

# BIANNUAL PROGRESS REPORT.



January - June  
2022

## Introduction

Section 404(5) of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 30 June 2022.

## A Snapshot of Integrated Planning and Reporting Documents

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with Sections 402-405 of the *Local Government Act 1993*. These documents include the 10-year Community Strategic Plan *Our Home Liverpool 2027*, the Delivery Program, annual Operational Plans, the Workforce Management Plan, Asset Management Plan and the Long-Term Financial Plan.

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. *Our Home Liverpool 2027* outlines the long-term vision for Liverpool by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's Principal Activities including key performance indicators (KPIs) and milestones that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of June 2022, 86 of the 93 Principal Activities in the Delivery Program were reported as on track, four needed attention and three were affected by COVID-19.



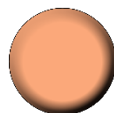
### **Action on track**

Measures are being met and work is delivered to schedule



### **Action needs attention**

Not all measures are being met or reaching satisfactory levels; work is ongoing and under review



### **Action not met**

Measures are not being met and completion dates are unclear



### **COVID-19 affected**

Measures affected due to COVID-19 pandemic



## Biannual Progress Report Highlights – January to June 2022

### Liverpool's Community Strategic Plan

Council adopted its suite of Integrated Planning and Reporting documents in June 2022, including the Community Strategic Plan 2022-2032, Council's highest-level plan which sets the vision and strategic objectives for the future of Liverpool over the next 10 years. The Plan was developed in consultation with the Liverpool community and included the engagement of more than 2800 people through a combination of digital and face-to-face engagement activities.

Council also adopted its four-year Delivery Program, annual Operational Plan, Asset Management Plan, Long-Term Financial Plan and Workforce Management Strategy.



### Starry Sari Night

Council held Starry Sari Night over three nights in May 2022 across George Street, Railway Street, Scott Street and George Serviceway. More than 20,000 people visited the Liverpool CBD to experience South Asia in the South West. The event captured the sights, sounds, colours, and flavours of the region and was supported by local food vendors, merchants and approximately 200 performers over the weekend.

Starry Sari Night was funded by the NSW Government through the Festival of Place Open Streets Program, a funding partnership program with 13 Greater Sydney councils most impacted by the 2021 COVID-19 lockdowns.



## Preserving Local Liverpool History

Liverpool City Library announced that over 200 hours of detailed, local historical interviews will be preserved, after being awarded a Community Heritage Grant from the National Library of Australia of more than \$389,000.

Liverpool City Library was one of 52 community organisations to receive a share of the Community Heritage Grants which support community-led and volunteer-run organisations to care for their local history, stimulating local tourism and community wellbeing.

The recordings are currently held on 130 magnetic cassette tapes and will be digitised into high quality preservation files. Researchers and the broader community will have an opportunity to access the recordings through the Library's online heritage collection.

## Variety Livvi's Place, Hammondville

Council officially opened Liverpool's first Variety Livvi's Place, a playspace promoting inclusivity among children of all ages and abilities, at Lt Cantello Reserve in Hammondville.

The playspace features an inclusive seesaw and custom-built embankment slide with an inclusive exit, both the first to be installed in Australia. The playspace also includes a custom-built bespoke tower with an eight-metre-long slide, pod swing and inclusive carousel and trampolines. This playspace is an example of Council's commitment to increasing inclusive and accessible public spaces within the Liverpool Local Government Area.





## 2022 Australia Day Awards and Citizenship Ceremony

Mayor Ned Mannoun alongside Liverpool's 2022 Australia Day Ambassador and Olympic champion Debbie Watson OAM OLY, and other distinguished guests gathered at Casula Powerhouse Arts Centre to celebrate recipients who have contributed to the City and made a positive impact to the Liverpool community.

Reverend Stuart Pearson's commitment to building "a church for all people" in Liverpool was recognised, with the community religious leader awarded the accolade of Citizen of the Year. Reverend Pearson received the honour alongside eight notable recipients in Council's Australia Day Awards. Council's Citizenship Ceremony welcomed 20 families as Australians into the Liverpool community.

## Council assistance during Liverpool floods

Council in collaboration with NSW State Emergency Service's (SES) Liverpool assisted in navigating Liverpool residents through severe weather conditions and flooding in March 2022.

NSW SES Liverpool responded to over 299 requests for assistance and facilitated 20 flood rescues and evacuations in the Liverpool Local Government Area. In addition, more than 5000 sandbags were distributed to residents by the local SES.

Council updated residents on road closures, flood warnings and provided evacuation information during the major weather event via Council's social media channels and website. Council also began its recovery phase, including the clean-up of parks and repair of roads that were damaged during the flood event.



### **Most Blessed Nights Street Food Market**

The Most Blessed Nights Street Food Market is part of a series of events that aims to showcase Liverpool's cultural diversity, encouraging a unified community and stimulating the city centre and local economy. More than 150,000 people attended the Most Blessed Nights Street Food Market which ran every weekend in April 2022.

Liverpool's Macquarie Mall was transformed into a bustling bazaar full of beautiful lights, colours, and aromas where the community gathered and indulged in sweet and savoury delicacies provided by local restaurants, food trucks and Knafeh Bakery /The Bearded Bakers.



### **Local Training and Employment Opportunities**

Council partnered with Lendlease to deliver a training centre in Forbes Street Liverpool that will provide skills and training pathways for local people as part of the Liverpool Health and Academic Precinct redevelopment.

Council worked with Lendlease to determine suitable programs that would make a social impact in the community and create tangible employment pathways and training opportunities within Liverpool. Lendlease will conduct a Skills Exchange Program on site, in conjunction with TAFE NSW to provide skills and other training to assist in the delivery of the Liverpool Health and Academic Precinct and drive growth in the local economy.





## Seniors Concert

Council's Seniors Concert returned for NSW Seniors Festival. The event was held at the William Inglis Hotel and included a high tea, light entertainment, and an expo of up to 25 organisations working to improve the quality of life of seniors in the Liverpool community.

In addition, Council, Casula Powerhouse Arts Centre (CPAC), Liverpool City Library and Liverpool Regional Museum also released an extensive program in celebration of the NSW Seniors Festival. A matinee performance was held at CPAC, Liverpool libraries ran a program of events, and the Liverpool Regional Museum held two information sessions and a curator-led museum tour.



## Council thanks local frontline and healthcare workers

Council acknowledged and thanked the local healthcare and frontline workers following more than two years of the COVID-19 pandemic. Council hosted a coffee cart outside the doors of Liverpool Hospital in Bigge Park in April, serving complimentary hot coffee and sweet treats to local frontline and healthcare workers.



## Federal Government funding boost for key infrastructure

A Federal Budget announcement was made for funding of more than \$142 million for two key infrastructure projects that included a business case for Stage 2 of the Sydney Metro – Western Airport line linking Glenfield to Leppington and onto the Western Sydney Airport, as well as the M5 Motorway – Moorebank Avenue – Hume Highway Intersection Upgrade.

Council will continue to advocate for a choice of public transport options linking to the airport, including the extension of the Inner West and Leppington Line to the Western Sydney Airport and Bradfield City Centre, and for the Fifteenth Avenue Smart Transit (FAST) Corridor, particularly the Fifteenth Avenue Upgrade between Cowpasture Road and Devonshire Road.



## Council donates \$10,000 for disaster relief in Tonga

Council donated \$10,000 to assist with the ongoing recovery efforts in Tonga following a volcanic eruption and the subsequent tsunami that ravaged the small island nation in January 2022. Council presented the cheque to the High Commissioner of Tonga to Australia, HRH Princess 'Angelika Lātūfuipeka Tuku'aho, and HRH Crown Prince Tupouto'a 'Ulukalala, at a ceremony at the Casula Powerhouse Arts Centre on 14 April 2022.







### **Snapshot January-June 2022**

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

Council delivered five multi-day events for the community including, Love Summer in Prestons, Australia Day in Bigge Park, and the annual Seniors Concert which hosted 700 seniors from across the Local Government Area and included an exhibition to connect the senior community with local services and social groups. Council's first inaugural Most Blessed Nights Street Food Market in Macquarie Mall, attracted more than 150,000 people and the return of Starry Sari Night event attracted more than 20,000 people to the city across three nights.

The Casula Powerhouse Arts Centre (CPAC) continued to deliver exhibitions and programs during the period featuring significant local artists including one of Australia's most famous artists, Ken Done in an exhibition 'Paintings you probably haven't seen 2000 – 2020'.


Council delivered six face-to-face citizenship ceremonies and welcomed 880 new Australian citizens to the Liverpool Local Government Area.

Council continued to provide a diverse range of material across its libraries to suit the cultural and language needs of the community within the locality of each library, including the launch of a new Pacific Cultural collection at Liverpool City Library and an Arabic collection at Carnes Hill Library. Council libraries welcomed more than 260,000 visitors during the reporting period.




Successful trial events were held at Historic Collingwood House during the NSW Seniors Festival featuring High Teas with a Tour and a School Holiday Kids program focused on arts and crafts with historic hands-on learning. A strong interest from the community in attending events at Collingwood House was identified and events are now regularly available to tour group operators.

Of the 23 Principal Activities for this direction, 22 were on track and one was affected by COVID-19.

## Celebrate diversity, promote inclusion and recognise heritage


Action	Description	Comment	Status
C.1.01	Promote and manage heritage	<ul style="list-style-type: none"> <li>Ongoing measures continue to be met within the required timeframes, including the provision of specialist heritage advice for development occurring across the Liverpool Local Government Area (LGA) including; State Significant Developments, Pre-Planning Proposals, Planning Proposals, Pre-Development Applications, Development Applications, Internal Review of Environmental Factors, and Heritage Minor Works Permits.</li> <li>Specialist heritage advice continues to be provided on major Federal, NSW Government, and Council-led planning and infrastructure projects occurring within and/or impacting the Liverpool LGA.</li> <li>Heritage Advisory Committee meetings were held in accordance with the adopted Heritage Advisory Committee Charter.</li> <li>The following projects were completed; <ul style="list-style-type: none"> <li>Investigations and Detailed Design for the Liverpool Pioneers Memorial Park Military War Memorial Gardens;</li> <li>Condition Assessment and Scope of Works for monuments identified in the Liverpool Monuments and Memorials Conservation Study at Liverpool Pioneers Memorial Park;</li> <li>Detailed Design and approvals for Restoration Works to the Former Liverpool Courthouse; and</li> <li>Collingwood House Activation Plan.</li> </ul> </li> <li>The proposed Comprehensive Heritage Study has been carried over to the 2022-23 financial year.</li> <li>Work has continued on the development of the proposed Aboriginal Cultural Heritage Study project.</li> <li>The Detailed Design documentation package for the proposed Philimona Gardens project has been completed, and a Development Application for the works was lodged.</li> </ul>	 <p>On track</p>



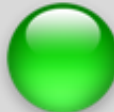


Action	Description	Comment	Status
C.1.02	Manage Liverpool Regional Museum to attract visitors	<ul style="list-style-type: none"> <li>Council focused on increasing public programs and events which significantly increased onsite visitation and equity of access for the community.</li> <li>Successful trial events were held at the Historic Collingwood House during the NSW Seniors Festival featuring high teas with a tour, and a school holiday kids program provided arts and crafts with historic hands-on learning. A strong interest from the community in attending events at Collingwood House was identified and events are now regularly available to tour group operators.</li> <li>The museum hosted National Sorry Day, which drew the largest attendance from the First Nations and local community compared to pre-lockdown attendance.</li> </ul>	 On track
C.1.03	Deliver citizenship ceremonies	<ul style="list-style-type: none"> <li>Council hosted six face-to-face citizenship ceremonies from January to June 2022 and welcomed 880 Australian citizens to the Liverpool Local Government Area.</li> </ul>	 On track
C.1.04	Implement actions from the Reconciliation Action Plan	<ul style="list-style-type: none"> <li>Council continues to work closely with Liverpool's First Nation community to ensure they are consulted on key Council plans, projects and activities.</li> <li>Council's Aboriginal Consultative Committee continued to provide input and feedback on matters of importance and Council's programs and services. In addition, Council worked alongside the Gandangara and Tharawal Local Aboriginal Land councils to continue to ensure Council projects and initiatives are inclusive and considerate of First Nations communities and culture.</li> <li>Council maintained engagement with the community relating to employment and training opportunities, planning for social infrastructure, co-creations and public art works, and planning for upcoming events. This ongoing relationship with key community members and organisations ensures that Council projects are carried out in consideration of Liverpool's rich Aboriginal heritage.</li> <li>Council engaged with Ngurra Advisory, a wholly-First Nations owned and operated consultancy agency to develop its new Reconciliation Action Plan. This plan will be finalised in the first half of 2022/2023.</li> <li>Highlights of this period include two events which acknowledge and commemorate First Nations culture and heritage in Liverpool including;</li> </ul>	 On track

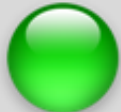
Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>– Memories in the Mall – held in February 2022, this event acknowledges the National Apology made by then-Prime Minister Kevin Rudd to the Lost and Stolen Generations; and</li> <li>– Sorry Day – held in May 2022, this occasion acknowledges the start of Reconciliation Week and commemorates the Lost and Stolen Generations who were forcibly removed from their families.</li> </ul>	

### Deliver a range of community events and activities

Action	Description	Comment	Status
C.2.01	Coordinate Council's major events program	<ul style="list-style-type: none"> <li>• Council delivered five multi-day events for the community including a two-day 'Love Summer' outdoor cinema in Prestons and a two-day Australia Day event in Bigge Park. The events offered an open-air cinema, food trucks, free activities and performances.</li> <li>• Council delivered a two-day Seniors Concert which hosted 700 seniors from across the Local Government Area (LGA) and included an exhibition component to connect the senior community with local services and social groups.</li> <li>• Council received funding from the NSW Government to partake in the CBD Revitalisation Program to deliver the first inaugural 'Most Blessed Nights' Street Food Market in Macquarie Mall. The event ran over 15 nights in April 2022 and featured an average of 25 food vendors each night, showcasing Liverpool's cultural diversity and encouraging a unified community. More than 150,000 people attended the event and it received positive feedback, promoting the return of large-scale events and a renewed night-time economy in Liverpool.</li> <li>• Council received additional funding from the NSW Government to partake in the Open Streets Festival of Place program to deliver a three-day road closure event Starry Sari Night. The event was held in in May 2022 across George Street, Railway Street, Scott Street and Georges Service way and included a festival main stage, a catwalk 'Sari showcase' stage, one performer stage, children's workshops, games and activities. More than 200 performers and 22 vendors including local businesses participated. The event attracted more than 20,000 people to the city across three nights.</li> </ul>	 On track






Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>Council also consulted with various external community event organisers to bring new and existing attractions to the LGA. Due to high rainfall and flooding in 2022, many of the initiatives were cancelled or postponed. Events that proceeded included Samoan Independence Day and EID Festival.</li> </ul>	
C.2.02	Manage civic events calendar	<ul style="list-style-type: none"> <li>Council delivered the following civic events in the reporting period: <ul style="list-style-type: none"> <li>Variety Livvi's Place Park opening and plaque unveiling;</li> <li>Harry Hunt Memorial;</li> <li>We Thank You Coffee Cart in Bigge Park for frontline workers; and</li> <li>South West Sydney Academy of Sport Civic Reception to recognise athletes in the Liverpool LGA.</li> </ul> </li> </ul>	 On track
C.2.03	Coordinate the commemoration of annual service ceremonies	<ul style="list-style-type: none"> <li>A total of two commemorative services for ANZAC Day were held during the period.</li> </ul>	 On track
C.2.04	Deliver engaging library programs	<ul style="list-style-type: none"> <li>Council continued to provide a diverse range of programs across its library network. Along with weekly programs for early childhood, Council libraries delivered programs for digital literacy, STEM education, English learning and social and creative programs.</li> <li>Outreach visits to early education, senior centres, community groups and community events were also held.</li> <li>Council libraries delivered 628 programs, that were attended by 11,738 people during the reporting period.</li> <li>Many programs were delivered in partnership with groups, including CSIRO for STEM education support programs with local teachers, Liverpool Migrant Resource Centre in delivering playgroup and women's programs and Gandangara Local Aboriginal Land Council for temporary exhibition.</li> <li>Council libraries also supported community led programs, including a French Playgroup at Green Valley Library and Stay and Play at Casula Library. These programs were in direct response to community requests to the unique needs for the local community.</li> </ul>	 On track


Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>Increasing the digital literacy and technology skills of the community has been addressed with a range of regular computer basic classes for adults and coding classes for children across many locations.</li> </ul>	
C.2.05	Deliver Casula Powerhouse Arts Centre (CPAC) programs	<ul style="list-style-type: none"> <li>Casula Powerhouse Arts Centre (CPAC) events and activities returned as COVID-19 impacts receded. Highlights during the reporting period include; <ul style="list-style-type: none"> <li>School holiday programs, Australia Day Awards, return of life drawing classes and the community screening of 'Here out West';</li> <li>The Liverpool Performing Arts Ensemble returned with their annual program of activities;</li> <li>Presentation of a theatre co-production with Campbelltown Arts Centre 'Bad Machine', monthly Casula Comedy Club and matinee programs;</li> <li>The launch of the monthly 'Italiano Culture Up Late' event, Dance School concerts, Tom Burlinson performed in the theatre, the 'Galleries After Dark' events launched and a reception for HRH the Princess of Tonga;</li> <li>Season of children's shows including 'Edward the Emu'</li> <li>The final 'Casula Up Late', 'Done on the Wall' featuring theatre troupe 'Legs on The Wall', seven screenings with Sydney Film Festival, a season of 'Tree of Life', an Iraqi festival for Refugee Week, a multicultural concert 'Sound of Terra' and a matinee concert.</li> </ul> </li> <li>CPAC delivered eight exhibitions including; <ul style="list-style-type: none"> <li>The 67th Blake Prize;</li> <li>Jamming with Strangers;</li> <li>Looking at Painting;</li> <li>Obsessed: Compelled to make;</li> <li>Debra Keenahan: Being Different;</li> <li>Ken Done: Paintings you probably haven't seen 2000 – 2020;</li> <li>Liveable art: Stories of Done Design; and</li> <li>Art, Zanny Begg: Same River Twice.</li> </ul> </li> <li>Engaging public programs delivered included; <ul style="list-style-type: none"> <li>Western Sydney Music Futures – a professional development opportunity for aspiring music makers;</li> <li>Dinner Music – an evening combining art, music and food, as part of the closing weekend of Jamming with Strangers;</li> </ul> </li> </ul>	 On track



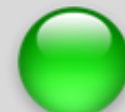
Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>– Night Makers Market –highlighting local makers as part of the nationally touring Obsessed exhibition;</li> <li>– An Afternoon with Ken Done – a multi-media featuring Ken Done;</li> <li>– The River Project – a walking tour and performance event delivered in collaboration with Sydney Biennale, Georges Riverkeepers; and</li> <li>– Zanny Begg and presented as part of the opening weekend of Same River Twice.</li> </ul>	


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


Action	Description	Comment	Status
C.3.01	Deliver high-quality childcare services	<ul style="list-style-type: none"> <li>Council's Early Childhood Programs continue to be a benchmark for quality service provision within the Liverpool Local Government Area (LGA).</li> <li>Recent data depicts that Liverpool City Councils Early Childhood Services make up 27 per cent of education and care centres in the LGA which have received a rating of Exceeding National Quality Standards.</li> <li>Early Childhood Programs is currently working in collaboration with Schools Infrastructure to support a growth agenda in response to Liverpool's growing population and community demands for places within Council operated services.</li> <li>Supported playgroups reconvened in a face-to-face manner during the period. The playgroups aim to support socially isolated families and children to create connections with others in the community.</li> </ul>	 On track
C.3.02	Provide well-used and appropriate resources at Liverpool libraries	<ul style="list-style-type: none"> <li>Council libraries provided 38,972 new items to the community and more than 400,000 loans occurred in the 2021/22 Financial Year.</li> <li>More than 1,200 individual new item requests were completed across Council's network of libraries, with the community encouraged to provide feedback on the items they would like included in their libraries.</li> <li>The community continued to enjoy accessing Council library collections online, with demand remaining strong after the reopening of Council libraries.</li> <li>Council has continued to provide material across its libraries to accommodate the cultural and language needs of the community within the locality of each library, including the launch of a new Pacific Cultural collection at Liverpool City Library and an Arabic collection at Carnes Hill Library.</li> <li>Council libraries provide permanent collections in 18 community languages, with access to many more by request.</li> </ul>	 On track
C.3.03	Strengthen social inclusion in new developments	<ul style="list-style-type: none"> <li>Council's Social Impact Assessment and Guidelines provide direction for the review of Pre-Development Applications, comments on Development Applications and State Significant Developments, rezoning applications, assessment of applications for Liquor and Gaming licences or changes and reviews of policies and legislative changes.</li> </ul>	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>A total of 66 Social Impact Assessment applications referred for assessment were reviewed and comments submitted.</li> <li>Planning for social infrastructure in established, new and growth areas continued.</li> <li>Key planning outcomes for this period included: <ul style="list-style-type: none"> <li>Master planning for renewal and development of Council owned social infrastructure in Miller and preparation of a Draft Implementation Plan;</li> <li>Supporting NSW Government planning for open space and recreation facilities in South Western Sydney;</li> <li>Development of the Draft Georges River and Chipping Norton Lakes Spatial Framework and Implementation Plan;</li> <li>Commencement of development of the Cabramatta Creek and Brickmakers Creek Masterplan;</li> <li>Commencement of planning for Collingwood Precinct Masterplan; and</li> <li>Continued planning for social infrastructure in Austral and Edmondson Park.</li> </ul> </li> </ul>	
C.3.04	Implement actions from the Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> <li>The ease of COVID-19 restrictions enabled Council to re-engage with communities in a face-to-face capacity increasing engagement in community programs, particularly among older people.</li> <li>A highlight of this period included the delivery of the Seniors on Tour program, which supported older people to gain skills and knowledge in the use of virtual reality technology and smart devices.</li> <li>The Liverpool Access Committee met regularly to provide advice and guidance to Council on access and inclusion in Liverpool. Several accessibility improvement works were completed including roads, facilities, parks and open spaces.</li> <li>Council facilitated an Inclusion Sports Day in May 2022 in partnership with Sport NSW, Belgravia Leisure and Fairfield and Canterbury-Bankstown councils to deliver a sports inclusion event aimed at school-aged children with disabilities at Whitlam Leisure Centre.</li> <li>The review of Council's DIAP is near completion and will be presented to Council to place on public exhibition for community feedback.</li> </ul>	 On track





Action	Description	Comment	Status
C.3.05	Deliver Council-led programs that strengthen social inclusion and build community capacity	<ul style="list-style-type: none"> <li>• Council delivered diverse community capacity building initiatives and implemented new and innovative measures to continue delivering key programs to the Liverpool community services sector, including school holiday and other capacity building programs, grants support and essential services relief.</li> <li>• Council continued to lead the response to the COVID-19 pandemic and recovery efforts by coordinating an emergency relief program for vulnerable community members in collaboration with OzHarvest and a network of 14 charities and community organisations.</li> <li>• Council engaged with NSW Health and other relevant authorities to promote COVID-19 health and safety messaging, including promoting vaccination amongst Culturally and Linguistically Diverse (CALD) communities.</li> <li>• Council provided assistance in accessing translation services, sharing information through social media and other media channels, and participating in regular emergency response forums and networks to support the COVID-19 response from State and Federal Governments.</li> <li>• Additional highlights during this period include; <ul style="list-style-type: none"> <li>– Delivery of school holiday activities in December, January and April 2022;</li> <li>– Grants, donations, and community sponsorship programs valued at \$55,829 that supported nine projects, programs, or events in the reporting period;</li> <li>– Managing and facilitating the Liverpool ClubGRANTS process, which received 114 grant applications. A total of 51 projects were funded valued at \$864,308;</li> <li>– Delivery of community safety programs including Coffee with a Cop in partnership with Liverpool City Police Area Command (LPAC);</li> <li>– Convening and co-convening of Liverpool inter-agencies and networks;</li> <li>– Collaborating with residents to launch the Fairy Glen – a community-led initiative at Harris Creek Reserve, Holsworthy;</li> <li>– Facilitating the Community Hubs Australia program in three local schools, providing education, employment, and social support to refugee and migrant women with pre-school aged children;</li> <li>– Collaborating with Department of Community and Justice and local charities supporting people experiencing homelessness;</li> <li>– Commencement of post COVID-19 activation and community engagement programs across the Local Government Area in collaboration with community services sector, including Miller Activation program, Youth Week program, Harmony Day, Refugee Week and safety and well-being workshops; and</li> </ul> </li> </ul>	 On track



Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>– Leading the delivery of a CALD women's water safety and learn to swim program for 60 local CALD women at the Michael Wenden Leisure Centre, in partnership with Belgravia Leisure and Royal Life Saving NSW.</li> </ul>	
C.3.06	Deliver the 2168 Children's Parliament in partnership with Department of Social Services and Mission Australia	<ul style="list-style-type: none"> <li>• Council continued to deliver the 2168 Children's Parliament in partnership with Mission Australia and the Department of Education, engaging 9–12-year-old children living in and around the 2168 postcode area.</li> <li>• The Parliament is a unique child-centred deliberative democracy initiative providing a platform to children to develop and voice their opinions and ideas on matters that are important to them.</li> <li>• A total of 44 students from 11 primary schools were activity involved in the program and at the June 2022 Parliament sitting presented on key issues to children.</li> <li>• During the period, workshops and activities were facilitated and focused on the following themes: <ul style="list-style-type: none"> <li>– Child rights and responsibilities;</li> <li>– Policy and advocacy;</li> <li>– Speech writing and debating;</li> <li>– What matters - children discussing important matters to themselves; and</li> <li>– Australian Government system.</li> </ul> </li> <li>• In addition Council; <ul style="list-style-type: none"> <li>– Conducted a survey on priority issues administered to years 5 and 6 students at all participating schools (484 participated in the survey);</li> <li>– Consulted children on the design of the playground for Woodward Place Master Plan; and</li> <li>– Delivered one Children's Parliament sitting at Liverpool Council Chambers where children presented matters that impact their lives. The sitting was attended by over 150 people consist of children, parents, teachers, principals, representatives of government and non-government organisations and politicians.</li> </ul> </li> </ul>	 On track


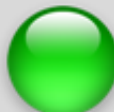
Action	Description	Comment	Status
C.3.07	Implement actions from the Child Safe Workplace Policy	<ul style="list-style-type: none"> <li>• Council worked collaboratively across key departments and with government and non-government partners to ensure Council is a compliant Child Safe Workplace.</li> <li>• Council is committed to supporting the rights of children for their care and protection. In NSW, the safety of children is the shared responsibility of parents and families, the community, government and non-government organisations. Council staff, volunteers, partners, students, contractors and sub-contractors share a commitment to the awareness, prevention and response to the suspected risk of significant harm to a child.</li> <li>• In line with the Child Safe Workplace Policy, Council has adopted the Child Safe Behavioral Standards from the NSW Office of the Children's Guardian and the Royal Commission Final Report Recommendations (2017) relevant to local government.</li> <li>• Council developed procedures to meet the Child Safe Standards including a flow chart of reporting processes, adding a risk entry to Council's Risk Register in working with children, reviewing the staff matrix of which positions require a Working with Children's Check Clearance, and developing a triage team and process of responding to allegations of harm.</li> </ul>	 On track



## Provide community facilities which are accessible to all


Action	Description	Comment	Status
C.4.01	Meet demands for community-connected spaces	<ul style="list-style-type: none"> <li>Council has been challenged by the continued impact of COVID-19, service delivery by hirers and community groups. There has been a significant notable delay in the return to pre COVID-19 levels, and while consumer confidence has increased in the latter portions of the reporting period, there is a notable reduction in facilities occupancy compared with the corresponding period last year.</li> <li>Council notes that programs within Community Centres delivered to older adults and those with compromised health, continue to experience a shortfall in participations.</li> <li>Council continues to support key external stakeholders, community groups and other hirers to assist in the continued delivery and recovery of programs to the Liverpool community.</li> </ul>	 COVID-19 Affected
C.4.02	Deliver Council's adopted upgrade and renewals program for Council's building assets	<ul style="list-style-type: none"> <li>Council allocated \$8.9 million towards renewing, refurbishing and improving many of its existing properties, along with the construction of new facilities in the 2021-22 Program Year.</li> <li>Works completed during the year include:               <ul style="list-style-type: none"> <li>Roof repairs at Holsworthy Childcare Centre and refurbishment of the outdoor play area at the Casula Childcare Centre;</li> <li>Roof renewal, lighting improvements and compliance upgrades at the Holsworthy Aquatic Centre;</li> <li>Installation of a new restroom facility at Schoeffel Park;</li> <li>Roof renewal works at the Casula Library and the Wattle Grove Childcare Centre;</li> <li>Provision of a new permanent sewer connection for the Kokoda Oval amenities building;</li> <li>Kitchen upgrades at the Frank Calabro, Seton, The Boat Shed and Cecil Hills Community Centres;</li> <li>Acoustic upgrades at The Boat Shed, Wattle Grove, Hilda Davis and Heckenberg Community Centres;</li> <li>Construction of a new amenities building at Stante Reserve; and</li> <li>Upgrade of the substation, along with restroom refurbishments, at the Whitlam Leisure Centre.</li> </ul> </li> </ul>	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>Works currently under construction include: <ul style="list-style-type: none"> <li>Heritage conservation works at the Chipping Norton Homestead and Former Liverpool Court House;</li> <li>Ongoing upgrades at various community facilities to improve accessibility; and</li> <li>Water and energy conservation upgrades across various community and leisure facilities.</li> </ul> </li> </ul>	
C.4.03	Facilitate use of Council sporting venues and leisure centres	<ul style="list-style-type: none"> <li>Council's recreation and sporting fields have been significantly affected by wet weather that occurred between late February and May 2022 which lead to sporting field ground closures and a subsequent reduction in sports activation across the community. During this period Council continued to repair fields and conduct safety inspections to allow sport to resume.</li> <li>Winter sporting activities and competitions are underway within the Liverpool community with sports field utilisation reaching its target (noting that there are some fields that remain unsuitable for use).</li> <li>Active Exchange and Sports Eye data that measure participation rates in sport indicates that 17,418 Liverpool residents are currently registered to play organised sport.</li> <li>Council's Leisure Centres continue to trade well reflecting sound post COVID-19 performance with membership and enrolment numbers representing a two per cent year on year growth.</li> </ul>	 On track
C.4.04	Enhance access to facilities and resources through place-based planning initiatives	<ul style="list-style-type: none"> <li>Social infrastructure planning continued in Liverpool's growth areas and established areas. Planning in the growth areas included: <ul style="list-style-type: none"> <li>Provision of community facilities, recreation, open space and sport facilities in Austral and Edmondson Park growth areas;</li> <li>Stage two detailed design for the outdoor sport and recreation precinct at Carnes Hill Recreation and Community Precinct;</li> <li>Draft Spatial Framework (or Strategic Masterplan) and Draft Implementation Plan for the Georges River Parklands and Chipping Norton Lakes;</li> <li>Draft Implementation Strategy for the adopted Miller Social Infrastructure Masterplan;</li> <li>Commencement of master planning for Cabramatta and Brickmakers Creek, including an initial stage of community consultation; and</li> </ul> </li> </ul>	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>– Commencement of a business case in the bid to WestInvest funding for the Carnes Hill Aquatic and Leisure Centre, Carnes Hill Sporting Fields, Miller Square Precinct, Georges River Parklands and Chipping Norton Lakes Precinct and Austral to Western Sydney Parklands Connections.</li> </ul>	
C.4.05	Manage library spaces to attract and inspire visitors	<ul style="list-style-type: none"> <li>• Council libraries welcomed more than 260,000 visitors during the reporting period. While the physical spaces were closed, members of the community continued to visit and utilise the digital library spaces, with the virtual library exceeding 350,000 visits.</li> <li>• Usage of digital library collections continued to grow, giving the community continued access to resources in a variety of ways.</li> <li>• More than 6,000 people joined the library in 2021/22.</li> </ul>	 On track
C.4.06	Manage the Liverpool Animal Shelter	<ul style="list-style-type: none"> <li>• The Liverpool Animal Shelter has been successful in rehoming animals.</li> <li>• During the period 97 per cent of dogs were rehomed exceeding the annual target.</li> </ul>	 On track



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

Action	Description	Comment	Status
C.5.01	Deliver Council's adopted upgrade, renewal and conservation program for recreation and green assets	<ul style="list-style-type: none"> <li>Council has allocated over \$9 million towards renewing, improving and upgrading existing passive open spaces and sporting ovals in the 2021-22 program year.</li> <li>Works completed during the period: <ul style="list-style-type: none"> <li>Installation of new shade structures at Nelson Phillis, Bob Evans, Alamein, Collimore and Bill Wilson Parks;</li> <li>Development of a new water play facility, children's playground, picnic facilities, landscape works, car park and lighting at the Stante Reserve;</li> <li>Construction of the Variety Livvi's Place inclusive playground at Lt Cantello Reserve;</li> <li>Construction of a new children's playground, outdoor fitness gym and carpark at Schoeffel Park;</li> <li>Installation of new park play equipment and footpaths at Lillian Bratkovic Park;</li> <li>Installation of children's playground, viewing platform, park furniture and landscaping works at St Andrews Park;</li> <li>Installation of a new children's carousel at the Dunumbral Park playground;</li> <li>Installation of new children's playground at Lyons Park;</li> <li>Upgrade of softfall surfacing at Ashfordby, Collimore, Alamein, Nelson Phillis, Catalina and Raine Parks, along with Green Valley Reserve and Rosedale Oval; and</li> <li>Construction of Stage 2 works at Stante Reserve comprising a full basketball court, kick walls, picnic facilities and learn to ride track.</li> </ul> </li> <li>Works currently under construction include: <ul style="list-style-type: none"> <li>Construction of a new pump track at Schoeffel Park;</li> <li>Upgrade works including landscaping at Acacia Park; and</li> <li>Construction of children's playspace at Ash Road Reserve.</li> </ul> </li> <li>Works that are in the design stage with construction programmed for the 2022/23 program year include: <ul style="list-style-type: none"> <li>Development of new local park at Affleck Park including proposed naturalised drainage, playground and equipment;</li> <li>Upgrade of Macleod Park including proposed pathway links, landscaping, dog park extension and park infrastructure; and</li> <li>Development of new local park at McGirr Park including proposed playground, pathway and landscaping works.</li> </ul> </li> </ul>	 On track



### **Snapshot January-June 2022**

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

During the period, Council worked to improve Development Application determination times, whilst ensuring best practice planning and high-quality urban design outcomes are achieved for the benefit of the wider Local Government Area. Council determined approximately 470 Development Applications during the period.

More than 18,557 vehicles visited Council's Community Recycling Centre between January to June 2022. The Centre collected more than 140 tonnes of cardboard, 100 tonnes of e-waste and 19 tonnes of batteries.

Council continued to effectively deliver its waste and cleansing program during the period, particularly during the flash flooding from January to April 2022. During this time, Council also assisted the community with extra collections in flood affected areas with additional pickups.


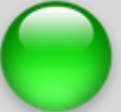

Council continues to develop and implement energy efficiency programs, and the Development Application for the installation of solar panels at Casula Powerhouse Arts Centre is being assessed.

Council continued to implement a range of water quality improvement programs including the design of a major flood detention basin at Edmondson Park and a detailed investigation of the Georges River to inform future planning for its activation.

The Sustainability Blitz workshops continued despite the impacts of COVID-19. As restrictions eased, Council delivered face-to-face activities, including guided nature walks. Council also provided support to the Harris Creek Fairy Glen project, resulting in sustainable outcomes for the environment and better community education.




Of the 23 Principal Activities for this Direction, 19 were on track, three needed attention and one was COVID-19 affected.



## Manage the community's disposal of rubbish

Action	Description	Comment	Status
S.1.01	Provide waste disposal services to the community to maximise recovery of materials	<ul style="list-style-type: none"> <li>The Food Organics and Garden Organics (FOGO) implementation plan and education plan is underway.</li> <li>Council will be undertaking extensive waste bin and bulky household waste audits in the new year in cooperation with the Environmental Protection Authority (EPA), to develop baseline data to help guide the implementation and education plans.</li> </ul>	 On track
S.1.02	Manage the Community Recycling Centre and household problem waste	<ul style="list-style-type: none"> <li>The Community Recycling Centre (CRC) remained operational Monday to Saturday. The EPA stopped Cleanaway from collecting paints or oil from all their recycling centers, including Council's CRC, however this has had a minimal impact on CRC operations.</li> <li>More than 18,500 vehicles visited Council's CRC during the reporting period. The centre collected more than; 140 tonnes of cardboard, 100 tonnes of e-waste and 19 tonnes of batteries.</li> </ul>	 On track
S.1.03	Maintain the cleanliness of public spaces	<ul style="list-style-type: none"> <li>Council continued to deliver its waste and cleansing program during the period, particularly during the flood periods in January to April 2022 and assisted the community with extra collections in flood affected areas with additional pickups.</li> <li>Council added a new street sweeper truck to ensure that the streets are maintained and cleaned within schedule.</li> </ul>	 On track







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



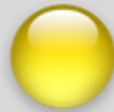

Action	Description	Comment	Status
S.2.01	Manage Council's park maintenance program	<ul style="list-style-type: none"> <li>Council continues to deliver the Maintenance Service program including the delivery of the Tree Management program. Council actioned all tree related customer requests and programmed relevant actions according to the risk assessment during this period.</li> <li>Trees were planted at Liverpool Museum, in Casula Parklands and the CBD, however there were limitations placed on the planting program due to unseasonable wet weather, flooding and the pandemic impact on plant nursery supplies.</li> <li>Bush Restoration projects are on track for 2022.</li> </ul>	 On track
S.2.02	Develop and implement improvement strategies, policies and programs for the management of stormwater	<ul style="list-style-type: none"> <li>A range of water quality improvement programs were developed and are being implemented across the Liverpool local government area including; <ul style="list-style-type: none"> <li>Detailed design for two flood detention basins, stormwater quality improvement structures including several raingardens and gross pollutant traps (GPT) have been completed;</li> <li>Design of major flood detention basin at Edmondson Park has been completed;</li> <li>Ongoing water quality monitoring at strategic locations along natural waterways and creeks, including the Georges River and South Creek; and</li> <li>Detailed investigation of the Georges River to guide planning for future activation of the river has been completed.</li> </ul> </li> </ul>	 On track
S.2.03	Apply a systematic approach to the assessment of applications to prune or remove trees	<ul style="list-style-type: none"> <li>Council achieved a completion rate of 80 per cent during the period.</li> </ul>	 On track

Action	Description	Comment	Status
S.2.04	Manage contaminated lands under Council control	<ul style="list-style-type: none"> <li>Council continues to actively manage legacy contamination arising from historic landfilling and illegal dumping.</li> <li>Several remediation projects were completed during this period including Schoeffel Park in Horningsea Park, Casula Parklands in Casula, Greenway Park in West Hoxton and Ireland Park in Liverpool.</li> </ul>	 On track
S.2.05	Engage the community in protection of natural areas	<ul style="list-style-type: none"> <li>The Environment Volunteer Program was suspended due to COVID-19. Volunteer activities are anticipated to resume early in the new financial year. Community tree planting activities will resume thereafter, as lead time is required to prepare sites and promote those events.</li> </ul>	 COVID-19 Affected




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

Action	Description	Comment	Status
S.3.01	Develop and implement environmental education for the community	<ul style="list-style-type: none"> <li>The Sustainability Blitz workshops continued despite the impacts of COVID-19. As restrictions eased, Council delivered face-to-face activities, including guided nature walks that proved extremely popular.</li> <li>Council provided support to the Harris Creek Fairy Glen project, ensuring environmental protection and embedding educational outcomes.</li> <li>Council developed the Integrated Pest Management Strategy and Liverpool Climate Action Plan. Following endorsement of both documents at the May 2022 Council meeting, they were placed on public exhibition in June 2022.</li> </ul>	 On track
S.3.02	Educate the community in waste disposal	<ul style="list-style-type: none"> <li>Council issued education and advisory letters, alerting residents to any contamination observed in their recycling or green bins and provided feedback and guidance regarding overweight and overloaded bins. Council continued to communicate with strata managers and property cleaners to bring about improvements in waste education and compliance.</li> <li>Council approved a rebate for cloth nappies and reusable sanitary products, accompanied by a promotion and community education. The program has provided rebates to ratepayers of over \$6,880.</li> <li>Face-to-face education in school and pre-school settings has been reviewed and the Food Organics and Garden Organics (FOGO) and Waste Education and Engagement Plan will be implemented.</li> </ul>	 On track
S.3.03	Develop and implement energy efficiency program	<ul style="list-style-type: none"> <li>The Development Application for the installation of solar panels at Casula Powerhouse Arts Centre is currently being assessed.</li> <li>Council developed the Climate Change Policy and Liverpool Climate Action Plan, following endorsement of these documents at the May Council meeting, the documents were placed on public exhibition in June 2022.</li> </ul>	 On track
S.3.04	Upgrade Council properties to increase sustainability	<ul style="list-style-type: none"> <li>The opportunity to reduce operational costs, including electricity costs at 33 Moore Street is being investigated. The National Australia Build Environment Rating System (NABERS) has been established to encourage and reward building owners for cutting carbon emissions and playing a critical part in curbing climate change.</li> </ul>	 On track

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




Action	Description	Comment	Status
S.4.01	Provide development assessment services	<ul style="list-style-type: none"> <li>Council continues to work to improve Development Application determination times, while ensuring best practice planning and high-quality urban design outcomes are achieved for the benefit of the wider local government area.</li> <li>Meeting key performance indicators during the period proved to be challenging, due to a significant increase in the number of Development Applications lodged, along with staff movements and recruitment challenges.</li> <li>Council has made a conscious effort to reduce the backlog of long-standing applications, through a combination of process improvements as well as targeted assessments and determinations of applications.</li> <li>During the reporting period, Council determined 470 Development Applications.</li> </ul>	 Needs attention
S.4.02	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood-prone land	<ul style="list-style-type: none"> <li>Council's assessment of the impacts of flooding for major planning proposals and development applications are being evaluated and advice is being provided to ensure the sustainable occupation of flood prone lands.</li> <li>The following key projects were also delivered to assist in decision making: <ul style="list-style-type: none"> <li>The flood evacuation constraint study for the Liverpool Collaboration Area and Moorebank East was completed; and</li> <li>The review of Cabramatta Creek Flood Study is underway.</li> </ul> </li> </ul>	 On track
S.4.03	Manage and maintain public health and safety compliance	<ul style="list-style-type: none"> <li>The outcome for Health and Safety compliance substantially exceeds set targets in most areas. There are two measures that have not been achieved, Fast Track applications which no longer exist as a separate application type due to the introduction of the NSW Planning Portal and Construction Certificate applications due to staffing resources.</li> </ul>	 Needs attention
S.4.04	Develop planning strategies	<ul style="list-style-type: none"> <li>The draft Warwick Farm Precinct Structure Plan, Planning Proposal and Contributions Plan was drafted in 2022 however was deferred to further consider flooding constraints and impacts on development feasibility.</li> <li>Council has continued to actively engage with the Department of Planning and Environment (DPE) in collaboration with Penrith City Council on planning for the Western Sydney Aerotropolis.</li> </ul>	 On track

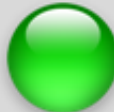


Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>Council is working collaboratively with Camden Council and DPE on the review of the Leppington Town Centre.</li> <li>Council commenced Phase 2 of the LEP Review Process and has conducted preliminary investigations and Councillor workshops.</li> </ul>	
S.4.05	Manage land development engineering	<ul style="list-style-type: none"> <li>Council continues to provide engineering advice and process Subdivision Works Certificates and Subdivision Certificates, with a focus on expediting the backlog of development assessment referrals.</li> <li>Maintaining key performance indicators during the period proved to be challenging, due to a significant increase in the number of Development Applications lodged and vacancies within the team.</li> </ul>	 Needs attention
S.4.06	Manage building maintenance including fire safety	<ul style="list-style-type: none"> <li>Council continues to respond to repairs and building maintenance. Maintenance works are undertaken within the related Acts and Standards to ensure the safety and enjoyment for the Community.</li> <li>Compliance for fire certification Annual Fire Safety Statement (AFSS) for Council's Buildings involves rigorous checking in the design, approval, construction and maintenance phases of the building life cycle. This is to confirm that each of the safety fire measures that apply to the building have been installed and checked by a qualified person. This verifies that the fire safety measures can perform to a minimum standard.</li> </ul>	 On track
S.4.07	Manage the design of public spaces	<ul style="list-style-type: none"> <li>Ongoing measures continue to be met within the required timeframes, including the provision of urban design, public domain, and public art advice for development occurring across the Liverpool Local Government Area (LGA).</li> <li>Specialist design advice continues to be provided on major Federal, NSW Government, and Council-led planning and infrastructure projects occurring within and/or impacting the Liverpool LGA.</li> <li>Various public art projects and initiatives are in progress, including those being delivered internally and in collaboration with the NSW Government, private developers, and other property owners within the Liverpool LGA.</li> <li>Design Excellence Panel (DEP) meetings were held monthly and extraordinary meetings were held as required.</li> </ul>	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>• Work has continued on the development of the Liverpool City Centre Public Domain Technical Manual, however the deadline for this project will need to be extended due to other priorities that have arisen.</li> <li>• Successful NSW Government expression of Interest submissions and grant applications have resulted in new projects arising, including those that will continue to assist with the post COVID-19 recovery through the design and activation of the public domain.</li> </ul>	

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

Action	Description	Comment	Status
S.5.01	Undertake a program of upgrades and renewals for drainage infrastructure	<ul style="list-style-type: none"> <li>Council has allocated approximately \$11 million for the effective and efficient management of stormwater quantity (flooding) and quality in the 2021-22 program year.</li> <li>Works completed include: <ul style="list-style-type: none"> <li>Stormwater network CCTV inspections, cleaning, relining and structural patches across over 1 kilometre of Council's drainage network;</li> <li>Erosion protection works along the open channel at Norman Avenue; and</li> <li>Erosion protection and embankment restoration works along the open channel at Harris Creek Reserve.</li> </ul> </li> <li>Works currently under or to commence construction include: <ul style="list-style-type: none"> <li>Construction of new Gross Pollutant Trap at Iraking Avenue;</li> <li>Construction of new on-site detention Basin 6 at Austral, planned for completion in December 2022;</li> <li>Construction of Basin 29 in Austral to commence upon finalisation of land acquisition; and</li> <li>Basin 14 in Edmondson Park anticipated to commence in November 2022, upon finalisation of land acquisition.</li> </ul> </li> </ul>	 On track
S.5.02	Investigate, survey, design and estimate cost of Council's strategic infrastructure projects	<ul style="list-style-type: none"> <li>The survey, investigations and design of Council's various capital projects and grant funded projects have been completed for the following key projects: <ul style="list-style-type: none"> <li>Intersection of Government Macquarie Drive and Hume Highway;</li> <li>The Urban Forest Strategy works to increase tree canopy; and</li> <li>Indented parking in narrow streets across the LGA.</li> </ul> </li> </ul>	 On track
S.5.03	Provide assistance and support to the Rural Fire Service and State Emergency Service	<ul style="list-style-type: none"> <li>Council continues to provide support to the Rural Fire Service and State Emergency Services and has responded to all requests within the reporting period.</li> <li>Council facilitated all Emergency Management Committee meetings and extra time, and resources were dedicated to the COVID-19 pandemic and critical incidents in the LGA.</li> </ul>	 On track

Action	Description	Comment	Status
S.5.04	Develop plans to support community wellbeing	<ul style="list-style-type: none"> <li>Council continues to collaborate with NSW Health and participates in the NSW Arbovirus Surveillance Program undertaking the treatment of mosquitoes as required dependent on weather conditions.</li> </ul>	 On track



### **Snapshot January – June 2022**

Council continued to implement initiatives to support economic growth and further develop the City as a place for investment.

Council secured \$1.5 million in city activation funding from the State Government to further support local business within the Liverpool CBD. New enquiries generated have the potential to develop over 1000 jobs for the City. Council also partnered with Lendlease to provide skills and training programs aimed at creating employment pathways and training opportunities locally, as part of the Liverpool Health and Academic Precinct redevelopment.

Council continued to deliver its adopted upgrade and renewals program for roads and transport related assets including the construction of new footpaths and shared paths across 17 locations and road rehabilitation and resurfacing works across 36 locations.




To improve road safety in the Liverpool City Centre and assist with the implementation of high pedestrian activity areas, Council was successful in securing grant funding of \$960,000 to install traffic calming devices.


Council continued to deliver maintenance works and repaired and resurfaced approximately 14,650 square metres of road pavement and regraded and maintained 21 kilometres of road shoulder areas across various locations in the Liverpool Local Government Area. Approximately 2,800 linear metres of concrete footpath and 680 linear metres of kerb and guttering were reconstructed at several locations. In addition, faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture to the value of \$300,000.

Of the 19 Principal Activities for this Direction, 17 were on track, one needed attention and one was affected by COVID-19.








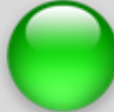
## Meet the challenges of Liverpool's growing population

Action	Description	Comment	Status
G.1.01	Demonstrate financial sustainability	<ul style="list-style-type: none"> <li>COVID-19 had a significant impact on Council's 2021-22 operating results.</li> </ul>	 COVID-19 Affected
G.1.02	Manage the financial viability of Council's Children's Services	<ul style="list-style-type: none"> <li>Liverpool City Council's Early Education and Care Centres maintained a utilisation rate of 98.6 per cent throughout the year, reflecting the high-quality programs that are offered within each of Council's services.</li> <li>Services remained highly utilized through the COVID-19 pandemic and families have highlighted the importance of having access to the services to meet their changing work commitments. There are currently more than 1,200 children on the waitlist highlighting the significant demand of childcare services within the community.</li> <li>Council introduced several business improvement initiatives within the period to ensure that it was able to report a cost neutral financial position. In addition, Children's Services have successfully secured funding opportunities to support the financial effectiveness.</li> <li>Policies and practices continue to be regularly reviewed in line with quality improvement plans. These are developed in a way that supports continual improvement across each service, ensuring programs are reflective of current practices in early education and care.</li> </ul>	 On track
G.1.03	Deliver strategic property projects	<ul style="list-style-type: none"> <li>The delivery of strategic projects progressed well during the period. In relation to the Civic Place, heavy and ongoing rainfall has impacted works on site however Council aims to deliver the project within the timeframe.</li> <li>New initiatives included road widening and upgrades along Hume Highway, Governor Macquarie Drive, Lyn Parade and Bernera Road.</li> <li>The acquisition of detention basins in Austral remains a priority.</li> </ul>	 On track



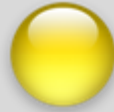
Action	Description	Comment	Status
G.1.04	Build effective relationships with State and Federal departments and governments	<ul style="list-style-type: none"> <li>• The Acting Chief Executive Officer was appointed on 4 February 2022 and has participated in 21 meetings with key stakeholders during the period, including State and Federal Government representatives.</li> <li>• Council continues to build relationships with State and Federal departments and agencies to discuss topics including the Western Sydney International Airport, economic opportunities, planning proposals, road upgrades and public transport.</li> <li>• Council attended monthly briefings, strategic partner events and forums.</li> <li>• COVID-19 has continued to impact meetings and events. In addition, Council has been impacted by flood events which has redirected the resources of Council and management during this period.</li> </ul>	 On track

## Attract businesses for economic growth and employment options

Action	Description	Comment	Status
G.2.01	Attract new jobs within Liverpool's industry focus areas	<ul style="list-style-type: none"> <li>Council continues to generate leads across the local government area, many in the aerotropolis but also small businesses still negotiating the emergence from lockdowns.</li> <li>Small businesses in the CBD were supported through major events funded by the State Government and delivered by Council. Many required support during these events and with programs including the Vibrant Streets Program (shopfront facade upgrades).</li> <li>New employment pathways are developing rapidly particularly in relation to growth industries in the region.</li> </ul>	 On track
G.2.02	Market Liverpool as a business destination	<ul style="list-style-type: none"> <li>Council secured \$1.5 million in city activation funding from the State Government to further support local business within the Liverpool CBD. New enquiries generated have the potential to develop over 1,000 jobs for the City.</li> </ul>	 On track
G.2.03	Develop the economic capacity of local businesses and residents	<ul style="list-style-type: none"> <li>As the local economy transitions from the lockdown period, Council, continues to deliver services and outcomes for the local business community. Whilst the local economy continues to recover, reduced foot traffic in the CBD will continue to challenge recovery in the CBD.</li> <li>Outside the CBD, business is reporting strong trading conditions, however skill shortages and supply chain constraints are prevalent and impacting operations.</li> </ul>	 On track
G.2.04	Develop Liverpool as an Innovation City	<ul style="list-style-type: none"> <li>Progression as an Innovation City continues with the delivery of hardware for the Digital Kerbside Project which will continue into the new financial year.</li> <li>The Carshare Trial concluded with high demand demonstrated for the service.</li> </ul>	 On track



Action	Description	Comment	Status
G.2.05	Monitor and advise Council on matters relating to the development of Western Sydney International Airport	<ul style="list-style-type: none"> <li>Council continues to work with the Western Sydney International Airport and the Western Parkland City Authority on progress of the airport and planning for the Aerotropolis through the Western Sydney Planning Partnership.</li> </ul>	 On track
G.2.06	Promote Liverpool as a visitor destination	<ul style="list-style-type: none"> <li>Interest in investing in the region and establishing businesses related to the visitor economy remains strong. A great deal of this relates to the Western Sydney International Airport development, including new hotels being developed in the area to support the growing visitor economy.</li> <li>The continual buoyant Visiting Friends and Relatives (VFR) market in Liverpool, based on the diverse cultures already settled in the region will also continue to drive demand for new visitor experiences in the sector. This theme was explored in detail at the State of the Region event held in Warwick Farm.</li> </ul>	 On track



## Create an attractive environment for investment



Action	Description	Comment	Status
G.3.01	Activate and develop vibrant places that attract residents, visitors and workers to Liverpool	<ul style="list-style-type: none"> <li>Council continues to play a pivotal role in facilitating solutions on projects that will create jobs in Liverpool. This ranges from stakeholder engagement with appropriate authorities and liaising with businesses to support correct processes and proposing various solutions to complex problems.</li> </ul>	 On track
G.3.02	Manage maintenance and repair program	<ul style="list-style-type: none"> <li>Approximately 14,650 square metres of road pavement were repaired and resurfaced at various locations and 21 kilometres of road shoulder areas have been regraded and maintained.</li> <li>Approximately 2,800 linear metres of concrete footpath and 680 linear metres of kerb and guttering was reconstructed at several locations.</li> <li>A number of faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture to the value of \$300,000.</li> <li>All 115 gross pollutant traps and a number of trash racks within the Local Government Area were cleaned two times as per the cleaning schedule including repairs of damaged drainage structures, and removal of weed and vegetation from the waterways. In addition, a number of street drainage pits were checked and cleaned.</li> <li>There were 3,225 customer requests received for various maintenance works and were inspected and actioned within the required time frame.</li> </ul>	 On track
G.3.03	Deliver property services	<ul style="list-style-type: none"> <li>A significant level of enquiry is being received from owners, developers and state agencies in the Liverpool release areas. This involves enquires associated with acquisition of land, easements and access to public land for construction purposes.</li> <li>Council continues to focus on priority acquisitions for the delivery of drainage and open space. This includes priority detention basin sites in Austral and open space required for the delivery of Sinozich Park, Edmondson Park.</li> <li>Council will also seek to purchase properties within the Moorebank floodway voluntary acquisition scheme subject to State funding availability.</li> </ul>	 Needs attention



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

Action	Description	Comment	Status
G.4.01	Deliver Council's adopted upgrade and renewals program for roads and transport related assets	<ul style="list-style-type: none"> <li>Council has allocated approximately \$29 million towards upgrades and improvements to road and transport infrastructure in the 2021-22 program year.</li> <li>Works completed include: <ul style="list-style-type: none"> <li>Intersection upgrade works at Heathcote Road and Bardia Parade;</li> <li>Road upgrade works along Governor Macquarie Drive between Newbridge Road and Alfred Road;</li> <li>Intersection upgrade works at Strzlecki Drive and Schoeffel Grove;</li> <li>Construction of new footpaths and shared paths across 17 locations;</li> <li>Installation of 6 new bus shelters along with bus stop upgrades across various locations;</li> <li>Installation of 7 new traffic facilities in the Liverpool CBD; and</li> <li>Road rehabilitation and resurfacing works across 36 locations.</li> </ul> </li> <li>Projects under construction currently include: <ul style="list-style-type: none"> <li>Ongoing road rehabilitation and resurfacing works across the Local Government Area;</li> <li>Construction of a new carpark at the Casula Powerhouse Arts Museum, along with street lighting upgrades along Powerhouse Road and upgrades to the Woodbrook Road underpass;</li> <li>Rehabilitation and structural strengthening work to the Voyager Point Footbridge; and</li> <li>Concept and Detailed Design for Fifteenth Avenue is now being delivered by Transport for NSW.</li> </ul> </li> </ul>	 On track
G.4.02	Manage traffic and transport for Liverpool	<ul style="list-style-type: none"> <li>The Transport Management business unit manages the local road network in the Liverpool Local Government Area in consultation with the Liverpool Local Traffic Committee (LTC), formerly the Liverpool Pedestrian, Active Transport and Traffic Committee (PATT), Transport for NSW (TfNSW), the Police and local bus companies.</li> <li>LTC meetings are held bi-monthly to discuss and endorse traffic facilities on the local road network. Three meetings were held in the reporting period and minutes of the meetings with recommendations were reported to Council for adoption and implementation.</li> </ul>	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>To improve road safety in the Liverpool city centre and assist with the implementation of high pedestrian activity areas, Council has been successful in securing grant funding of \$960,000 to install traffic calming devices. Projects are still being implemented with necessary approvals being sought via the LTC.</li> <li>Construction is nearing completion on two Federal funded projects (Heathcote Road/Bardia Parade/Walder Road intersection upgrade and Governor Macquarie Drive (GMD), Newbridge Road to Alfred Road upgrade) under the Western Sydney Infrastructure Program (WSIP). Detailed design is nearing completion on the third funded project, i.e. Hume Highway/GMD intersection upgrade.</li> <li>Council continues to work with TfNSW and Sydney Metro on major projects including the M12 and M5 Motorways, St Mary's to Airport Metro, The Northern Road and Heathcote Road upgrades.</li> </ul>	
G.4.03	Manage traffic and road safety on the local road network	<ul style="list-style-type: none"> <li>Council continues to manage traffic and road safety on the local road network in consultation with the Police and Transport for NSW. This includes implementation of regional road safety initiatives, local road safety programs, learner driver workshops and child restraint checking events. The workshops and child restraint checking events were well attended.</li> </ul>	 On track
G.4.04	Assess impact of traffic and transport conditions and services	<ul style="list-style-type: none"> <li>Traffic impacts of State Significant Development Applications including the proposed Moorebank Avenue realignment project, Cambridge Avenue upgrade project, Liverpool Hospital and Liverpool Public School redevelopments were undertaken. In addition, traffic input was provided for a proposed school at Edmondson Park and construction of the St Anthony of Padua school expansions.</li> <li>Transport assessment input was provided for rezoning proposals including the Liverpool Collaboration Area, Warwick Farm structure plan and Middleton Grange Town Centre.</li> </ul>	 On track

Action	Description	Comment	Status
G.4.05	Advise on regional traffic and transport planning	<ul style="list-style-type: none"> <li>• Council provided advice on regional traffic and transport planning including; <ul style="list-style-type: none"> <li>– Comments and submissions on the draft Greater Liverpool to Bankstown Metro extension and rail needs study. Council continued to work with Transport for NSW (TfNSW) to complete the study;</li> <li>– Input to TfNSW and Western Parkland City Authority on the Aerotropolis (Bradfield) City Centre Master Plan and strategic transport models for the Bradfield City Centre;</li> <li>– Input on TfNSW managed Western Sydney Rapid Bus Interchange at the Bradfield city center;</li> <li>– Input on TfNSW managed Western Sydney Rapid Bus Project - Liverpool corridor and precinct design and served on the steering committee;</li> <li>– Comments on the M12 Motorway designs and following representations secured TfNSW commitment for improved access from Elizabeth Drive (east to the motorway) this will assist Liverpool residents with gaining access to the motorway without having to drive on the M7 toll road;</li> <li>– Comments on a submission on Elizabeth Drive West upgrade 100 per cent concept design; and</li> <li>– Endorsement of the proposed temporary access road enabling works to the Western Sydney Airport and Bradfield metro stations as part of the St Mary's to Western Sydney Airport Metro project.</li> </ul> </li> </ul>	 On track
G.4.06	Inspect driveway constructions and manage road opening applications	<ul style="list-style-type: none"> <li>• Council completed and approved 875 driveway inspections for construction.</li> <li>• Council received 735 road opening applications and issued permits in a timely manner.</li> </ul>	 On track



### **Snapshot January – June 2022**

Council continued to deliver a range of initiatives aimed at leading through collaboration and ensuring best practice processes across the organisation.

Council endorsed the Community Strategic Plan 2022-2032 in June 2022, following a public exhibition period of 28 days. The Community Strategic Plan (CSP) is Council's highest-level plan that sets the vision and strategic objectives for the future of Liverpool over the next 10 years. The development of the CSP involved extensive consultation with the Liverpool community and involved the engagement of more than 2800 people through a variety of online and face-to-face methods. Council marketed community engagement extensively via Council's website, social media, the local newspaper and printed marketing collateral.

In addition, Council adopted its Delivery Program 2022-26, Operational Plan and Budget 2022-23 and Resourcing Strategy including the 10-year Long-Term Financial Plan, Asset Management Strategy and Plans and four-year Workforce Management Plan to effectively support the delivery of the strategic objectives in the Community Strategic Plan.

Council continued its active participation in the Western Sydney City Deal, through meetings and workshops to further cement benefits for Liverpool.





The Call Centre remained active with more than 89,500 phone calls during the period.

Council received significant media interest during the floods of March 2022 as Liverpool was one of the heavily affected areas. Council continued to keep the community informed on road closures, flood warnings and evacuations during this period through various communication platforms including Council's social media platform, website and media interviews with top tier TV and radio media outlets.





Council in collaboration with Channel 7 created a Liverpool-focused episode of Sydney Weekender which aired on Sunday 13 March. The episode highlighted key destinations within Liverpool for Sydneysiders to visit. Sydney Weekender's social media reach for the posts promoting the episode on Instagram and Facebook, attracted a combined audience reach of 87,366.

Of the 28 Principal Activities for this Direction, all were reported on track.


## Seek efficient and innovative methods to manage our resources

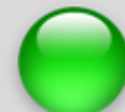
Action	Description	Comment	Status
L.1.01	Provide support to Councillors and Executive Team	<ul style="list-style-type: none"> <li>There were 404 Councillor requests received and actioned in the reporting period, with 64 per cent responded to within the two-day timeframe.</li> <li>Six Councillor Briefing Sessions were held and a Councillor Induction Program was presented along with Councillor induction sessions.</li> </ul>	 On track
L.1.02	Deliver Council meeting Secretariat	<ul style="list-style-type: none"> <li>Seven Council agendas and minutes of Council meetings were prepared in the reporting period and posted on Council's website within the required timeframes.</li> <li>A total of 175 resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting.</li> <li>Council meetings were livestreamed and posted on Council's website after the meeting.</li> </ul>	 On track
L.1.03	Deliver professional, timely and authoritative governance service for Council	<ul style="list-style-type: none"> <li>Council continues to update policies and procedures and release information in line with statutory requirements to ensure best practice.</li> </ul>	 On track
L.1.04	Manage recruitment framework to attract and engage diversity in our new employees	<ul style="list-style-type: none"> <li>Council collaborated with a range of external partners to better promote and attract applications from underrepresented groups for vacant positions. Council continues to provide details of all vacancies on a weekly basis to recruitment and other agencies that specialise in supporting people within these groups.</li> <li>Council modified its position vacancy content in an effort to ensure that people from underrepresented groups feel comfortable and welcome to apply for positions and a Diversity and Inclusion Advisory Group was established to assist and recommend improvements.</li> </ul>	 On track


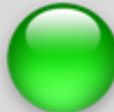


Action	Description	Comment	Status
L.1.05	Manage IT Business Strategy	<ul style="list-style-type: none"> <li>Council continues to manage its IT Business Strategy and KPIs in the Delivery Program and Operational Plan are being met. Council also continues to adopt best practice and implement robust and resilient controls enabling continuity of services.</li> </ul>	 On track
L.1.06	Manage Council Properties	<ul style="list-style-type: none"> <li>Council continues to manage its properties, involving land acquisition, easements and leasing, licensing of its commercial and retail portfolio and construction access requests.</li> <li>Council completed the acquisition of nine properties including a property identified under the Moorebank Voluntary Floodway Acquisition Scheme.</li> <li>There has been an increase in requests to access Council land for construction purposes, including access to Council land associated with the upgrade of a section of Elizabeth Drive, upgrade of multi-deck commuter carpark at Warwick Farm Station and Sydney Water sewer works.</li> <li>Council also marketed opportunities for the license of a café and office space at the new Lurnea Community Centre.</li> </ul>	 On track
L.1.07	Provide support to various Council committees	<ul style="list-style-type: none"> <li>Council provided support to 13 Committee meetings in the reporting period.</li> </ul>	 On track
L.1.08	Manage the delivery of high-quality, cost effective legal services	<ul style="list-style-type: none"> <li>The Legal Services Unit continues to provide legal services in line with the Council's Legal Services Policy.</li> </ul>	 On track

## Increase community engagement

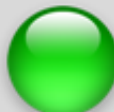
Action	Description	Comment	Status
L.2.01	Promote Liverpool through marketing and communications	<ul style="list-style-type: none"> <li>• Council received significant media interest during the floods of March 2022 as Liverpool was one the heavily affected areas. The Mayor participated in several media interviews with top tier media outlets to provide commentary and updates. Coverage featured on; Today Show Channel 9, Breakfast with Ben Fordham 2GB, Nightly News Channel 7, 2DayFM, Drive Show 2GB, National Nine News and ABC Radio.</li> <li>• Council continued to update residents on road closures, flood warnings and provide evacuation information via Council's social media platform and website. Council also produced two social media videos highlighting moments during the floods, reaching 528,101 plays on Facebook, and 8,362 plays on Instagram. The Facebook social media video was the highest play count of any content produced on Council's social media since at least August 2016 (not including live streaming of New Year's Eve).</li> <li>• Council's celebration of the opening of the first Variety Livvi's Place featured on Channel 7's nightly news bulletin on 6 February 2022.</li> <li>• Council in collaboration with Channel 7 created a Liverpool-focused episode of Sydney Weekender which aired on Sunday 13 March. The episode highlighted key destinations within Liverpool for Sydneysiders to visit. Sydney Weekender's social media reach for their posts on Instagram and Facebook to promote the episode, attracted a combined audience reach of 87,366.</li> <li>• Council produced a behind the scenes social media video at Council's depot. The Mayor updated residents on maintenance works delay across Liverpool and highlighted Council's scheduled upgrade works. The social media video received 1,604 plays on Facebook.</li> <li>• Council further supported the announcement of Council's partnership with Lendlease and the establishment of a local training centre. The announcement was made at the Buraga Gul Skilling and Employment Hub and coverage included an interview with the Mayor on Channel 9, Liverpool Leader and The Champion.</li> <li>• Council's social channels continue to rise with a 14 per cent increase from July 2021 on Facebook, 16 per cent increase from October 2021 on LinkedIn, 36 per cent increase from July 2021 on Instagram, and a 43 per cent increase of subscribers to Liverpool Life from 2021.</li> </ul>	 On track

Action	Description	Comment	Status
L.2.02	Increase attendance at Council events through marketing	<ul style="list-style-type: none"> <li>Council's Love Summer event series featured on billboards at Liverpool gateways (shared with Australia Day), targeted flyer drops to surrounding locations of each event site, placements in Council's quarterly and digital newsletters, Liverpool Life, and a social media campaign throughout January and February 2022. These marketing tactics complemented by Council's in-kind partnership with 2DAYFM to support its summer event series which included free commercial advertisements, social media support and an editorial story on the Hit Network website.</li> <li>Highlights from Council's social media campaign include: <ul style="list-style-type: none"> <li>The countdown to the first Love Summer weekend at Wattle Grove (14 and 15 January 2022) was the highest performer reaching an average audience of 18,309 on Facebook and 1,943 on Instagram that week.</li> <li>Social media posts promoting different event components including the pop-up bar run by Council's Official Partner for Love Summer, Archie Rose Distilling Co., the announcement of the movies and Instagram stories featuring the performers performed significantly throughout the campaign.</li> <li>Promotion of the Love Summer event series in Prestons (11 and 12 February 2022) reached an average audience of 4,000 on Facebook and 700 on Instagram with positive comments received.</li> </ul> </li> <li>Council in collaboration with Channel 9 delivered a Sunday night exclusive showcasing the Most Blessed Nights Street Food Market, along with features on SBS Arabic and local newspapers. Highlights from the marketing campaign include an estimated audience reach of more than half a million across Facebook and Instagram.</li> <li>Council delivered a marketing campaign to promote Starry Sari Night, combining traditional and digital tactics to entice residents, visitors, and members of the South Asian community to attend. In addition to securing several media partners (Desi Australia, Indian Link, SARRI Collective, SBS and ZEE5 and Zee TV) to promote the event to South Asian specific audiences, Council also engaged Jenifer Jagielski who featured the food vendors along George Street participating in Starry Sari Night in one of The Sunday Telegraph's top five most read sections, Sydney Eat Street.</li> <li>Council also delivered campaigns in collaboration with Time Out Sydney, WeekendNotes Sydney and Western Sydney social media food influencer, Sydney Food Boy. Highlights from the marketing campaign include an estimated marketing reach of more than 1.74 million, more than 22,000 unique visitations to the event</li> </ul>	 On track

Action	Description	Comment	Status
		<p>microsite, 60 related posts across all social media channels with a total reach of 320,845 per post and the Instagram Reels/Tik Tok collaboration with Sydney Food Boy generating an Instagram reach of 42,673 and 149,000 Tik Tok views.</p> <ul style="list-style-type: none"> <li>• Council commissioned an online survey of over 150 attendees in the weeks following the event. The feedback testified the success of Starry Sari Night and the desire from the community to include the event as an ongoing fixture within Council's major events program.</li> <li>• Ideas 2170 was put on hold due to the ongoing challenges surrounding COVID-19 pandemic. Ideas 2170 will be explored in the 2022-23 Financial Year.</li> </ul>	
L.2.03	Assist with the promotion, coordination and growth of sporting codes	<ul style="list-style-type: none"> <li>• Council assisted local athletes and sporting clubs through the Sporting Donations Program and the Sporting Grants Program.</li> <li>• The Sporting Donations Program was greatly affected by the cancellation of major events due to COVID-19, however applications are being received as sport resumes.</li> <li>• The Sporting Grant Program opened in January 2022. Council received a total of 13 applications from 11 sporting organisations requesting a total of \$54,166.48 (inclusive of GST) in grants assistance. Nine grants were awarded totaling \$30,000 funding support from Council.</li> <li>• During the reporting period, Council's Sports Committee convened in March and June 2022.</li> </ul>	 On track
L.2.04	Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach	<ul style="list-style-type: none"> <li>• The Casula Powerhouse Art Centre (CPAC) continued to engage with the community in collaboration with key partners who held or co-hosted events at CPAC including; Western Sydney Migrant Resource Centre, Western Sydney University, Liverpool Performing Arts Ensemble, WestWords, Liverpool Arts Society, Sumerian Arts and Culture Association, Iraqi Graduates Forum, Curious Works, Italian Institute of Culture, Western Sydney Community Forum, Liverpool Hospital and the South West Sydney Academy of Sport. In addition, new partnerships were established with Campbelltown Arts Centre, Woodville Alliance and the Biennale of Sydney.</li> <li>• Many of Council's projects were delivered through external funding and partnerships including;</li> </ul>	 On track





Action	Description	Comment	Status
		<ul style="list-style-type: none"> <li>- The program Up Late was delivered through \$140,000 funding delivered by NSW Government through Create NSW.</li> <li>- Obsessed: Compelled to Make toured to CPAC from Australian Design Centre with funding from the Australian Government through Australia Council.</li> <li>- The 67th Blake Prize presented the Poetry Prize in partnership with WestWords,</li> <li>- Debra Keenahan: Being Different featured collaboration with University Western Sydney and UTP to deliver public programs, artist fees and speakers fees for two Ken Done exhibitions were provided in-kind by The Ken Done Gallery, and Zanny Begg: Same River Twice was developed in collaboration with Sydney Biennale.</li> <li>• CPAC continues to deliver programming of national significant for audiences in Liverpool.</li> </ul>	






#### Encourage community participation in decision-making




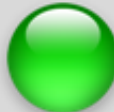

Action	Description	Comment	Status
L.3.01	Encourage community participation in programs and decision-making processes	<ul style="list-style-type: none"> <li>• The Liverpool District Forums returned to a face-to-face format in February 2022. A total of nine forums convened enabling more than 120 community members to engage with Council directly on matters of importance to their communities.</li> <li>• Council's Liverpool Youth Council Committee, Aboriginal Consultative Committee, Access Committee and Community Safety and Crime Prevention Advisory Committee convened in the reporting period. Meetings were held face-to-face or in a hybrid delivery model.</li> <li>• Council also consulted residents on key plans and projects including planning for social infrastructure and development of programs across the Local Government Area.</li> </ul>	 On track




### Strive for best practice in all Council processes

Action	Description	Comment	Status
L.4.01	Manage Council's customer service operations	<ul style="list-style-type: none"> <li>The Customer Service Centre continued to deliver services to the community and registered more than 38,000 customer requests.</li> <li>The Call Centre remained active with more than 89,500 phone calls during the period.</li> </ul>	 On track
L.4.02	Manage and expand Council's ePlanning Portal	<ul style="list-style-type: none"> <li>Council continues with its investment in developing and implementing online systems to support improved customer transactions and streamlined internal processes. These initiatives include enhanced automation of interfaces between the Council and Department of Planning, resulting in broader benefits to customers and Council.</li> </ul>	 On track
L.4.03	Manage and complete Integrated Planning and Reporting requirements	<ul style="list-style-type: none"> <li>Council is meeting its Integrated Planning and Reporting requirements.</li> <li>The Community Strategic Plan 2022-2032 was placed on public exhibition for 28 days and endorsed in June 2022. Phase two of community engagement to inform the Plan was also completed during the period.</li> <li>Council adopted the Delivery Program 2022/26, Operational Plan 2022/23, Budget, including Revenue Pricing Policy, Fees and Charges, Long-Term Financial Plan 2023-2032 and draft Asset Management Plan and Strategies 2022-2032. The Workforce Management Plan was also endorsed.</li> </ul>	 On track
L.4.04	Comply with financial legislative requirements	<ul style="list-style-type: none"> <li>Council did not breach any legislative financial obligations in the reporting period.</li> </ul>	 On track

Action	Description	Comment	Status
L.4.05	Manage the delivery of monitored, transparent and accountable procurement services	<ul style="list-style-type: none"> <li>Council's Procurement Service continues to deliver efficient long-term value for money, social, and environmental outcomes, through ethical and fiscally responsibility practices.</li> <li>Council's Procurement Services also continues to promote investment in local business and the community, certainty of key services deliverables through effective supply chain management in the short, medium, and long term.</li> </ul>	 On track
L.4.06	Manage and report on workplace Work Health and Safety (WHS) through proactive engagement with staff and stakeholders	<ul style="list-style-type: none"> <li>All internal incidents are reported to Council as per Council's safety requirements.</li> <li>Due to the ongoing effects of COVID-19, face-to-face interaction with staff and stakeholder has been limited impacting workplace inspections and some training.</li> </ul>	 On track
L.4.07	Manage and deliver strategic initiatives	<ul style="list-style-type: none"> <li>Council continued its active participation in the Western Sydney City Deal.</li> </ul>	 On track
L.4.08	Utilise an effective resolutions model, to promote a bullying and harassment-free workplace	<ul style="list-style-type: none"> <li>Council implemented a Dignity and Respect in the Workplace Policy that focuses on resolution of workplace issues at the local level along with training to hold effective conversations in resolving workplace issues.</li> </ul>	 On track
L.4.09	Manage fleet and outdoor machinery and equipment	<ul style="list-style-type: none"> <li>Council's Fleet and Workshop team services machinery and equipment on a regular basis to ensure Council's outdoor operations run efficiently and with minimal downtime.</li> </ul>	 On track

Action	Description	Comment	Status
L.4.10	Coordinate code of conduct and privacy complaints and public interest disclosures	<ul style="list-style-type: none"> <li>The Office of Internal Ombudsman assessed and responded to 84 complaints received from members of the public and assessed seven complaints referred from the NSW Ombudsman and one complaint referred from the Independent Commission Against Corruption (ICAC) during the reporting period.</li> <li>In addition, the office received six and finalised three code of conduct complaints and one privacy complaint. One public interest disclosure was received.</li> </ul>	 On track
L.4.11	Develop, review and update asset management plans for Council's infrastructure and building assets	<ul style="list-style-type: none"> <li>A consolidated Asset Management Plan was completed and submitted for Council adoption with the Community Strategic Plan.</li> <li>Council completed condition assessments of Council's Libraries, Museum, State Emergency Services (SES) and depot buildings to inform ongoing renewal and maintenance works.</li> <li>Condition assessment of CBD footpaths, kerb and gutters, and other drainage assets (pits and headwalls) to inform ongoing renewal and maintenance works were completed.</li> </ul>	 On track
L.4.12	Manage Council's insurance-related matters	<ul style="list-style-type: none"> <li>Insurance related claims were referred for investigation and processed as information is received. A much higher number of claims were received in the first half of 2022 due to extreme weather events. The majority of claims are covered by the legislative provisions of the NSW Civil Liability Act 2002 which provides for a range of occurrences. A number of claims lodged due to weather events are still being assessed.</li> </ul>	 On track
L.4.13	Manage Council's equipment stores	<ul style="list-style-type: none"> <li>Council monitored inventory on a weekly basis to ensure adequate stock was available for staff to minimise downtime. In addition, long lead time items were ordered in advance to avoid stock shortages.</li> </ul>	 On track
L.4.14	Manage the review of developer contributions systems and policies	<ul style="list-style-type: none"> <li>Council is undertaking a review of Contribution Plans and the Voluntary Planning Agreement Policy and Procedure, with a focus on delivering infrastructure for the community, probity in negotiations and assurances relating to the acquittal of Voluntary Planning Agreement payments and works following execution of the Agreements.</li> </ul>	 On track

Action	Description	Comment	Status
L.4.15	Monitor and improve Council's risk management, control and governance process	<ul style="list-style-type: none"> <li>• Council continues to monitor and improve Council's risk management, control and governance process through its Enterprise Risk Management Framework.</li> <li>• Council has an established Strategic Internal Audit, Risk Management and Audit, Risk and Improvement Committee (ARIC) Plan/s to improve risk maturity, control and governance processes across the organisation and drive a program of continuous improvement.</li> <li>• In accordance with the 'International Standards for the Professional Practice of Internal Auditing' (Internal Audit Standards), Council requested an independent Quality Assessment of its Internal Audit function. This was performed by the Institute of Internal Auditors–Australia (IIA–Australia). The review found that Council's Internal Audit function Generally Conforms to the Internal Audit Standards; this is the highest rating that can be achieved. The Internal Audit function is a highly active assurance function that works collaboratively with management to contribute to improving Liverpool City Council's business operations.</li> <li>• Council's Audit Risk and Improvement Committee operations meet the requirements of its Charter. The ARIC represents good industry practice and is assessed at the highest level of maturity – optimising.</li> </ul>	 On track