

BIANNUAL PROGRESS REPORT.



July-December
2021

LIVERPOOL
CITY
COUNCIL.



Introduction

Section 404(5) of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 July to 31 December 2021.

A Snapshot of Integrated Planning and Reporting Documents

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

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

Summary of the Biannual Report July to December 2021

The Delivery Program 2017-2022 and Operational Plan 2021-2022 includes 93 Principal Activities that measure Council's progress in achieving the vision outlined in the Community Strategic Plan.

During this period, Council continued to support residents and local businesses in the Covid-19 recovery stage. Council extended the provision of financial assistance to ratepayers and approved 214 applications for Covid-19 rates payment relief. Council also delivered the *Support Local* campaign, as part of its Covid-19 recovery program and encouraged residents and visitors to visit and support small businesses. Small businesses were also given the opportunity to participate in the upcoming Love Summer/Australia Day events to reach new audiences and grow their business.

Council continued to deliver initiatives to support the economic growth of Liverpool including the implementation of a two-year CBD Open for Business plan to assist the city centre in post Covid-19 recovery. Additional initiatives included the Christmas in the Mall event from December to January which featured a lighting installation activation and a focus on the evening and night-time economy. Council also continued to deliver major infrastructure works including the \$1.6 million development of Stante Reserve, Middleton Grange which includes a new water play facility, children's playground, car park and lighting.

The Casula Powerhouse Arts Centre (CPAC) continued to offer virtual exhibitions featuring significant local and international artists and engagement programs during the COVID-19 closure period. The centre re-opened in October and returned to face-to-face exhibitions.

By the end of December 2021, 76 of the 93 Principal Activities in the Delivery Program were reported as on track, fifteen were affected by Covid-19 and two needed attention.



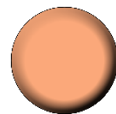
Action on track

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 – July-December 2021

Community Engagement for Liverpool's new Community Strategic Plan

Council is reviewing its ten-year Community Strategic Plan (CSP) '*Our Home Liverpool 2027*' which sets the vision and strategic objectives for the future of Liverpool over the next 10 years.

Phase one of community engagement commenced in October 2021 to reassess the needs and priorities of the community including the changes that have taken place over the last four years.

The community was invited to share their views through several initiatives including the '*Share your views on Liverpool*' survey, which was delivered to 79,645 residencies (including street, roadside and PO Boxes) in the local government area from 11 to 15 October 2021.

Council surveyed and facilitated online engagement with Committees, 2168 service providers and CALD community organisations to understand the broader community's ideas, feedback, and priorities for the future of Liverpool. Council facilitated a total of 21 interviews and participated in six committees and district forums.

In addition, Council engaged with children who are a key voice to shaping Liverpool's future. Students in grades 5 and 6 across the Liverpool local government area were invited to participate in a writing competition where they shared their ideas on how to improve their city on a postcard addressed to the Mayor. A total of 485 submissions from 11 schools were received, with winners due to be announced in March 2022.



Georges River Parklands and Chipping Norton Lake Masterplan

Council endorsed the strategic masterplan for the Georges River Parklands and Chipping Norton Lake for public exhibition.

The Masterplan provides the vision and directions to Council to improve public access to the riverfront and is funded by the Department of Planning, Industry and Environment's (DPIE) Metropolitan Greenspace Program (MGP).

The framework will provide an overall vision for the creation of a true river city that has a vibrant mix of uses and activities through urban renewal.



Lillian Bratkovic Park

Lillian Bratkovic Park was officially opened and caters to children of all abilities. The recreational space features an inclusive carousel, accessible pathways, and picnic shelters.

The park was named after a well-known pioneer of Edmondson Park who helped achieve the final release of land in Edmondson Park for development.



Extension of hardship provisions

To support the community during the Covid-19 pandemic, Council extended hardship provisions to eligible rateable properties in the Liverpool local government area including residential, business and farmland.

The financial relief initiative was endorsed by Council in July, to support landowners experiencing hardship following the effects of extended stay-at-home orders.

Council also suspended debt recovery action until the state-wide Covid-19 related restrictions were lifted.



Council plants hundreds of trees in Liverpool

Council planted more than 150 trees in parks across the local government area including Hart Park, Bigge Park, and Liverpool Pioneers Memorial Park as part of Stage 1 of the Liverpool City Centre Urban Forest Strategy.

The initiative is funded by NSW Department of Planning, Industry and Environment (DPIE) through a Greening Our City grant. The program will further Council's environmental and sustainability efforts and mitigate the urban heat island effect.



Local Infrastructure Planning for the Western Sydney Aerotropolis wins PIA NSW Award for Planning Excellence

Liverpool City Council, Penrith City Council, GLN Planning, and Infrastructure & Development Consulting (IDC) have together won the 2021 PIA NSW Award for Planning Excellence in the Strategic Planning Project category for Local Infrastructure Planning for the Aerotropolis.

The organisations collaborated on the project to provide an infrastructure plan for the aerotropolis - a regionally significant precinct that will play an important role in the NSW and Australian Government's plans for the Western Parkland City and the State's jobs-led recovery from Covid-19.



Council's Gala Dinner

Council hosted the Thank You Gala Dinner annual fundraising event which raised more than \$30,000 on 12 November 2021 for the Salvation Army and CNA Italian Australian Services and Welfare Service.



Schoeffel Park

Council commenced Stage 2 construction of the development of Schoeffel Park at Horningsea Park.

Stage 2 works include the construction of a pump track, a playground catered towards younger children, an outdoor fitness gym, two car parks and the installation of shade structures, park furniture and picnic tables.

The pump track which will be a first for the Liverpool Local Government Area and complement the BMX and mountain biking hub under construction in the Western Sydney Parklands



Order of Liverpool Awards

Council congratulated eleven recipients for the Order of Liverpool Awards during a virtual ceremony on the anniversary of the founding of Liverpool on 7 November 2021. The Award recipients were recognised for their contributions to Liverpool which play a role in making Liverpool a better place for the community.



'Turn it Up' awards

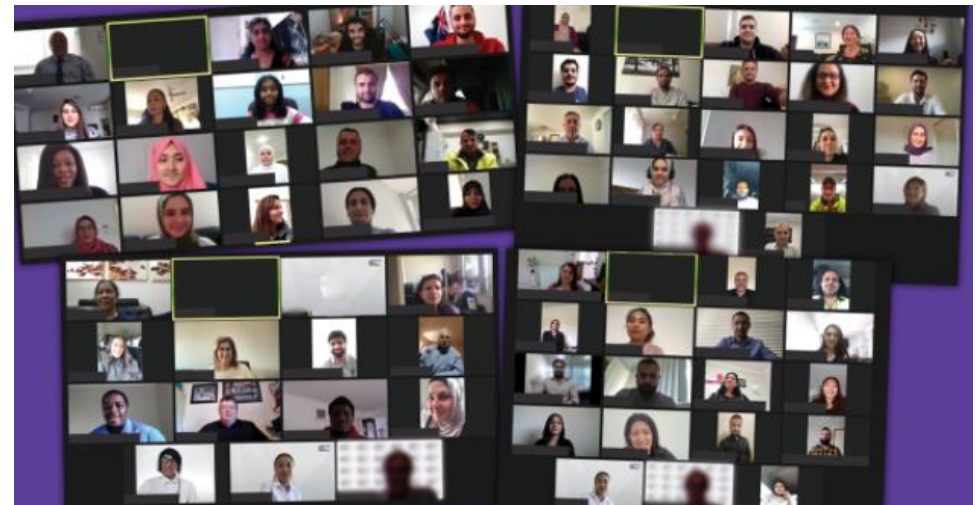
Council announced the winners of the 2021 Liverpool Young Achievers 'Turn it Up' Awards. St Therese Catholic Primary School and Holy Spirit Catholic Primary School Carnes Hill received two commendations with the overall winner being Holsworthy High School.

A total of \$1,900 was awarded across four prizes with the aim of encouraging local schools to explore homegrown talent in the creative field. The project will enable the winning schools to purchase additional musical instruments and equipment.



Citizenship Ceremonies

Council introduced virtual citizenship ceremonies to cater to increased demand. Despite challenges posed by the first wave of Covid-19 lockdown last year, Council held 79 citizenship ceremonies from August to November 2021, welcoming 1371 new citizens during the period.



School Holiday Fun Program

During the Covid-19 period, Council hosted comprehensive online school holiday programs in partnership with Liverpool City Library, Casula Powerhouse Arts Centre and Liverpool Regional Museum.

Activities included a FIFA 21 tournament and multiple virtual bootcamp sessions.



Food relief to Liverpool residents

Council coordinated the widespread distribution of hampers across the local government area in response to increased need for food and emergency relief during extended stay-at-home orders.

More than 1100 hampers were delivered to residents experiencing food insecurity. Council partnered with Resilience NSW, OzHarvest Australia, NSW Police and 14 local charities and agencies. The hampers were delivered by NSW Police and Australian Defence Force personnel in line with Covid-19 health guidelines.



Council's collaboration with NSW Government's 24-Hour Economy Advisory Group

Council has been successful in its application to join the NSW Government's 24-hour Economy Advisory Group, a collaboration which will look at how Sydney can rebuild from the Covid-19 pandemic to support a vibrant, safe, and diverse 24-hour economy.

The advisory group consists of industry associations, councils, cultural and sports institutions and businesses.

The collaboration will guide Council in its development of a lively city centre with a thriving nightlife, as part of the City Activation Strategy.





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

Council delivered 79 citizenship ceremonies in the reporting period and welcomed 1371 new Australian citizens to the Liverpool local government area.

Council held Christmas in Carnes Hill family fun day and markets, and activated Macquarie Mall for Christmas with lighting installations, music, and decorations. Council hosted New Year's Eve Light up the Sky with simultaneous pyrotechnics displays over six sites in the Liverpool local government area.





Council's Early Childhood Services make up 27 per cent of education and care centres in the LGA which have continued to receive a rating exceeding National Quality Standards. During the period, the transition to school program and supported playgroups were delivered online due to the Covid-19 pandemic and families received learning packs to support their children in accessing early childhood programs prior to starting school.

The Casula Powerhouse Arts Centre (CPAC) continued to deliver virtual exhibitions featuring significant local and international artists and engagement programs during the closure period due to COVID-19. The centre re-opened in October and showcased exhibitions including *Collection Spotlight: Sculpture*, a major 3D work from Council's Art Collection.

Council's library also held ongoing programs, including the delivery of a series of online workshops for young job seekers in collaboration with the Lebanese Muslim Association. Council also partnered with Speech Pathology Australia to deliver a workshop for parents to learn how to encourage and support literacy skills in young children.




Of the 23 Principal Activities for this direction, 14 were on track and nine were affected by Covid-19.


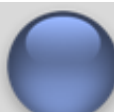
Celebrate diversity, promote inclusion and recognise heritage

| Action | Description | Comment | Status |
|--------|---|---|--|
| C.1.01 | Promote and manage heritage | <ul style="list-style-type: none"> 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. 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. Heritage Advisory Committee meetings are held in accordance with the adopted Heritage Advisory Committee Charter. |  On track |
| C.1.02 | Manage Liverpool Regional Museum to attract visitors | <ul style="list-style-type: none"> Covid-19 restrictions impacted Council's museum exhibition and public programs during the period. The museum reopened in October 2021 and launched a new exhibition 'Notables and New Discoveries', in partnership with three local community heritage organisations in November 2021. The museum produced digital online content during the closure period and held the postponed public programs in December 2021 to promote onsite visitation and engagement to the museum exhibitions. |  Covid-19 Affected |
| C.1.03 | Deliver citizenship ceremonies | <ul style="list-style-type: none"> Council delivered 79 online citizenship ceremonies from August to November 2021 and welcomed 1371 new Australia citizens to the Liverpool Local Government Area. |  On track |
| C.1.04 | Implement actions from the Reconciliation Action Plan | <ul style="list-style-type: none"> Although the Covid-19 pandemic led to the cancellation of several significant community events during the period including NAIDOC week, Council continued to engage with the community in meaningful ways. Council delivered engagement relating to employment and training opportunities, planning for social infrastructure, co-creations and public art works, and planning for upcoming events. A key highlight of this period is the development of a Partnership Agreement between Council and the Gandangara Local Aboriginal Land Council which seeks |  On track |

| Action | Description | Comment | Status |
|--------|-------------|---|--------|
| | | to formalise the relationship between the organisations and provide clear direction on how to better incorporate First Nations culture and priorities into core Council business. | |




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"> • Council delivered events during November and December to lift community spirits and re-activate the city and precincts in line with Public Health Orders. • Council held the 'Thank You Gala' dinner with the support of sponsors, to raise funds for two deserving local charities and thanked the community for their resilience and positivity in the face of hardships during lockdown. • Council also delivered the Christmas in Carnes Hill family fun day and markets, and activated Macquarie Mall for Christmas with lighting installations, music and decorations. Council hosted New Year's Eve Light up the Sky on 31 December with simultaneous pyrotechnics displays at six sites in Liverpool. |  On track |
| C.2.02 | Manage civic events calendar | <ul style="list-style-type: none"> • A virtual Remembrance Day Commemoration event was featured on Council and Liverpool RSL's social media platforms in November 2021. Council's pages received 1835 Facebook views, 716 Instagram views and 248 LinkedIn views. • Council coordinated a cheque presentation of funds that were raised at Council's Thank You Gala Dinner to beneficiaries including The Salvation Army and the Community Non-Profit Association (CNA) - Italian Australian Services and Welfare Centre. • Council held a virtual presentation ceremony of the Order of Liverpool Awards. Eleven local citizens were presented with the prestigious award. • Due to the ongoing implications of Covid-19 travel restrictions, Council held two days of virtual student exchange activities between Toda Japan and Liverpool students to foster the ongoing Sister City relationship adopted by Council. |  On track |
| C.2.03 | Coordinate the commemoration of annual service ceremonies | <ul style="list-style-type: none"> • Council coordinated and delivered nine civic events and a virtual Australia Day Awards ceremony during the period. |  On track |


| Action | Description | Comment | Status |
|--------|---|---|---|
| C.2.04 | Deliver engaging library programs | <ul style="list-style-type: none"> • Council's library operating services were suspended from 26 June to 20 October 2021 following Covid-19 restrictions. Despite the library closure, Council transitioned all scheduled programs to an online delivery mode. • In both face to face and online delivery the library delivered 138 programs to 1634 community members. Average attendance was lower due to reduced capacity limits. • New internal and external partnerships were developed to ensure Council could continue to deliver unique programs including partnerships with Council's childcare services to deliver online Storytime sessions to children in the community. • Council partnered with the Lebanese Muslim Association and delivered a series of online workshops for young job seekers. Online presentations for teachers were delivered to local high schools including Liverpool Boys High School to build relationships and to demonstrate the libraries online resources. Council also partnered with Speech Pathology Australia to deliver a workshop for parents to learn how to encourage and support literacy skills in young children. • During the period, the libraries digital engagement increased significantly with the addition of digital features including Instagram stories and reels. |  Covid-19 Affected |
| C.2.05 | Deliver Casula Powerhouse Arts Centre (CPAC) programs | <ul style="list-style-type: none"> • Council's Casula Powerhouse Arts Centre (CPAC) continued to offer virtual exhibitions featuring significant local and international artists and engagement programs during the COVID-19 closure period. CPAC re-opened in October and showcased the following exhibitions: <ul style="list-style-type: none"> - Collection Spotlight – Sculpture – featured major 3D works from Liverpool City Council Art Collection by Liverpool-based Sardar Sinjawi and Wendy Paramor (one of the most significant mid-20th Century Australian women artists who lived in West Hoxton until her death in 1975); - Looking at Painting – featured innovative paintings by artist living/working in Sydney. The exhibition drew inspiration from Judy Watson's recently restored Koori Floor, CPAC public artwork; and - Jamming with Strangers – featured 20 artists exploring the joy of connecting community through music with a total of 75 per cent of the works made by Western Sydney artists. • CPAC Education and Public Programs aired a pre-recorded concert via CPAC's Vimeo Channel in September to nursing homes and retirement villages. Council's |  Covid-19 Affected |



| Action | Description | Comment | Status |
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| | | <p>Early Education Children's Centres produced artworks that were included in mailed creative engagement packs to participating organisations including Catholic Health Care, Blue Hills Village and Hammondcare.</p> <ul style="list-style-type: none"> • Council in collaboration with the Children's Parliament developed a writing competition inviting local students in Grades 5 and 6 to share their opinions and aspirations for a better local government area. More than 450 students participated in the competition. • Council produced the annual International Day of People Living with Disability program. External stakeholders including SESA Fitness, Autism Advisory Support Services, Disability Services Australia, Phoenix Support Services and Northcott supported the public program with 120 registrations were recorded. | |

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"> Council's Early Childhood Programs continue to be a benchmark for quality service provision within the Liverpool local government area (LGA). 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. Council's Early Childhood Programs continues to work in collaboration with School's Infrastructure NSW (SINSW) to support a growth agenda in response to Liverpool's growing population and community demands for places within Council operated services. This partnership includes a new preschool within the Edmondson Park Public School which is due to open in 2023. The transition to school program and supported playgroups were delivered virtually due to the Covid-19 pandemic. Local families received learning packs to support their children in accessing quality early childhood programs prior to starting school. |  On track |
| C.3.02 | Provide well-used and appropriate resources at Liverpool libraries | <ul style="list-style-type: none"> Council continued to respond to customer requests for new items and ensured that the library collections were up to date during the period. Although libraries were closed across three months due to the Covid-19 mandated lockdown, Council ensured that digital collections were monitored, refreshed and community demand was met. |  Covid-19 Affected |
| C.3.03 | Strengthen social inclusion in new developments | <ul style="list-style-type: none"> Social Planning includes the review of Pre-Development Applications, comments on Development Applications, making submissions on State Significant Developments, assessment of applications for Liquor and Gaming licences, and review of policies and legislative changes. Social Impact Assessment submissions for 54 referrals were made across Liverpool. The Covid-19 lockdown from late June to mid-October had a significant impact on the place activation program at the Carnes Hill Recreation and Community Precinct resulting in various programs postponed or cancelled including school holiday activities in July and September/October 2021. Following the ease of restrictions, Council delivered the Christmas at Carnes Hill event on 18 December with approximately 750 people in attendance. |  Covid-19 Affected |



| Action | Description | Comment | Status |
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| | | <ul style="list-style-type: none"> Community and stakeholder engagement is an important component for the preparation of social infrastructure plans. Despite the impact of Covid-19 restrictions, Council continued to engage and consult the community during planning for social infrastructure in new and growth areas. Key planning outcomes for this period include: <ul style="list-style-type: none"> Masterplanning for renewal and redevelopment of Council owned social infrastructure at Miller and commencement of an Implementation Strategy; Supporting State Government planning for recreational and open space facilities in Western Sydney; Development of the Georges River and Chipping Norton Lakes Spatial Framework and Implementation Plan; and Undertaking community engagement to inform the development of an activation program for the new Lurnea Community Hub (estimated opening in March 2022). | |
| C.3.04 | Implement actions from the Disability Inclusion Action Plan (DIAP) | <ul style="list-style-type: none"> Council continued to work with both internal and external stakeholders to ensure access and inclusion in Liverpool for seniors, people with disability, their carers and families despite the impacts of the Covid-19 pandemic. The Liverpool Access Committee continues to meet regularly to provide advice and guidance to Council on access and inclusion in Liverpool. Highlights from the Disability Inclusion Action Plan (DIAP) for this period include: <ul style="list-style-type: none"> Expansion of the DIAP Working Group membership to ensure key representation across the community and sector; Consultations on access and inclusion for major projects including the new Civic Place; Participation on local interagencies including South West Sydney Ageing and Disability Forum as co-convenor; Provision of MLAK keys to local residents needing to access local amenities; Facilitating activities for both Carers Week and International Day of People with Disability in October and December 2021; Development of a new partnership with 'Play For All' to install inclusive swing seats in various parks and playgrounds across Liverpool; Securing funding for the installation of a Lift and Change facility at the Whitlam Leisure Centre which will support adults with disability to access appropriate toilet and change amenities; and |  On track |



| Action | Description | Comment | Status |
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| | | <ul style="list-style-type: none"> - Delivery of the Livvi's Place playground in Lt. Cantello Reserve, Hammondville a fully inclusive play space for all children in partnership with Variety. | |
| C.3.05 | Deliver Council-led programs that strengthen social inclusion and build community capacity | <ul style="list-style-type: none"> • Council delivered several diverse and exciting community capacity building initiatives and implemented new and innovative measures to continue delivering key programs to the Liverpool community services sector. • In response to the Covid-19 lockdown, network, interagency and committee meetings were held virtually to maintain connection and collaboration across key government agencies and the community services sector. • Council coordinated an emergency relief program for vulnerable community members in response to the Covid-19 lockdown. Council worked closely with OzHarvest and a network of 14 charities and community organisations and distributed more than 1300 grocery and essentials hampers per week to Liverpool residents in need of support. • Council engaged with NSW Health and other relevant authorities to promote Covid-19 health and safety messaging to residents, including promoting vaccination amongst culturally and linguistically diverse communities. Council provided assistance with 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. • Additional highlights during this period include: <ul style="list-style-type: none"> - Delivery of online school holiday activities in October 2021. Programs included virtual boot camps, gaming competitions and online art workshops; - Grants, Donations, and Community Sponsorship programs valued at \$77,310 that supported 11 projects, programs, or events in July and December; - Delivery of virtual workshops under the Pan Pacific Safer Communities Program to support education on key priority areas regarding crime prevention and safety including trip and falls prevention, drugs and alcohol and road safety; - Convening and co-convening of Liverpool interagencies and networks; - Supporting the establishment of the Holsworthy Fairy Glen, a community-led initiative at Harris Creek Reserve, Holsworthy; - Facilitation of 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; and |  On track |

| Action | Description | Comment | Status |
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| | | <ul style="list-style-type: none"> - Working closely with the Department of Community and Justice and local charities to support people experiencing homelessness. | |
| 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"> • Council continued to deliver the 2168 Children's Parliament in partnership with Mission Australia and the Department of Education, engaging children nine to 12 years old from participating schools. • In response to Covid-19 restrictions, most of the activities were transferred to online delivery platforms. Council continued to engage with all 44 Parliamentarians, their families and the broader school community through online workshops and forums to support children and their families during very challenging times. Highlights of the activities include: <ul style="list-style-type: none"> - Delivery of speech writing workshops to build children's capacity to discuss and represent matters of interest and importance with key stakeholders; - Delivery of resilience building workshops; - Convening the 2168 Children's Parliament sitting via Microsoft Teams in November 2021 with approximately 140 people in attendance; and - Conducting a writing competition to understand children's vision for the future of Liverpool, and to understand the challenges of Covid-19 home learning. More than 400 submissions were received from schools in the Liverpool LGA and winners will be announced in February 2022. |  Covid-19 Affected |
| C.3.07 | Implement actions from the Child Safe Workplace Policy | <ul style="list-style-type: none"> • Council adopted the Child Safe Standards from the NSW Office of the Children's Guardian and the Royal Commission Final Report Recommendations (2017) relevant to local government. • Council has developed procedures to meet the Child Safe Standards including 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. |  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"> Council's community venues were closed from July to mid-October due to mandated Covid-19 restrictions. While regular hirers were unable to continue with their normal programs, the majority of licensed tenants continued to operate as essential services with several community venues being used by local community organisations to provide emergency food hamper relief. As restrictions ease, demand to use the community facilities is increasing from both regular and casual hirers. The Licensed Spaces Expression of Interest for 2022-2024 closed, and all current licensed tenants and former deed holders made up of local community organisations have returned for an additional three-year period, along with a new applicant. |  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"> Council continues to develop a range of strategies to renew, refurbish and improve existing and new facilities. The following major projects are currently underway: <ul style="list-style-type: none"> Upgrades to the foyer and restrooms at the Michael Wenden Aquatic and Leisure Centre. Upgrades have been made to power, plant, and equipment at the Whitlam Leisure Centre. Roof renewal works are also complete with lighting improvements commencing at the Holsworthy Aquatic Centre. Council allocated approximately \$1.1 million for its Aquatic and Leisure Centres with the project currently at 35 per cent completion. Upgrade and refurbishment works to various Council community centres including kitchen upgrades at the Frank Calabro, Seton, The Boat Shed and Cecil Hills Community Centres. The following works are also in progress: <ul style="list-style-type: none"> The delivery of a new amenities building for the Carnes Hill Community Centre and Library. The project is currently at tender ready stage, with works on target for completion by June 2022 with Council allocating approximately \$850,000 for this project; Refurbishment of the kiosk, club house and rest rooms at Ireland Park, kitchen upgrades at Hammondville Park; flooring upgrade works at Jardine Park and roof and restroom upgrades at Whitlam Park. Council allocated approximately \$260,000 for these works, which are 40 per cent completion and are on track for delivery by June 2022; |  On track |

| Action | Description | Comment | Status |
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| | | <ul style="list-style-type: none"> - The delivery of a detailed design for the Casula Parklands Environmental Education Centre. A design competition is being held to identify potential designs for the new Education Centre, with the competition to commence in February 2022. Council has allocated \$300,000 to this project. - Building accessibility improvements through the installation of ramps, handrails, and bathroom upgrades to various facilities as identified in the disability access audit. Works are programmed to be delivered in the second half of the financial year. Approximately \$255,000 has been allocated for these works; - Roof renewal at the Moorebank Community Centre and Library. Approximately \$530,000 has been allocated for this project, with construction works slated to commence in April 2022 for completion by June 2022; and - Roof renewal at the Wattle Grove Childcare Centre. Approximately \$350,000 has been allocated for these works; the project has been procured with construction estimated to commence in February 2022 for completion by June 2022. | |
| C.4.03 | Facilitate use of Council sporting venues and leisure centres | <ul style="list-style-type: none"> • Council's community sport activities were suspended from 26 June to 20 October following the NSW State Government directive. This resulted in the cancellation of most Winter sports. Council in collaboration with the Southern Districts Soccer Football Association (SDSFA) commenced a Junior Summer Soccer program in November at Ash Road Sporting Complex. • Council's Leisure Centres were similarly impacted by the Covid-19 mandated lockdown and ceased operations between the June to October 2021 with access from October 2021 restricted to vaccinated adults. The recommencement of Leisure Centre operations has shown that attendances and membership in fitness activities is slowly returning to pre-COVID levels. |  Covid-19 Affected |
| C.4.04 | Enhance access to facilities and resources through place-based planning initiatives | <ul style="list-style-type: none"> • Social infrastructure planning continues in Liverpool's growth areas and established areas. Planning in the growth areas includes planning for Austral, Edmondson Park and Carnes Hill. The next stage of planning for the Carnes Hill Recreation Precinct will include a detailed design of recreation facilities and sport fields. |  On track |

| Action | Description | Comment | Status |
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| | | <ul style="list-style-type: none"> • Council has continued the strategic planning for the Georges River Parklands and Chipping Norton Lakes (GRP and CNL). The GRP and CNL Spatial Framework will provide an overall vision for the creation of a true river city that has a vibrant mix of uses and activities and an Implementation Plan. The Framework identifies four key precincts (i.e. Helles Park, Lake Moore, Chipping Norton Lakes and Riverside Park) for place-based and strategic planning of the public open space. • An Implementation Strategy is being finalised in consultation with stakeholders for the adopted Miller Social Infrastructure Masterplan. • Council is working with Frasers Property for the development of a community hub which includes community facilities and a library to be delivered in the second stage of the Edmondson Park Town Centre. • Council provided information and updates to the community on social infrastructure developments at district forums, Council's website, committees and through local networks. | |
| C.4.05 | Manage library spaces to attract and inspire visitors | <ul style="list-style-type: none"> • Council's Central Library was closed to the community for more than three months including some of the smaller branch libraries for almost 5 months due to Covid-19 restrictions. Although the closure impacted physical attendance to the library, Council continued to offer online membership, programs and access to eResources, successfully utilised by the community as demonstrated by 1850 new memberships during the period. |  Covid-19 Affected |
| C.4.06 | Manage the Liverpool Animal Shelter | <ul style="list-style-type: none"> • The Liverpool Animal Shelter has been successful in rehoming animals including rehoming impounded animals and returning those that are identified to their owners. During the period, 95 per cent of dogs were rehomed exceeding the annual target. |  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"> • Council has allocated more than \$7.1 million this financial year to renew and improve its existing passive open spaces and sporting ovals. • Major projects complete/in progress include: <ul style="list-style-type: none"> - Completion of Stage 1 works at Stante Reserve, including waterplay, playground, car park, park lighting and landscaping works. Stage 2 works, including picnic facilities, learn to ride track and basketball courts are ongoing and are anticipated to reach completion in March 2022. Council allocated approximately \$1.6 million for these works which are 80 per cent complete; - Delivery of Livvi's Place Inclusive Playground at Lt Cantello Reserve, Hammondville. Council allocated approximately \$800,000 for these works, which are 95 per cent complete; - Stage 2 works at Schoeffel Park, Horningsea Park which includes a children's playground, outdoor fitness gym, pump track and carpark to the value of \$900,000 and are 60 per cent complete; and - Council allocated more than \$1.1 million for upgrade works at Lillian Bratkovic Park, Edmondson Park, St Andrews Park, Casula and Dunumbral Park Cecil Hills. These works are 100 per cent complete. |  On track |



Snapshot July-December 2021

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

Council adopted the 10-year Waste Management Plan which will assist in the effective provision of waste services to accommodate Liverpool's growing population. Additionally, since the reopening of the Community Recycling Centre, customer numbers have increased, and are averaging close to 20 per cent higher than the equivalent months last year.

During the period, Council facilitated all scheduled Emergency Management Committee meetings and resources were dedicated to the Covid-19 pandemic and critical incidents in the Liverpool local government area. Council continues to provide support to the Rural Fire Service and State Emergency Services.




Council continued 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. Council determined approximately 695 Development Applications which exceeded the previous reporting period by 14.9 per cent.

Council continues to develop and implement energy efficiency programs, including the ongoing replacement of streetlights with LED lights. This project has led to yearly savings of \$100,000 and an emissions reduction of 120,750 CO₂.




Council delivered its maintenance service program and tree management program and continued to implement a range of water quality improvement programs across the Liverpool local government.



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

Manage the community's disposal of rubbish


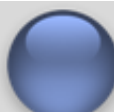


| Action | Description | Comment | Status |
|--------|--|--|--|
| S.1.01 | Provide waste disposal services to the community to maximise recovery of materials | <ul style="list-style-type: none"> Council's new 10-year Waste Management Plan has been adopted by Council. The Food Organics and Garden Organics (FOGO) implementation plan and education plan is currently under development. |  On track |
| S.1.02 | Manage the Community Recycling Centre and household problem waste | <ul style="list-style-type: none"> Due to Covid-19 public health orders and subsequent safety concerns for the public and staff, the Community Recycling Centre (CRC) was closed from 14 July to 20 September 2021. The CRC has collected approximately 104.68 tonnes in cardboard, 73.7 tonnes of e-waste and 14.036 in lead acid batteries. More than 13,757 vehicles visited the centre during the period in which it was open. |  Covid-19 Affected |
| S.1.03 | Maintain the cleanliness of public spaces | <ul style="list-style-type: none"> Council continued to deliver its waste and cleansing program during the period. Following the ease of Covid-19 and the subsequent increased utilisation of parks, additional waste services have been provided to highly used parks. |  On track |

Protect and enhance bushland, rivers and the visual landscape

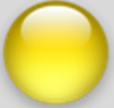



| Action | Description | Comment | Status |
|--------|--|---|---|
| S.2.01 | Manage Council's park maintenance program | <ul style="list-style-type: none"> Council continues to deliver the maintenance service program including the delivery of the tree management program. Council actioned all tree related customer requests and programmed relevant actions according to the risk assessment during this period. Trees were planted on the corner of Kurrajong Road and Bernera Road, Prestons in October 2021. Trees were also planted along Terminus Street Liverpool during December 2021. There were limitations placed on the planting program due to the pandemic's impact on plant nursery supplies. The Bush Restoration projects are on track for 2022. |  On track |
| S.2.02 | Develop and implement improvement strategies, policies and programs for the management of stormwater | <ul style="list-style-type: none"> A range of water quality improvement programs have been developed and are being implemented across the Liverpool local government area including: <ul style="list-style-type: none"> For East Leppington, the detailed design of two flood detention basins and stormwater quality improvement structures, including several raingardens and gross pollutants traps (GPT) have been completed. The project involves acquiring land which will be undertaken in the next three to four years, following which the project construction activities will commence. Completion of the design of a major flood detention basin at Edmondson Park. Land acquisition for this is underway. Ongoing water quality monitoring at strategic locations along natural waterways and creeks, including the Georges River and South Creek are underway. Detailed investigation for the Georges River Activation Plan has been completed. Procurement process for the audit of the performance of gross pollutant traps (GPT) in the Georges River catchment area has commenced. |  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"> Council achieved a completion rate of 80 per cent during the period. |  On track |


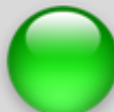

| Action | Description | Comment | Status |
|--------|---|--|--|
| S.2.04 | Manage contaminated lands under Council control | <ul style="list-style-type: none"> Council continues to actively manage legacy contamination arising from historic asbestos use and dumping. Several remediation projects were completed during this period including Walter Baldrey Park in West Hoxton, Lyons Park in Horningsea Park and Gard Park in Ashcroft. |  On track |
| S.2.05 | Engage the community in protection of natural areas | <ul style="list-style-type: none"> Council volunteer and community activities were suspended during the period due to Covid-19 restrictions. |  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"> Council converted face-to-face workshops to online formats during the Covid-19 lockdown period. Several nocturnal nature walks were held when restrictions eased, introducing residents to species that are rarely seen, including a family of sugar gliders. The development of an Integrated Pest Management Strategy commenced. Internal consultation workshops have been held to guide the development of this document. It is anticipated that the Strategy will be presented to Council in March 2022. |  On track |
| S.3.02 | Educate the community in waste disposal | <ul style="list-style-type: none"> Council continued to educate the community and issue advisory letters, alerting residents to any contamination observed in their recycling or green bins and providing feedback and guidance about overweight and overloaded bins during the period. Council also continued to communicate with strata managers and property cleaners, to bring about improvements in waste education and compliance. Due to the Covid-19 health guidelines, face-to-face education in school and pre-school settings were suspended over this period. |  Covid-19 Affected |
| S.3.03 | Develop and implement energy efficiency program | <ul style="list-style-type: none"> Council developed a draft Climate Action Plan and it is anticipated that the action plan will be presented to Council in March 2022. The development application for the installation of solar panels for Casula Powerhouse Arts Centre was lodged in August 2021. It is currently being assessed. Energy efficiency projects have included the ongoing replacement of streetlights with LED lights. This project has led to yearly savings of \$100,000 with a corresponding reduction in carbon emissions. |  On track |
| S.3.04 | Upgrade Council properties to increase sustainability | <ul style="list-style-type: none"> The annual NABERS rating assessment is currently being completed for Council's administration Centre located at 33 Moore Street, Liverpool. |  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"> Due to an increase in applications and staff movements, meeting key performance indicators during the period proved to be challenging. Council has reduced the backlog of long-standing development applications, including regionally significant development applications. During the reporting period, Council determined 695 DAs which exceeded the last reporting period by 14.9 per cent (695 DAs determined this period v 605 DAs determined last reporting period). |  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"> 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. The flood evacuation constraint study for the Liverpool Collaboration Area and Moorebank East is underway and has made substantial progress. The review of Cabramatta Creek Flood Study is underway and progressing satisfactorily. |  On track |
| S.4.03 | Manage and maintain public health and safety compliance | <ul style="list-style-type: none"> The outcome for Health and Safety compliance substantially exceeds the targets in most areas. There are two measures that have been impacted by the introduction of the NSW Planning Portal. The portal has introduced new processes for lodgment which has resulted in longer times for an application to be allocated to officers for assessment. It has also removed the ability to deal with Fast Track applications. New processes have been established to improve determination times |  On track |
| S.4.04 | Develop planning strategies | <ul style="list-style-type: none"> The draft Warwick Farm Precinct Structure Plan, Planning Proposal and Contributions Plan were completed during the reporting period and will be considered by the Council in 2022. The draft Georges River Flood Evacuation Strategy has been completed for further refinement by Council and state agencies in 2022. Council has continued to actively engage with the Department of Planning, Industry and Environment (DPIE) and the Western Sydney Planning Partnership on planning for the Western Sydney Aerotropolis. |  On track |

| Action | Description | Comment | Status |
|--------|---|--|--|
| | | <ul style="list-style-type: none"> Council is working collaboratively with Camden Council and DPIE on the review of the Leppington Town Centre. | |
| S.4.05 | Manage land development engineering | <ul style="list-style-type: none"> 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 in the Land Development Team. |  Needs attention |
| S.4.06 | Manage building maintenance including fire safety | <ul style="list-style-type: none"> Fire protection assessments were undertaken and were compliant with the Annual Fire Safety Statement displayed at each centre. Maintenances works continue to ensure the safety and enjoyment for the community. |  On track |
| S.4.07 | Manage the design of public spaces | <ul style="list-style-type: none"> Ongoing measures continue to be met within the required timeframes, including the provision of specialist Urban Design, Public Domain, and Public Art advice for development occurring across the Liverpool Local Government Area (LGA). 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. Design Excellence Panel (DEP) meetings are held monthly, in accordance with the adopted Liverpool DEP Charter and Procedure. Extraordinary meetings are also being held, as required. Work has commenced on the Liverpool City Centre Public Domain Technical Manual project. Successful NSW Government EOI submissions and grant applications have resulted in new projects arising and a reallocation of time and resources. Successful grants applications and projects include the following: <ul style="list-style-type: none"> NSW Department Planning, Industry, and Environment (DPIE), 'Streets as Shared Spaces (Round 2)' program, funding the Railway Street Tactical Urbanism Demonstration project; NSW Department Planning, Industry, and Environment (DPIE), 'Greening our City' program, funding the Urban Forest Strategy Stage 2 project; and |  On track |

| Action | Description | Comment | Status |
|--------|-------------|--|--------|
| | | <ul style="list-style-type: none"> - NSW Department Planning, Industry, and Environment (DPIE), 'Metropolitan Greenspace' program, funding the Cabramatta and Brickmakers Creek Corridor Master Plan project. | |

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"> During the period, Council's works involved relining and structural repairs to stormwater drainage pipes. These works will significantly increase the service life of the stormwater drainage system, which will reduce flooding of roads and properties. Erosion Protection works and Gross Pollutant Trap (GPT) have also been programmed to prevent the pollutants from entering the waterways. The following projects are progressing through to design and procurement stages and it is anticipated that the required outcome will be achieved by June 2022. <ul style="list-style-type: none"> Approximately \$800,000 has been allocated to cover approximately 1.1km of pipe cleaning, relining and structural repairs to minor defective pipes; Approximately \$500,000 has been allocated to install a trash rack Gross Pollutant Trap (GPT) at Iraking Avenue, Moorebank; and Approximately \$500,000 has been allocated for erosion protection and embankment restoration works along Georges River, Helles Park. |  On track |
| S.5.02 | Investigate, survey, design and estimate cost of Council's strategic infrastructure projects | <ul style="list-style-type: none"> Investigations and design works for Council's Annual Capital Works Program and Strategic Projects have been completed and several are currently being undertaken including: <ul style="list-style-type: none"> Detailed design of Federal Government funded road upgrades along the intersection of the Hume Highway and Governor Macquarie Drive; Concept and Detailed design of local road construction and reconstruction including new footpaths, shared paths, other traffic facilities including roundabouts, raised thresholds and kerb reconstructions; and Concept and detailed designs to improve drainage facilities within Liverpool and to mitigate flooding issues. |  On track |
| S.5.03 | Provide assistance and support to the Rural Fire Service and State Emergency Service | <ul style="list-style-type: none"> Council continues to provide support to the Rural Fire Service and State Emergency Services and has responded to all requests within the reporting period. Council facilitated all scheduled Emergency Management Committee meeting and additional time and resources were dedicated to the Covid-19 pandemic and critical incidents in the Liverpool local government area during the period. |  On track |

| Action | Description | Comment | Status |
|--------|--|---|---|
| S.5.04 | Develop plans to support community wellbeing | <ul style="list-style-type: none"> • 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. • In December 2021 Council relaunched a media campaign to inform residents about mosquito management at home as well as when visiting recreational areas. The campaign also included mosquito education videos regarding the common nuisance mosquito commonly found in the environment during the warmer months. |  On track |



Snapshot July-December 2021

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

Council delivered *Support Local* campaigns, as part of the Covid-19 recovery program and encouraged the community to visit local small businesses. Small businesses were also given the opportunity to participate in the upcoming Love Summer/Australia Day events to reach new audiences. Council's initiatives led to 30 businesses being supported and promoted throughout the period.

Council facilitated opportunities for local businesses to expand into new locations temporarily (including outdoor dining). Council continues to explore initiatives to showcase Liverpool on a global scale.

Progression as an Innovation City continues with the successful start of the digital kerbside project in collaboration with Transport for NSW through a Memorandum of Understanding and the implementation of technology in Macquarie Street to test transmission of sensor information.



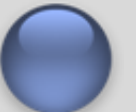
Council secured \$500,000 funding from the NSW Department of Planning, Industry and Environment (DPIE) to activate the city centre, showcase Liverpool, increase visitor spend and aspire for long term economic recovery of the space.


Council began the implementation of a two-year CBD Open for Business plan to assist the city centre in post Covid-19 recovery. Initiatives included a Christmas in the Mall event from December to January which featured a lighting installation activation with a focus on the evening and night-time economy.

Council continued to deliver maintenance works and repaired and resurfaced approximately 13,100 square metres of road pavement at various locations. Approximately 35 kilometres of road shoulder areas have been regarded and maintained.




Of the 19 Principal Activities for this Direction, 17 were on track and two were 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"> Covid-19 lockdown and restrictions imposed since the beginning of the financial year which were not anticipated continue to impact Council's 2021/22 operating results. |  Covid-19 Affected |
| G.1.02 | Manage the financial viability of Council's Children's Services | <ul style="list-style-type: none"> Liverpool City Council's Early Education and Care Centres maintained a utilisation rate of 98.9 per cent throughout the year, reflecting the high-quality programs that are offered within each service. Services remained highly utilised throughout the Covid-19 pandemic and families have highlighted the importance of having access to the services in order to meet their changing work commitments. Current wait list figures highlight the significant demand for Council's childcare services with more than 1200 children on the list. Children's Services introduced several business improvement initiatives within the 2020/21 period to ensure that Council was able to report a cost neutral financial position. Policies and practices are regularly reviewed in line with quality improvement plans. These are developed in a way that supports continual improvement across each service, ensuring that Council's programs are reflective of current practices in Early Education and Care. |  On track |
| G.1.03 | Deliver strategic property projects | <ul style="list-style-type: none"> Council projects continue to progress despite the impact of Covid-19 which affected some projects, particularly those under construction |  Covid-19 Affected |

| Action | Description | Comment | Status |
|--------|--|--|---|
| G.1.04 | Build effective relationships with State and Federal departments and governments | <ul style="list-style-type: none"> The Chief Executive Officer attended 57 meetings with key stakeholders during the period, including state and federal government representatives 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. Council attended monthly briefings, strategic partner events and forums. COVID has continued to impact meetings and events with the majority of meetings and events being delivered online. This has consequently allowed Council to participate in more events and secure access to meetings which may not have been possible face to face. |  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"> Council's new investment leads continue with ongoing interest in the Aerotropolis. Small businesses and pockets of the economy across the local government area remain in recovery mode with a strong rebound occurring in hospitality. |  On track |
| G.2.02 | Market Liverpool as a business destination | <ul style="list-style-type: none"> Council delivered Support Local campaigns during the Christmas period, as part of its Covid-19 recovery program and encouraged local residents and visitors to spend with small businesses for the chance to win a gift card. To further promote Liverpool and showcase the local area, a dedicated Sydney Weekender episode will air in March 2022. Small businesses were also given the opportunity to participate in Love Summer/Australia Day events to reach new audiences and grow their business. Council facilitated businesses to explore opportunities to diversify their business by expanding into new locations temporarily and expanding outdoor dining. Council continues to explore how to showcase Liverpool on a global scale and improve its local web presence. |  On track |
| G.2.03 | Develop the economic capacity of local businesses and residents | <ul style="list-style-type: none"> Council provided direct support to 45 businesses to build capacity. The consultation for the Small Business Strategy identified that a greater focus should be placed on development of capacity building programs for small business in the future. Thirty businesses have been promoted or supported via the business directory and local campaign. |  On track |

| Action | Description | Comment | Status |
|--------|---|--|---|
| G.2.04 | Develop Liverpool as an Innovation City | <ul style="list-style-type: none"> • Progression as an Innovation City continues with the successful start of the digital kerbside project in collaboration with Transport for NSW through a Memorandum of Understanding and the implementation of technology in Macquarie Street to test transmission of sensor information. • Despite the challenges of Covid-19, the carshare trial has increased in usage, particularly near residential apartments in the city centre. Council is developing an unsolicited proposal policy and process to enable an assessment pathway for carshare proposals received by Council. • The Liverpool Innovation Precinct has partnered with Cicada Innovations to launch a research and technology commercialisation program for local researchers and innovators called, 'Cicada Medlab: Research to Real Impact'. The program will run in Liverpool from March to April 2022. • Significant progress has been made on the production of an investment attraction prospectus highlighting the unique specialisations on offer within the Liverpool Innovation Precinct and Liverpool as a city. Council plans to hold an event to launch the prospectus publicly. |  On track |
| G.2.05 | Monitor and advise Council on matters relating to the development of Western Sydney International Airport | <ul style="list-style-type: none"> • Council continues to work with the Western Sydney Airport and the Western City and Aerotropolis Authority on the progress of the airport, and planning for the Aerotropolis through the Western Sydney Planning Partnership. |  On track |


| Action | Description | Comment | Status |
|--------|--|--|---|
| G.2.06 | Promote Liverpool as a visitor destination | <ul style="list-style-type: none"> • Council secured \$500,000 funding from the NSW Department of Planning, Industry and Environment (DPIE) to activate the city centre, showcase the best of Liverpool, increase visitor spend and aspire for long term economic recovery of the city. • Council continues to promote the visitor economy including: <ul style="list-style-type: none"> - Installation of a street art piece on Scott Street Laneway; - Explored opportunities to activate heritage assets including Collingwood House, School of Arts and the former Courthouse; - Ongoing representation of Liverpool LGA as a member of the 24-Hour Economy Advisory Group, Night Time Economy Council's Committee (NTECC), Special Entertainment Precincts workshop group, and contribution to Global Cities After Dark developments; - Development of a reopen for business proposal to reactivate the city centre and precincts across the LGA to attract visitors and increase local spend amongst local businesses; and - A dedicated episode of Sydney Weekender featuring Liverpool in March. • Council delivered multiple business events including: <ul style="list-style-type: none"> - Making the Connection: Meet the Employers, CSIRO Generation STEM Showcase (Online), Property Council of Australia's Western Sydney Precincts Breakfast, Liverpool City Local Business Awards. |  On track |



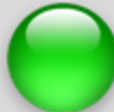
Create an attractive environment for investment


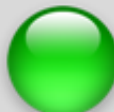
| Action | Description | Comment | Status |
|--------|---|---|---|
| G.3.01 | Activate and develop vibrant places that attract residents, visitors and workers to Liverpool | <ul style="list-style-type: none"> • Council began the implementation of a two-year CBD Open for Business plan to assist the city centre in post Covid-19 recovery. Initiatives included a Christmas in the Mall event from December to January which featured a lighting installation activation with a focus on the evening and night-time economy. • Council's Vibrant Streets Program (VSP) generated renewed interest during the period and the successful funding application to the Festival of Place - Open Streets will provide an opportunity to re-activate the CBD in 2022. • Council continues to receive strong interest from investors for the Aerotropolis region. Servicing the Aerotropolis remains a challenge that Council continues to advocate for to ensure targets can be achieved. |  On track |
| G.3.02 | Manage maintenance and repair program | <ul style="list-style-type: none"> • Approximately 13,100 square metres of road pavement have been repaired and resurfaced at various locations and 35 kilometres of road shoulder areas have been regraded and maintained. • Approximately 2,200 linear metres of concrete footpath and 325 linear metres of kerb and guttering have been reconstructed at several locations. • A number of faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture costing \$255,000. • All 115 gross pollutants 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 waterways weed removal. In addition, a number of street drainage pits were checked and cleaned. • There were 1,225 customer requests received for various maintenance works. They have been inspected and necessary actions taken within the time frame. |  On track |
| G.3.03 | Deliver property services | <ul style="list-style-type: none"> • With the continuing impact of Covid-19 and social distancing provisions during the period, the delivery of Property Services focused on the identification of assistance packages, which involved the waiver of outdoor dining application fees and Council adopting the provisions of the retail and other commercial leases (Covid-19) regulation (the new regulation) for Council tenants which qualified to obtain up to a 50 per cent rent waiver for the period. |  On track |

| Action | Description | Comment | Status |
|--------|-------------|---|--------|
| | | <ul style="list-style-type: none"> Acquisition of properties required for drainage purposes have been progressing with acquisition of Basin 5 property in Austral completed. A report was submitted to Council regarding requests from Transport for NSW and Sydney Water to undertake works on Council land and acquire land and leasehold interests. Council continues to address easement and road closure requests. | |

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

| Action | Description | Comment | Status |
|--------|---|---|---|
| G.4.01 | Deliver Council's adopted upgrade and renewals program for roads and transport related assets | <ul style="list-style-type: none"> • Council allocated substantial capital budget and resources to preserving, restoring, and enhancing its road and transport related infrastructure during the year. Council also has implemented a program to improve accessibility and mobility across the city, which includes the construction of shared paths and footpaths, upgrading bus stops to comply with disability standards and the installation of new bus shelters. • The following Major Projects are currently underway: <ul style="list-style-type: none"> - Intersection improvement works along Heathcote and Bardia Parade, Hammondville. Council allocated approximately \$1.5 million for these works which are 90 per cent complete; - Road upgrade works on Governor Macquarie Drive (Newbridge Road to Alfred Road), Chipping Norton. Council allocated approximately \$2 million, with the works at 80 per cent completion; - Commuter carpark (66 spaces) at Casula Powerhouse Arts Centre and resurfacing of the existing 76 space carpark. Woodbrook Road upgrade and street lighting along Powerhouse Road. Council allocated approximately \$2.7 million for these works, which are and is 30 per cent complete; - Intersection improvement works along Strzlecki Drive and Schoeffel Grove, Horningsea Park. Council allocated approximately \$350,000 for these works, which are 40 per cent complete; and - Rehabilitation works to the footbridge at Voyager Point. Council allocated approximately \$5 million for these works, which are 40 per cent complete. • The following works are progressing through to procurement stage; it is anticipated that this program of works will be substantially completed by June 2022: <ul style="list-style-type: none"> - Road Reconstruction and Resurfacing Program to which Council has allocated approximately \$15 million; and - Footbridge over Cabramatta Creek in Elouera Nature Reserve, Cartwright to which Council has allocated approximately \$350,000. |  On track |

| Action | Description | Comment | Status |
|--------|--|--|--|
| G.4.02 | Manage traffic and transport for Liverpool | <ul style="list-style-type: none"> The Liverpool Pedestrian, Active Transport and Traffic Committee (PATT) meetings are held bi-monthly to discuss and endorse traffic facilities on the local road network. In the last six months three meetings were held. The Traffic Committee minutes with recommendations were reported to Council to be adopted. The adopted recommendations are being implemented. To improve road safety in the Liverpool city centre and assist with the implementation of high pedestrian activity areas in the city centre, Council secured grant funding of \$960,000 to install traffic calming devices. 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, Hume Highway/GMD intersection upgrade. Council continues to work with Transport for NSW (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. |  On track |
| G.4.03 | Manage traffic and road safety on the local road network | <ul style="list-style-type: none"> 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. |  On track |
| G.4.04 | Assess impact of traffic and transport conditions and services | <ul style="list-style-type: none"> Traffic impacts of State Significant Development Applications including the proposed Moorebank Avenue Realignment project, Cambridge Avenue upgrade project, Liverpool Hospital Redevelopment and redevelopment of Liverpool Public School were undertaken. Traffic input was provided for a proposed school at Edmondson Park and construction of the St Anthony of Padua school expansions. In addition, transport assessment input was provided for rezoning proposals including the Liverpool Collaboration Area, Warwick Farm structure plan and Middleton Grange Town Centre. |  On track |

| Action | Description | Comment | Status |
|--------|---|---|--|
| G.4.05 | Advise on regional traffic and transport planning | <ul style="list-style-type: none"> • Council provided advice on regional traffic and transport planning including: <ul style="list-style-type: none"> - 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; - Input to TfNSW and Western Sydney Parkland Authority on the Aerotropolis (Bradfield) City Centre Master Plan and strategic transport models for the Bradfield City Centre; - Input on TfNSW managed Western Sydney Rapid Bus Interchange at the Bradfield city centre; - Serving on the steering committee and provided input on TfNSW managed Western Sydney Rapid Bus Project – Liverpool corridor and precinct design; - 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; - Comments on a submission on Elizabeth Drive West upgrade 100 per cent concept design: and - Endorsing the proposed temporary access road and early enabling works to the WSA and Bradfield metro stations as part of the St Mary's to Western Sydney Airport Metro project. |  On track |
| G.4.06 | Inspect driveway constructions and manage road opening applications | <ul style="list-style-type: none"> • Council completed and approved 790 driveway inspections for construction. • Council processed 761 road opening applications and issued permits in a timely manner. |  On track |



Snapshot July-December 2021

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

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

Liverpool City Council reimagined its annual Charity Ball into a Thank You Gala Dinner to commend the efforts of the City's community organisations following a challenging year. More than \$30,000 in proceeds were raised and donated to two local organisations – The Salvation Army in Liverpool and Community Non-Profit Association (CNA) - Italian Australian Services, to assist with their vital work within the community.





Council worked closely with Aboriginal employment service providers on the provision of applicants for numerous vacant positions during the period. Council also established key contacts with First Nations and disability employment service providers who will be directly notified of vacant positions as of January 2022.





The Call Centre remained active with more than 83,000 phone calls during the period.

Council continued to provide financial assistance to ratepayers in response to the Covid-19 pandemic and assessed and approved 214 applications for Covid-19 rates payment relief.


Of the 28 Principal Activities for this Direction, 27 were on track and one was affected by Covid-19.




Seek efficient and innovative methods to manage our resources

| Action | Description | Comment | Status |
|--------|---|--|---|
| L.1.01 | Provide support to Councillors and Executive Team | <ul style="list-style-type: none"> There were 455 Councillor requests received and actioned from July until the date of the election on 4 December, with 71 per cent responded to within the two-day timeframe. A Councillor Briefing Session was held each month from July to November 2021. Due to Covid-19 and Public Health Orders, Council Mobile Offices were not held in the period. The local government elections were postponed by the State Government due to the Covid-19 Public Health Order restrictions. The elections were held in December 2021. |  On track |
| L.1.02 | Deliver Council meeting Secretariat | <ul style="list-style-type: none"> Five Council agendas and minutes of Council meetings were prepared in the reporting period and posted on Council's website within the required timeframes. A total of 146 resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting. Council meetings were livestreamed and posted on Council's website after the meeting. |  On track |
| L.1.03 | Deliver professional, timely and authoritative governance service for Council | <ul style="list-style-type: none"> Council continues to update policies and procedures to ensure best practice standards and continues to release information in line with statutory requirements. |  On track |
| L.1.04 | Manage recruitment framework to attract and engage diversity in our new employees | <ul style="list-style-type: none"> Council worked closely with Aboriginal employment service providers on the provision of applicants for numerous vacant positions during the period. Council also established key contacts with First Nations and disability employment service providers who will be directly notified of vacant positions as of January 2022. In addition, position vacancy advertisements have been updated to encourage greater inclusivity. |  On track |


| Action | Description | Comment | Status |
|--------|--|--|--|
| L.1.05 | Manage IT Business Strategy | <ul style="list-style-type: none"> Council continues to enhance its systems and day-to-day operations with the implementation of best practice and procedures for Council's infrastructure and security. During the reporting period, Council completed the development of a Digital Transformation strategy that will deliver improved services through technology. |  On track |
| L.1.06 | Manage Council Properties | <ul style="list-style-type: none"> Council has entered in both a lease and license agreement associated with the Pumphouse (shed) Café and Courtside Café in Bigge Park, which are currently subject to Development Application assessment. Council continues to manage existing commercial/retail leases. A public notification process was also undertaken for the potential lease of a new café at Phillips Park, Lurnea and a tender process was undertaken for the parking meter maintenance contract which is currently being assessed. |  On track |
| L.1.07 | Provide support to various Council committees | <ul style="list-style-type: none"> Council provided support to 23 Committee meetings in the reporting period. |  On track |
| L.1.08 | Manage the delivery of high-quality, cost effective legal services | <ul style="list-style-type: none"> There was a rapid increase in Class 1 development appeals during the period, resulting in increased legal matters, which the legal and planning team worked together to uphold decisions made by Council and otherwise achieve the best possible outcome for Council and the community. The in-house legal team have a voluminous and busy practice advising on building and compliance matters, several of which have led to both criminal and civil proceedings, with the objective of deterring future non-compliance activity or otherwise enforcing compliance laws and regulations. |  On track |

Increase community engagement

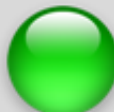


| Action | Description | Comment | Status |
|--------|--|--|---|
| L.2.01 | Promote Liverpool through marketing and communications | <ul style="list-style-type: none"> • Council received significant media interest during the Covid-19 lockdown period given Liverpool's status as a Local Government Area of Concern and was regularly featured on Sunrise's 'Lockdown Love' weather segments. • Council also responded to media requests and the Mayor was regularly engaged across mainstream TV and radio platforms to discuss the high vaccination uptake in South West Sydney. • Council pursued national media opportunities during the period, including coverage of Council's endorsement of a fairy glen on The Project, Liverpool Regional Museum's latest exhibition on Channel 9 News, Council's Woodward Place Masterplan in the Daily Telegraph and an Australian Citizenship story on SBS. • Council assisted with the distribution of more than 500 pieces of official Covid-19 communication and facilitated two successful campaigns to encourage residents to get vaccinated through the Stay Strong Livo and Let's Go Livo campaigns. • The campaign included a translated open letter distributed to more than 79000 households and a video featuring the Mayor alongside several community leaders receiving 9600 views, 90 likes and 55 comments on Council's social media platforms. • Council's success on social media continues with marked increases in our followers on Facebook (+10 per cent to 31000), Instagram (+9 per cent to 5000) and LinkedIn (+5 per cent to 8000). Council continued to expand its social media offering introducing timely new series including #WorksWednesday and #LivoFlashbacks. Website traffic numbers continued to grow to more than 50000 users per month since 2019. Meanwhile subscribers to Council's e-newsletter Liverpool Life increased by 12 per cent (Oct-Dec 2021). • Council continues to promote disability and inclusion awareness. During the period Council promoted the construction of the new inclusive play space, Livvi's Place at Lt Cantello Reserve which was among the best-performing posts on Council's social media platforms reaching an audience of 21900, 357 likes and 197 receiving comments. Council also assisted in promoting events for National Carers Week and International Day of People with Disability. |  On track |






| Action | Description | Comment | Status |
|--------|--|--|---|
| L.2.02 | Increase attendance at Council events through marketing | <ul style="list-style-type: none"> Council completed successful campaigns for its annual Charity Ball which was reimagined into a Thank You Gala Dinner, Christmas at Carnes Hill and Liverpool City Council's NYE: Light Up the Sky. Council secured 2DayFM as the events exclusive media partner which featured a livestream on Council's Facebook page. Ideas 2170 was put on hold due to the ongoing challenges surrounding Covid-19 restrictions |  On track |
| L.2.03 | Assist with the promotion, coordination and growth of sporting codes | <ul style="list-style-type: none"> Council's Sports Committee met in August 2021 however the November meeting was suspended due to Council elections. Liverpool City Council through its Sporting Donations program has \$30,000 available in the 2021-22 budget to provide financial support to local sportspersons, in sport development and representation activities. There were no eligible submissions in the period due to the impact of Covid-19 and the subsequent cancellation of community sport. |  On track |
| L.2.04 | Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach | <ul style="list-style-type: none"> The Casula Powerhouse Art Centre (CPAC) delivered exhibitions and engagement programs including a community engagement project in relation to the upcoming Major Ken Done exhibition. This engagement involved facilitating storytelling and exchange of how Ken Done art and design has shaped an Australian art aesthetic all over the world. CPAC commenced negotiation with the Sydney Biennale to present 'The River Project' highlighting how community groups use the George's River in the Casula Parklands. The project is conceived by STARTTS (NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors) and Jiva Parthipan. CPAC continues to develop and maintain internal and external partnerships to increase audience reach. During the period CPAC enhanced its audience reach by extensive media/publicity coverage featuring 57 items with a combined circulation of 18,221,334. Highlights featured in the Sydney Morning Herald, ABC Radio and TV, Liverpool Champion, Sydney Arts Guide, Canberra Times and Arts Hub. In addition, the CPAC social media platform achieved its highest level of audience reach in November. |  On track |






Encourage community participation in decision-making



| Action | Description | Comment | Status |
|--------|---|---|---|
| L.3.01 | Encourage community participation in programs and decision-making processes | <ul style="list-style-type: none"> • Council is reviewing its ten-year Community Strategic Plan (CSP) 'Our Home Liverpool 2027'. Council commenced phase one of community engagement in October 2021 to reassess the needs and priorities of the community including the changes that have taken place over the last four years. • Council invited the community to share their views through several initiatives including the 'Share your views on Liverpool' survey, which was delivered to 79,645 residencies (including street, roadside and PO Boxes) in the local government area from 11 to 15 October 2021. • Council also surveyed and facilitated online engagement with Committees, 2168 service providers and CALD community organisations to understand the broader community's ideas, feedback, and priorities for the future of Liverpool. Council facilitated a total of 21 interviews and participated in six committees and district forums. • In addition, Council engaged with children who are a key voice to shaping Liverpool's future. Students in grades 5 and 6 across the Liverpool local government area were invited to participate in a writing competition where they shared their ideas on how to improve their city on a postcard addressed to the Mayor. A total of 485 submissions from 11 schools were received, with winners due to be announced in March 2022. • The Liverpool District Forums were attended by a diverse and large number of residents. Covid-19 social distancing measures presented a unique challenge to continue to engage with the community and deliver these forums. Forums held in the period were delivered online through Microsoft Teams meetings, where community members were still able to receive updates from Council and provide feedback on matters of concern. A total of nine forums convened enabling more than 120 community members to engage with Council on matters of importance to their communities. • Council's Liverpool Youth Council Committee, Aboriginal Consultative Committee, Access Committee and Community Safety and Crime Prevention Advisory Committee met virtually during the period due to Covid-19 restrictions. Council consulted residents on key plans and projects including planning for social infrastructure and development of programs and strategies, with some continuing in 2022. |  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"> The Customer Service Centre continued to deliver services to the community during the period and registered more than 40000 customer requests. The Call Centre remained active with more than 83000 phone calls during the period. Council continued to provide financial assistance to ratepayers in response to the Covid-19 pandemic and assessed and approved 214 applications for Covid-19 rates payment relief. |  On track |
| L.4.02 | Manage and expand Council's ePlanning Portal | <ul style="list-style-type: none"> Council implemented a new Development Application lodgement process in accordance with the NSW planning portal. The Web based development trend monitoring tool is complete and released for the data upload stage. Implementation of the TechOne (ICON) online assessment of applications tool is on-hold pending the development of enhanced functions within the NSW DPIE planning portal. Council has developed new processes to ensure that updates on the DPIE legislative website are simultaneously made to the ePlanning Portal. Further integration with the DPIE Planning Portal has commenced with new forms due to come online in 2022. |  On track |
| L.4.03 | Manage and complete Integrated Planning and Reporting requirements | <ul style="list-style-type: none"> Council is meeting its Integrated Planning and Reporting requirements. The Annual Report 2020/21 was completed in December 2021. Council is reviewing the Community Strategic Plan which involves community engagement. Phase one of community engagement was completed in the period and phase two will commence in February 2022. Council is also preparing the required Integrated Planning and Reporting documents for the new Council term, including the Community Strategic Plan, Delivery Program 2023/27, Operational Plan 2022/23, Budget, including Revenue Pricing Policy, Fees and Charges and the Resourcing Strategy which will be presented to Council for adoption in June 2022. |  On track |

| Action | Description | Comment | Status |
|--------|--|---|--|
| L.4.04 | Comply with financial legislative requirements | <ul style="list-style-type: none"> Council did not breach any legislative financial obligations during the period. |  On track |
| L.4.05 | Manage the delivery of monitored, transparent and accountable procurement services | <ul style="list-style-type: none"> Council invested in a contracts management system and supplier relationship platform that will deliver efficiencies, value for money and a closer community and supplier relationship. The first phase of this project is due for delivery in the third quarter of the 21/22 financial year. |  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"> All incidents were reported to Council during the period as per Council's safety requirements. Face-to-face interaction with staff and stakeholders was limited due to Covid-19 impacting workplace inspections and training. |  Covid-19 Affected |
| L.4.07 | Manage and deliver strategic initiatives | <ul style="list-style-type: none"> Council continued its active participation in the Western Sydney City Deal. Various staff from across the organisation participated in meetings and workshops to further cement benefits for Liverpool from this partnership. Staff members also participated in working groups for the Resilient Sydney strategy and attended an internal workshop to review action items that will increase the city's resilience. |  On track |
| L.4.08 | Utilise an effective resolutions model, to promote a bullying and harassment-free workplace | <ul style="list-style-type: none"> Council employees undertook training and periodical refresher training in bullying and harassment, dignity and respect in the workplace and Code of Conduct. Council utilises various measures to resolve issues, ranging from formal to informal approaches including independently facilitated mediation. |  On track |

| Action | Description | Comment | Status |
|--------|--|---|---|
| L.4.09 | Manage fleet and outdoor machinery and equipment | <ul style="list-style-type: none"> Council's Fleet and Workshop team serviced machinery and equipment on a regular basis during the period to ensure Council's outdoor operations ran efficiently and with minimal downtime. |  On track |
| L.4.10 | Coordinate code of conduct and privacy complaints and public interest disclosures | <ul style="list-style-type: none"> The Office of the Internal Ombudsman assessed 67 complaints received from members of the public and assessed six complaint referrals from the NSW Ombudsman during the period. In addition, one privacy complaint and two code of conduct reviews were finalised. There were no public interest disclosures received in the period. |  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"> The review and update of asset management plans for Council's drainage and recreation assets are on track for completion. Condition assessments of Council's libraries, museums, State Emergency Services (SES) and depot buildings have been completed. The condition assessment of CBD footpaths, kerb and gutters, and other drainage assets (pits and headwalls) are on track for completion. |  On track |
| L.4.12 | Manage Council's insurance-related matters | <ul style="list-style-type: none"> Council processed insurance related claims during the period in accordance with legislative requirements. |  On track |
| L.4.13 | Manage Council's equipment stores | <ul style="list-style-type: none"> Council monitored inventory on a weekly basis and made daily records to ensure adequate stock was available for staff to minimise downtime. In addition, items with long lead times were ordered in advance to avoid stock shortages. |  On track |

| Action | Description | Comment | Status |
|--------|---|--|---|
| L.4.14 | Manage the review of developer contributions systems and policies | <ul style="list-style-type: none"> Council's Planning Agreements Policy and Planning Agreements Procedure were reviewed by an external probity advisor. The recommended changes to the Planning Agreements Policy are being made, and the policies will be presented to Council for adoption. Council has prepared a draft Irrevocable Letter of Offer which is currently under review by Council's legal team. |  On track |
| L.4.15 | Monitor and improve Council's risk management, control and governance process | <ul style="list-style-type: none"> Council has an established Enterprise Risk Management Framework (ERM) that includes strategic, compliance and operational risks. Risk owners continuously monitored and assessed the control effectiveness of risks through Council's ERM system. Processes are in place to report on Council's risk management, control and governance processes to Council's Audit, Risk and Improvement Committee and Council's Governing Body. Council has 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. In accordance with the 'International Standards for the Professional Practice of Internal Auditing' (Internal Audit Standards), an independent Quality Assessment of Council's internal audit function was conducted. 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. 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 |  On track |