: <ul style="list-style-type: none"> - Australia Day ceremony and presentation of Australia Day Awards - Orara Park opening, Wattle Grove in April 2016 - Anzac Day Dawn Service - Quota public speaking quest for 8 local schools in May 2016 - Heroes of Liverpool Awards function to recognise and present awards to 11 local heroes in June 2016
7.2.6	Deliver the Citizenship program that includes a variety of locations for ceremonies.		8 Citizenship Ceremonies were held in the January – June 2016 period. The majority of Ceremonies were held at the Casula Powerhouse Arts Centre, with one ceremony held at Woodward Park as part of the Australia Day celebrations.
Principal Activity: Financial Management			

REF	DESCRIPTION	STATUS	COMMENTS
7.3.1	Review and update the long-term financial plan.		Updated in April 2016 and incorporated in the Delivery and Operational Plan 2016-17.
7.3.2	Continue to implement online payment options.		Option to pay animal registration fee on-line is progressing. GIPA application and Event Registration fees payments are currently being explored for automation.
Principal Activity: Governance, Legal and Audit			
7.4.1	Implement and integrate a new delegations management system.		The external options under review were not able to achieve Council's expected outcomes in terms of the quality and layout of delegations. A system was developed internally and went live in February 2016.
7.4.2	Implement a system for managing compliance with new and amended legislation.		Council has subscribed to the Local Government Legal Compliance Management System. Budget for an ongoing subscription to this system has been provided.
7.4.3	Internal Audit Operational Plan as approved by the Audit and Risk Committee Internal Audit.		The Internal Audit Plan for 2015-2016 was completed.
7.4.4	Complete annual review of Council's risk register Internal Audit.		The Annual Enterprise Risk Assessment was completed in May 2016. The Risk Register consisted of 44 risks in total council wide and the top 10 risks were highlighted for additional monitoring and review. The quarterly Enterprise Risk Management review for 30 June 2016 was completed and all sign-offs are in place.
7.4.5	Deliver annual Enterprise Risk Management Internal Audit.		The Internal Audit Plan 2016-2017 was prepared on the basis of the completed Risk Register.

REF	DESCRIPTION	STATUS	COMMENTS
Principal Activity: Information and Technology Support			
7.5.1	Implement access to Council systems from anywhere anytime.		Pathway mobile apps for staff have been piloted successfully. goTRIM mobile apps have been introduced to more users and PinForce mobile apps are up and running. Mobile Device Management (phones and tablets) have been provided to staff. TechOne has been upgraded and become accessible through mobile devices. Proof of Concept for Office 365 email has been successful and will be deployed for all staff next year.
7.5.2	Implement WiFi for all Council sites.		All networking infrastructure components required to support the new Wi-Fi. This includes installation of data points in all childcare and library.
7.5.3	Implement Modern Telephony.		We are yet to develop a business case, discuss the scope and get approval from the Executive Team.
7.5.4	Undertake a data cleanse of the Trim Names and Address Register.		Project cancelled.
Principal Activity: People and Organisational Development			
7.6.1	Develop and implement a new approach to attracting, recruiting and engaging new employees.		Phase 1 of "Great People, Great Workplace" careers website launched in December 2015. On-line recruitment request to fill form has also launched. Work has commenced on Phase 2 "Great People, Great Workplace" careers website and careers video has been developed and is on track for September 2016 launch.
7.6.2	Develop and implement the Developing Our People Program.		Qualifications based courses in a range of areas have been running successfully. The Diploma of Business is now complete with all students successful in completion. Diploma of Project Management classes are complete with students given until the end of the 2016 to complete

REF	DESCRIPTION	STATUS	COMMENTS
			assignments. Diploma of Leadership and Management has one last training day in August 2016 and a few months to complete all assignments. Certificate III in Civil Construction is due for completion in December 2016. Funding has also been secured to run a part qualification for 30 students called our Change Leadership Program which is due to commence in July 2016.
7.6.3	Develop and implement effective retention strategies, including succession management, knowledge management and transition to retirement initiatives.		The Planning for Retirement Seminar held on 3 December 2015 had 80 staff attendees. The Retirement planning toolkit has been developed and available to all staff via the POD Staff Intranet. Work has commenced on the December 2016 Planning for Retirement Seminar.
7.6.4	Develop and implement a new model for managing performance and achievement planning.		<p>People Achieving System has been piloted with 180 employees across all Directorates. Updates as a result of pilot include</p> <ul style="list-style-type: none"> o developing e-learning program and updating Enabling Achievements workshop o new intranet site o implementation and communication plan o implementing changes in Aurion (updating capabilities, useability of forms, workflows) o developing capability profile guide <p>The updated People Achieving Program launched in June 2016 and is scheduled for full implementation across Council.</p>
Principal Activity: Property Group			
7.7.1	Deliver the Property Strategic Plan.		Asset Management processes commenced.
7.7.2	Develop Asset Management Plans.		Carnes Hill Asset Management Plan commenced