

# BIANNUAL PERFORMANCE REPORT.



July – December 2017

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 2017 to 31 December 2017.

## A Snapshot of Integrated Planning and Reporting Suite of Documents

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with sections 402(4), 402(1) – 402(7), 403(2), 404(1) – 404(5) and 405(1) – 405(6) of the *Local Government Act 1993*. This suite of documents include the 10-year Community Strategic Plan *Our Home Liverpool 2027*, the 4-year Delivery Program delivered through four annual Operational Plans, the Workforce Management Plan, the Asset Management Plan and Long Term Financial Plan.

The Delivery Program activates the Community Strategic Plan which has been developed in consultation with the Liverpool community. The *Our Home Liverpool 2027* plan outlines the long term vision for Liverpool City by identifying four key directions that relate to the quadruple bottom line. The Operational Plan details Council's key performance indicators (KPIs) and targets that have been provided to measure the overall progress in achievement of the vision outlined in the Community Strategic Plan.

The Long Term Financial Plan presents the future financial sustainability of the Council and allocates sources of revenue and expenditure statements for the next ten years. The Long Term Financial Plan is updated on an annual basis through the Operational Plan budget. The Workforce Management Plan and Asset Management Plan provide vital information about the resources needed to deliver the projects and services envisaged by the community. The Workforce Management Plan outlines data about the workforce needed to achieve the community vision in the future while the Asset Management Plan ensures that the relevant assets needed for delivery of projects and services are optimally managed by Council.

## Summary of the Biannual Report July to December 2017

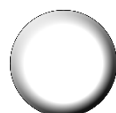
The Delivery Program and Operational Plan 2017-18 includes 93 actions that measure Council's progress in achieving the vision outlined in the Community Strategic Plan. There are 84 actions (90%) which are reported *on track*, 8 as *needing attention* and 1 as *deferred*. This indicates that the organisation is largely performing well and seems likely to complete the majority of actions by the end of the year, as planned. The status of each action is represented with the following symbols:



On track



Needs attention



Deferred



## Highlights



Council celebrated Aboriginal and Torres Strait Islander culture during NAIDOC Week with a street march, a Corroboree and a family fun day that also launched the 2168 Acknowledgment of Country project.



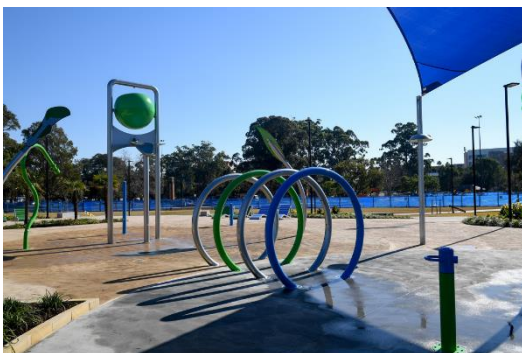
Liverpool City Council hosted more than 250 guests at the Charity Ball on 26 August 2017. The event was hosted by comedian and radio host Wendy Harmer and raised almost \$50,000 for Liverpool Hospital to help build a new Healing Garden.



Council's annual Spring Expo was held on 16 September 2017. The event included fitness demonstrations with Shannan Ponton, cooking and gardening demonstrations and an outdoor movie screening. More than 5000 people attended the event.



In October, Liverpool City Council hosted a Delegation from its Sister City in Toda, Japan. The Delegation, which included the Mayor of Toda, toured Liverpool's heritage sites, attended a welcome dinner at Casula Powerhouse Arts Centre, and a farewell lunch.



Bigge Park was officially opened on 28 October 2017 with the Eat Your Heart Out event. The renovated park now includes fitness equipment, a water play park, new play equipment and improved walkways and lighting.



A commemoration for the Battle of Beersheba was held on 29 October 2017 at Light Horse Park in Liverpool. Sixty people, including Members of Parliament, councillors and residents attended the wreath-laying commemoration.





The annual Environment Volunteer Recognition Event acknowledged the contributions of individuals and groups and their work to restore Liverpool's natural environment.



White Ribbon Day was marked by a staff barbecue at the Rose Street Depot that included guest speakers and an oath signing. All libraries and child care centres, and the Casula Powerhouse Arts Centre and Moore Street office were visited to raise awareness about Council's support and policies, and to fundraise for the cause.



Liverpool City councillors served up a free community lunch at the Liverpool Uniting Church. More than 100 members of the community were provided with a hot meal to celebrate Christmas.



Council's ePlanning initiatives were recognised at the Committee for Sydney's Smart Cities Awards. Council won the award for the Section 149 Automation Process which has significantly reduced the amount of time taken to issue a Section 149 certificate.



Liverpool Neighbourhood Connections opened Pepper's Place café in Liverpool Library. The social enterprise serves as a pathway to employment for women to break the cycle of generational unemployment. The site was offered by Council at a peppercorn rent.



The Pleasure Point Wharf renewal works were completed as part of the boating facilities renewal program which is jointly funded by Liverpool City Council and the NSW Maritime Services.








## CREATING CONNECTION





### Celebrate diversity, promote inclusion and recognise heritage

Action	Description	Comment	Status
C.01.01	Manage civic events calendar to unify the community	<p>On October 21 and 22, Liverpool hosted delegates from its Sister City, Toda, Japan, to celebrate the 25th anniversary of Sister City friendship. The delegation consisted of 25 people including the Mayor of Toda. Liverpool hosted the delegates by showcasing heritage sites in Liverpool, a welcome dinner at Casula Powerhouse Arts Centre and a farewell lunch.</p> <p>A commemoration for the Battle of Beersheba was held on October 29 with 60 attendees including Members of Parliament, Councillors and members of the public. A member of the Australian Light Horse Association also attended.</p> <p>Council celebrated Liverpool's 207th birthday on November 7 where the Order of Liverpool Awards were presented.</p> <p>Remembrance Day was held on November 11 in the Library forecourt with 70 attendees including members from the Liverpool RSL sub-branch, members of the community and the Liverpool Brass Band.</p>	
C.01.02	Promote and manage heritage	Heritage related projects are tracking well with reports proposed for submission to Council either submitted or in progress. All Key Performance Indicators are currently being met or exceeded.	






## Deliver a range of community events and activities

Action	Description	Comment	Status
C.02.01	Deliver events schedule	The Seniors Concert and New Year's Eve events both reached capacity and were well received by the public.	
C.02.02	Deliver citizenship ceremonies	Five citizenship ceremonies were held between July and December 2017, with 470 community members receiving citizenship. The waiting list for citizenship is on target with 101 community members currently on the list.	
C.02.03	Manage Anzac Day Dawn Service ceremony	Anzac Day is scheduled at Bigge Park for 2018. It is expected 5000 residents will attend this event. Advertising will be distributed ahead of time to notify the community.	
C.02.04	Deliver engaging library programs	Library programs and home library services continue to be a valued part of the library's core business. Program highlights over the quarter include Conversation Cafes across four libraries, Computers for Beginners and Succeeding in the HSC workshop. Comments on the November workshop from students were positive.	
C.02.05	Deliver an annual exhibition, theatre, events and education program	<p>The second half of 2017 saw increases in attendance, and the number of activities and events at Casula Powerhouse Arts Centre. Attendance as a whole increased by 8.5%, while attendance at events like the Way Out West Children's Festival was up by more than 10%.</p> <p>Public Programs &amp; Education presented more than 100 programs which included more than 300 workshops for children, youth, seniors, people with disability and people from the various cultural groups in the Liverpool area.</p> <p>A greater variety has been delivered in our exhibition program, with the number of exhibitions now 13 across six months. There were also 14 associated activities including artists' talks, video interviews, academic tours, specialised group tours, curators' talks and an academic symposium.</p> <p>New live performances, festivals and concerts were added, including a World Music series, while existing programs including matinees continue to exceed 75% sales averages.</p>	



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

Action	Description	Comment	Status
C.03.01	Manage Council's childcare centres to ensure customer satisfaction	<p>Refurbishment of children's bathrooms at Prestons and Warwick Farm have been completed. Works for the bathrooms at Hinchinbrook have been awarded through a comprehensive tender process and will be carried out promptly.</p> <p>The IT systems at the centres are currently being upgraded. Upgrades to the network are being carried out to allow for implementation of the new council-wide telephony system.</p>	
C.03.02	Provide well used and appropriate collections at Liverpool Libraries	The current collection has been reviewed, and the library has begun to expand collections with the highest demand. A new collection to support literacy for primary students is being launched in January. New processes are being used to respond to collection requests, reducing the time taken to satisfy requests.	
C.03.03	Encourage social inclusion through activities that build community capacity	More than 5,500 people have participated in more than 10 programs for various groups including young people, Culturally and Linguistically Diverse communities, Aboriginal community, and children and families. Council has also convened safety projects in the Local Government Area, engaging more than 850 people with four safety activities including consultation on the new Community Safety and Crime Prevention Strategy and domestic violence initiatives.	
C.03.04	Collaborate with government, non-government and business sectors	<p>Council has worked closely with government and non-government agencies to implement a number of community projects, forums and committees to increase Council's capacity to undertake collaborative initiatives and activities to address the needs and interest of Liverpool residents. These included collaboration on community safety programs, programs and services for people with disability, young people and refugee and migrant communities.</p> <p>Significant programs and partnerships were facilitated through the 2168 Children's Parliament project.</p>	



**Provide community facilities which are accessible to all**

Action	Description	Comment	Status
C.04.01	Ensure community facilities are well utilised	The use of community venues remains on track, with an increase for end of the year social functions, even as regular users began to close for the holidays. The use of the community buses has fallen slightly, however this is expected to rise in the new year with the delivery of a new bus.	
C.04.02	Provide clean community facilities	The Community Facilities' Cleaning Team do an average of 170 cleans a week spread out over the community centres, parks, branch libraries and the regional museum.	
C.04.03	Facilitate usage of Council sporting Venues and Leisure Centres	All available sporting venues were utilised during the summer season. Leisure centre visitors are above the target figure.	
C.04.04	Support community recreation through funding	All applications for Liverpool Sporting Donations Program have been assessed. Applications for the Liverpool Sporting Club Grants program open in January.	
C.04.05	Manage Library and Museum spaces to attract and inspire visitors	<p>We are currently not on target to reach our goals. There are a number of factors which have contributed to this:</p> <ul style="list-style-type: none"> <li>- 2016/17 saw a spike in visitors and new memberships across the service with the opening of Carnes Hill Library</li> <li>- Public access technology has been unreliable meaning many customers who use the Library for technology needs have stopped using it</li> <li>- The technology used to measure visitation is unreliable, so estimates have been used instead</li> </ul> <p>There is an opportunity in the third and fourth quarters to increase overall usage with the start of the new school year and gradual improvements to technology.</p>	





Action	Description	Comment	Status
C.04.06	Manage the Liverpool Animal Shelter	Liverpool Animal Shelter successfully re-homed all available animals and returned registered animals to their owners. A total of 346 animals were impounded over the period.	
C.04.07	Manage Council building fire safety	Council is currently meeting all standards of performance.	

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


Action	Description	Comment	Status
C.05.01	Manage the delivery of Council's adopted upgrade, renewal and conservation program of recreation and green assets	<p>The planned program for creating and renewing Council's open space and green assets including gyms, solar lights, children's playgrounds, bushland, sporting ovals and landscaping is on target and will be delivered by June 2018.</p> <p>Some highlights so far include a playground upgrade, including a new outdoor gym circuit, shade sail and solar lighting at Aubrey Keech Reserve, Hinchinbrook, a new outdoor gym circuit and shade sail over the existing playground at Voyager Park, Voyager Point and a new picket fence for cricket oval at Peter Miller Park, Casula.</p>	
C.05.02	Enhance access to facilities and resources through place-based planning initiatives	This period outcomes included: the completion of the community needs analysis for the Michael Wenden Aquatic Centre; preliminary works to redevelop Philips Park; successful delivery of actions under priorities of the Community 2168 Strategic Plan; and the appointment of a Precinct Manager to implement recommendations from the Carnes Hill project.	



# **STRENGTHENING AND PROTECTING OUR ENVIRONMENT**

## Manage the community's disposal of rubbish




Action	Description	Comment	Status
S.01.01	Provide waste disposal services to community to maximise recovery of materials	Waste disposal services including a weekly general waste service, a fortnightly recycle and garden waste service, on-call household clean-up service, illegal dumping collections and park and litter bin scheduled servicing were provided to the community to maximise recovery of materials.	
S.01.02	Manage the Community Recycling Centre to maximise recovery of materials from household problem waste	The Community Recycling Centre was managed to maximise recovery of materials from household problem waste, with 149 tonnes of material collected between July and December 2017.	

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

Action	Description	Comment	Status
S.02.01	Develop and implement strategies, policies and programs for the management of stormwater to improve the health and quality of our water ways	<p>Water quality monitoring is underway at strategic locations in the South Creek catchment area, Georges River, Anzac Creek and Maxwells Creek to provide a baseline data about current conditions, with a focus on indicators likely to be influenced by planned land use intensification. This will guide management actions within the local catchment areas.</p> <p>Performance audit of Gross Pollutant Traps has been completed.</p> <p>Preliminary investigation including data collection from neighbouring councils on operation and maintenance of water quality devices has been completed.</p>	


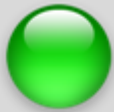



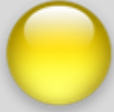


Action	Description	Comment	Status
S.02.02	Increase the capacity of Council and the community to make informed environmental decisions via the development of strategy, education and engagement	Council provided comments and feedback on various environment and sustainability related strategies, such as the Draft Plan to Save NSW Energy and Money, and continues to develop and implement various environmental awareness programs.	
S.02.03	Manage Council's park maintenance program	Customer requests for mowing have declined in response to an improvement in programmed mowing. Tree planting has exceeded targets.	


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

Action	Description	Comment	Status
S.03.01	Develop and implement environmental education for the community	Five Sustainability Blitz Workshops were carried out with good community participation and feedback.	
S.03.02	Educate community in waste disposal	The community continues to be educated in correct waste disposal and resource recovery by various means the last six months, including the production and distribution of Council's Waste Services Guide to residents.	
S.03.03	Promote local and sustainable food sources	Bellbird café at Casula Powerhouse Arts Centre delivers a seasonal menu which uses vegetables and herb produce that is organically grown in-house, produce sourced from our LGA, or Australian grown produce of the highest quality and standard.	






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

Action	Description	Comment	Status
S.04.01	Provide development assessment services	The Liverpool Local Government Area is experiencing very strong development activity. Development Applications are generally meeting the agreed determination timeframes.	
S.04.02	Plan and deliver adopted program of upgrades and renewals to Council's building assets	The planned building renewal and new works are on track and underway. The Pleasure Point Wharf Renewal and new automated amenities at Collimore Park have recently been completed.	
S.04.03	Develop, review and update asset management plans for Councils Infrastructure and Building assets	A Request for Quote (RFQ) is being finalised for structural inspection of the bridges. RFQ for building valuation is also being finalised. Inspection and Condition survey report for Voyager Point Footbridge is being finalised. Draft Building asset Management Plan is being developed internally.	
S.04.04	Manage and maintain Health and Safety Compliance	Set targets successfully achieved with continual increase in customer requests.	
S.04.05	Investigate, survey, design and estimate cost of Council's infrastructure delivery projects	The Fifteenth Avenue project is progressing well and strategic concept design has commenced.	
S.04.06	Assess planning proposals	Council have finalised eight planning proposals since July 1, 2017. Staff capacity is limited relative to the significant number of planning proposals lodged. One Voluntary Planning Agreement, linked to a planning proposal, was executed in the last quarter.	
S.04.07	Develop plans and strategies	The Warwick Farm Precinct Plan and the Residential Strategy are deferred until the release of final district plans by Greater Sydney Commission.	
S.04.08	Manage land development engineering	Engineering advice on Development Applications was provided, and construction and subdivision certificates were released within specified time frames.	

Action	Description	Comment	Status
S.04.09	Implement asset management systems and predictive modelling of infrastructure assets	The set-up of predictive modelling for bridges and culverts has advanced significantly. Predictively modelling for kerb, gutters and pipe assets is progressing.	

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

Action	Description	Comment	Status
S.05.01	Undertake a program of upgrades and renewals to ensure ongoing performance of drainage infrastructure	Works involve stormwater drainage pipe cleaning, CCTV inspection of pipes and condition assessment and relining of stormwater pipes. Construction works are underway in Moorebank, Hammondville and Sadlier.  Works are programmed for completion by June 2018.	
S.05.02	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood prone land	The contract has been awarded for undertaking an overland flow path study and the study is in progress. Preliminary investigation including a survey of drainage infrastructure has been completed.  Design of stormwater infrastructure for Austral and Leppington North area is progressing satisfactorily. Hydrologic and hydraulic modelling, including basin optimisation works, has been completed and preliminary concept design of flood detention basins, bio-retention basins and trunk drainage system are underway.	
S.05.03	Provide assistance and support to the RFS and SES	Rural Fire Services and State Emergency Services has expended 50% of the operating budget, and both areas on are on track financially. Council hosted the Local Emergency Management Committee Meeting in December 2017 with both RFS and SES in attendance.	




## GENERATING OPPORTUNITY


### Meet the challenges of Liverpool's growing population



Action	Description	Comment	Status
G.01.01	Manage Council's childcare centres to ensure a sustainable service to the community	A report was presented at the August Council meeting outlining the feasibility for expansion of Children's Services within the Liverpool Local Government Area. The report identified the need for further Early Education and Care Services to cater for unmet demand in the Liverpool CBD and new release areas. Further investigations and planning will commence to identify the most suitable location for the development of an Early Education and Care Centre within the immediate surrounds of the Liverpool City Centre.	
G.01.02	Develop and manage Long Term Financial Plan	Council is on track to achieve six out of seven key Fit For the Future (FFtf) performance indicator ratios. The FFtf estimates did not include unexpected expenditure on hazardous waste remediation Council incurred in the past two years which increased its real operating expenditure per capita.	
G.01.03	Manage accounts and investments	Council's current average return on investment of 2.84% is higher than the 1.75% Ausbond Bank Bill Index.  Council's Business Activity Statements were lodged on time for the past six months.  Unpaid grants has negatively impacted on the Debt Outstanding Ratio at 31 December 2017 however is expected to normalise by 30 June 2018.	
G.01.04	Establish a development corporation	Legal consultants are considering options.	




Action	Description	Comment	Status
G.01.05	Build effective relationships with State and Federal departments and governments	The CEO met with 10 MPs between July and December 2017. These included local MPs Melanie Gibbons, Anne Stanley and Paul Lynch. The Mayor met with 7 MPs during that time. Senior Council staff held 24 meetings with representatives of state and federal agencies including TAFE NSW, the Department of Planning, the Department of Infrastructure and Destination NSW.	



### Attract businesses for economic growth and employment opportunities

Action	Description	Comment	Status
G.02.01	Advocate for and generate business opportunities in conjunction with the development of Western Sydney Airport	<p>WSA Co (the federal company responsible for developing Western Sydney Airport) opened their offices in Liverpool in November 2017. The Economic Development Unit is in regular contact with WSA Co staff and consultants and attended an information session on the first tender round.</p> <p>The Economic Development Unit has met with Sydney Metro Airports (Bankstown and Camden) to discuss future partnership opportunities to develop local capacity for the Western Sydney Airport.</p> <p>TAFE NSW has partnered with Liverpool City Council on a Skills Exchange program that will employ a number of local residents on the development of Civic Place at 52 Scott. Liverpool City Council is advocating for a skills exchange program for the development of Western Sydney Airport.</p>	
G.02.02	Attract new jobs within Liverpool's industry focus areas	The Economic Development team has been successful in obtaining \$208,000 in federal, state and private funding for projects this quarter, including activations in the city centre and a smart city project. 128 new jobs have been generated for new and existing businesses this fiscal period.	

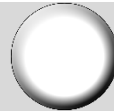
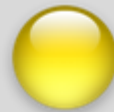
Action	Description	Comment	Status
G.02.03	Market Liverpool as a Business Destination	<p>Partnerships have been developed and strengthened with key stakeholders including Business Connect, the Liverpool Chamber of Commerce, the Sydney Business Chamber and local tertiary institutions.</p> <p>The Economic Development Unit has represented Council at Airport, Tourism and Western Sydney Business Conferences with leads generated in relation to Western Sydney Airport, the Young Entrepreneur Program and Women in STEM (Science, Technology, Engineering, and Mathematics) and Aviation.</p> <p>This quarter has seen 15 new businesses open and more than 120 new jobs created.</p> <p>Council's Economic Development Strategy is being updated to reflect the Community Strategic Plan: Our Home Liverpool 2027. Marketing material has been created to reflect latest data including Liverpool Goes Global and Invest in Liverpool documents, which will be used to market Liverpool as business destination.</p>	
G.02.04	Support and develop local business	<p>A 'Missed Business Guide' that promotes inclusive and accessible businesses is in development and will be launched in 2018 and shared with local businesses and stakeholders.</p> <p>The Liverpool Business Connect e-newsletter is moving from quarterly to bimonthly distribution. Stakeholders will be contacted for content two weeks prior to distribution. The average engagement rate of the e-newsletter is consistently more than 35%.</p> <p>Media about economic development (jobs, Western Sydney Airport, activation events) in Liverpool has generated more than \$1 million in advertising space rates (ASR) and has reached an audience of more than 6.5 million people in the last quarter.</p>	

Action	Description	Comment	Status
G.02.05	Link Liverpool business to State and Federal initiatives	<p>The Economic Development Unit is developing a Women in STEM and Aviation Program and is currently developing a Young Entrepreneurs Speaker Series to be launched in early 2018.</p> <p>The Shopfront Façade Upgrade Program is under review to be relaunched in 2018.</p> <p>Free business advice is available through the State Government funded Business Connect and through Western Sydney University's Launch Pad. Discussions have been had with TAFE NSW to hold an apprenticeship and traineeship expo in the local government area in 2018.</p> <p>Economic Development has been working with the NSW Business Chamber to promote their entry level jobs portal Skills Roadshow to local students and employers.</p>	

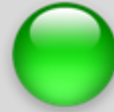
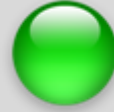

### Create an attractive environment for investment




Action	Description	Comment	Status
G.03.01	Activate and develop vibrant places that attract residents, visitors and workers to Liverpool	<p>The Senior Officer City Centre started in August. The Officer is working on developing a city centre strategy. Activations include Eat Your Heart Out in October, Christmas in the Mall and Live and Local in December 2017. Other activations planned include Artist Residencies at 52 Scott Street and Northumberland Street Arcade.</p> <p>The CBD and Tourism and Events Committees have been endorsed by Council with representatives expected to have the first meeting in February 2018.</p> <p>Initial discussions were held with Westfield in early 2017 to discuss accessibility. Westfield Liverpool has taken on board recommendations from the Liverpool Access Committee and has improved signage to the cinema and for mini bus parking.</p>	
G.03.02	Manage maintenance and repair program	More than 600 customer requests have been inspected within the last six months and appropriate repair and maintenance works programmed.	



Action	Description	Comment	Status
G.03.03	Manage the delivery of Liverpool Civic Place	Awaiting State Government decision on LEP amendment to progress project. This is not expected in time to enable any substantial action this year. The project has been deferred to next year.	
G.03.04	Deliver Property Services	Acquisition of properties for Austral and Edmondson Park community assets have commenced but were delayed due to staff resourcing issues.	

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




Action	Description	Comment	Status
G.04.01	Plan and deliver adopted program of upgrades and renewals to Council's large portfolio of roads and transport related assets	The rehabilitation and resurfacing of roads includes 44 sites and 23kms of works. The programs for foot paving and shared paths for pedestrians and cyclists covers 60 sites and 15km of works. There is an extensive program for improving bus stops at 108 sites. Substantial works have been undertaken and all programs are on target for completion by June 2018.	
G.04.02	Manage traffic and transport for Liverpool	Traffic and transport is being managed appropriately. Scheduled local traffic committee meetings were held and approved traffic facilities are being implemented. Responses to traffic and car parking related matters from MPs and Councillors provided within 14 days.	
G.04.03	Manage traffic and road safety on the local road network	<p>Traffic and road safety on the local road network is being managed appropriately. Road safety sessions including child restraint (Buckle up) sessions and learners driver program were held and were well attended.</p> <p>New street light designs were reviewed and approved within 14 days.</p>	

Action	Description	Comment	Status
G.04.04	Assess impact of land development	<p>Traffic impact assessment of approximately 85% of Pre-DA and DA referrals were completed.</p> <p>Traffic related advice on Moorebank Intermodal Terminals projects was provided on time.</p> <p>Traffic investigation for City Centre and Warwick Farm planning proposals were completed on time. The implementation plan for the City Centre project was reported to Council, and the scoping study for the Collimore Car Expansion is underway.</p> <p>Council continues to make representations to RMS/TfNSW including the relevant Ministers for transport improvements related to high development activity in the City Centre and the proposed Western Sydney Airport.</p>	
G.04.05	Advise on regional traffic and transport planning	<p>Council outlined its position on major transport infrastructure projects including investigation on the Bankstown to Liverpool Metro Extension, draft train timetables, and City Deal nominated projects.</p> <p>Timely advice was provided to RMS for the planning, design and delivery of road upgrades around Western Sydney Airport including proposed widening of the Northern Road and Bringelly Road.</p> <p>Strategic concept design has been completed for the section of Governor Macquarie Drive, between Hume Highway and William Long Bridge. Detailed design for the section fronting the Australian Turf Club site, approved for construction.</p>	
G.04.06	Inspection of driveway constructions and management of road opening applications	Ongoing task - inspections are booked services and are carried out as per the booking, with 95% of the approvals given immediately for construction.	


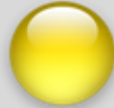






## LEADING THROUGH COLLABORATION

### Seek efficient and innovative methods to manage our resources



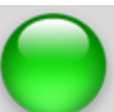

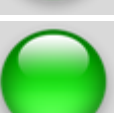
Action	Description	Comment	Status
L.01.01	Provide support to Councillors	<p>All targets being met. A total of 288 Councillor requests were received and actioned in the July to December period, with 76% responded to within the two day timeframe. A report on Councillor requests prepared and provided to Councillors and Executive Team each month.</p> <p>Six Councillor Briefing Sessions and five Mayor and Councillors Mobile Offices were held in the July to December period. Forty-five requests were received and actioned from the Mobile Offices in the period.</p>	
L.01.02	Deliver Council meeting Secretariat	<p>Council agendas were prepared each month in the July to December period. Agendas were posted on website and Diligent system within timeframes. Minutes of Council meetings completed each month and posted on website within timeframes. All resolutions from Council meetings assigned to relevant officers within 48 hours of the meetings to action.</p> <p>159 Council resolutions were assigned to officers to action in the July to December period. Outstanding resolutions are provided to the Executive Team each month. 148 (93%) of resolutions were actioned within timeframes.</p> <p>An Auslan interpreter was used for two CEO presentations.</p>	
L.01.03	Monitor and improve Council's processes for risk and probity	<p>Risk KPI is on target. Five medium-risk and 11 low-risk probity reviews were completed in the six month period. Twelve reviews were in progress at the end of the period.</p>	




Action	Description	Comment	Status
L.01.04	Deliver professional, timely and authoritative governance services for Council	Staff have delivered professional and timely governance advice to Council. The Coordinator Governance role was filled by a permanent appointment on 9 November 2017. The new Coordinator Governance has commenced a review of Council's Policy Register.	
L.01.05	Manage recruitment framework to attract and engage diversity in our new employees	The resources in People and Organisational Development have been impacted by the heavy workload relating to organisational restructuring and the flow-on effects, particularly in the area of recruitment. A recent review of Council's Workforce Management Plan has led to the revision of achievement dates.	
L.01.06	Manage IT Business Strategy	Business continuity planning has begun and is on target, with a vendor engaged.  The redesign of Council's website is under way.	
L.01.07	Manage Computer/Infrastructure hardware administration program	All servers had an up time of 99%. Of Council's computers, 58% are more than three years old. A Request for Quote has been conducted to replace approximately 500 computers. Council will start the procurement process in February and deploy over the next 3 years.	
L.01.08	Implement, review and improve Council's Internal Audit plans and policies	The Internal Audit Plan must be reviewed and revised by Internal Audit staff as a result of the findings and recommendations made following the recent external quality assurance review of Internal Audit. Any changes to the Plan will also require the approval of the Audit, Risk and Improvement Committee and the new Head of Audit, Risk and Improvement.	
L.01.09	Manage Council Properties	The Property Strategic Plan will be presented to Council in March 2018. The draft Property Asset Plans will be reviewed in January 2018 and are on track to be finalised by 30 June 2018.	


Action	Description	Comment	Status
L.01.10	Coordinate the development of award submissions and industry recognition for Council	<p>Council entered submissions for seven awards in which the outcome was announced over the last six months. Council won the Landscape Lighting Award category in the NSW Institute of Landscape Architects Awards for the design of catenary lighting in Macquarie Mall.</p> <p>Council was Highly Commended at the RH Dougherty Awards in the category of Innovation in Special Events for the Food Fight - Battle For Food Security project. Council won the Smart City Awards for Automated Section 149 Planning Certificate Project, the My Gateway Information Technology Trainee of the Year and the Annual Risk Management Excellence Awards. Council was also a finalist in the Premier's Awards in the Faster Housing Approval category.</p>	
L.01.11	Provide support to Civic Advisory Committee	Two meetings held in the July to December period with agenda and minutes completed. Recipients of Order of Liverpool Awards and Australia Day Awards determined.	
L.01.12	Manage the delivery of high quality, cost-effective legal services	<p>The September Legal Affairs report was submitted to Council in October and is subject to client legal privilege. The December quarter report will be submitted to Council by the end of February 2018.</p> <p>The data for the value of internal legal services provided has been retrieved and is being analysed and calculated. The target for the first quarter was met and it is expected that the second quarter will also be met.</p>	
L.01.13	Engage employees to manage performance achievement and development planning	<p>The People Achieving Program has been implemented in all directorates except City Presentation. It will be implemented in this directorate in consultation with the Director City Presentation and newly appointed Managers.</p> <p>People Achieving has completed its first full year of operation and it is anticipated that there will be greater take-up of the program next year.</p>	
L.01.14	Prepare asset related Statutory Reports in timely manner to meet regulatory requirements	Financial and statutory reports for 2016/17 were completed on time. Necessary asset data for financial and statutory reporting is being collected continuously.	

## Increase community engagement





Action	Description	Comment	Status
L.02.01	Promotion of Liverpool through marketing and communications	The Communications team had a busy quarter and produced dozens of media releases, flyers and other collateral to promote Council's works and services.	
L.02.02	Manage community events to increase community engagement	The Seniors Concert (900 attendees) and New Year's Eve (10,000 attendees) events attracted many local residents, who indicated through surveys conducted that they would attend again in 2018.	
L.02.03	Promotion and marketing of Community Facilities	Council's end of year closure has caused a slight decrease in visits to the website, and utilisation of Carnes Hill Community Centre to plateau, however an increase for both is expected in the new year. The project to redesign the 14 seater bus is on track.	
L.02.04	Increase attendance at Council events through marketing	As at December 2017, planning and marketing for Australia Day 2018 was underway.	
L.02.05	Engage the community to encourage participation at Casula Powerhouse Arts Centre	<p>Our Exhibitions Programs and our Education and Public Programs continues to foster community participation through the delivery of innovative exhibitions and public programs which engage the community. The annual children's festival, Way Out West (WOW), in July had 3,409 visitors attend and participate in the event.</p> <p>The Education and Public Programs area represented CPAC at key satellite events including the Art Gallery of New South Wales, National Gallery of Australia, Darling Harbour and WestWords. The Casula Powerhouse Arts Centre's diverse program delivers public programs which foster community engagement through audience participation both locally and regionally.</p> <p>An increasing number of new partnerships and collaborations, from classical music to electronica and a wide range of new festivals and film events reach out to new audiences to engage the diverse communities of the area in more ways than ever before.</p>	

Action	Description	Comment	Status
L.02.06	Promotion of Casula Powerhouse Arts Centre through marketing and communications	<p>The Casula Powerhouse has an incredibly broad range of programs which are heavily promoted across the Liverpool area, and more broadly to the greater Sydney region. The promotion strategy aims to promote the Arts Centre as a whole as well as build attendance for specific events.</p> <p>A dedicated public relations agency got relevant stories out to media, and ads are designed for magazines, newspapers, postcards and posters.</p> <p>Digital and online promotion are also used, including use of social media to drive discussions and build awareness and audiences for events.</p> <p>The website is also continuously updated and is a great resource for information and ticket bookings.</p>	








#### Encourage community participation in decision-making


Action	Description	Comment	Status
L.03.01	Encourage community participation	<p>Council facilitated community participation across a number of projects and activities including Liverpool Listens, District Forums, and through information and training sessions, with approximately 2,000 people in attendance.</p> <p>Five partnership projects and activities were facilitated through the 2168 Children's Parliament, including those with 10 schools in the 2168 postcode area, Green Valley LAC, South Western Sydney Local Health District and the Whitlam Institute.</p> <p>Council successfully distributed over \$89,000 of grants and sponsorship funds to the local community toward a total of 26 projects.</p>	

## Strive for best practice in all Council processes

Action	Description	Comment	Status
L.04.01	Manage Council's customer service operations	Customer service operations were well managed during the period but there are now barriers to performance reporting. The new telephone system does not provide the necessary data for the set Key Performance Indicators (KPIs). The telephone system and the KPIs are now being reviewed.	
L.04.02	Manage and expand ePlanning Portal	Continued enhancements are being implemented into the ePlanning Portal. Online lodgement procedures providing guidance to council staff have been finalised and circulated and will provide staff with a quick reference in additional lodgements on the ePlanning Portal. These include the FastTrack Development Application/Construction Certificate, swimming pool compliance certificate and annual fire safety certificate.	
L.04.03	Manage and complete integrated reporting requirements	<p>Council's Integrated Planning and Reporting documents are on track. The Biannual Report was submitted to Council in August while the Annual Report is complete and was posted on the website on 27 November 2017. A video production company has been engaged to produce a video for the Annual Report.</p> <p>The Technology One system has been implemented and 75 staff have been trained on reporting processes. The system is now in use and reporting has commenced for the first and second quarter. The first biannual report for the year has been completed and will be submitted to Council's February meeting. Preparation for the review of the Delivery Program and Operational Plan for 2018-19 has commenced. A template has been prepared for the review of actions for all departments.</p>	
L.04.04	Prepare Annual Financial Statements	<p>The audited financial statements were presented to the Council on 25 October 2017.</p> <p>Council's auditors, Audit Office of New South Wales, issued an unmodified audit opinion on the financial statements on 27th October 2017.</p> <p>The audited financial statements were lodged the Office of the Local Government on 31 October 2017.</p>	



Action	Description	Comment	Status
L.04.05	Manage the delivery of monitored, transparent and accountable procurement services	All Tenders, Request for Quotations and Established Panel Arrangements for the period have met the requirement of being completed within 120 days of tender close.	
L.04.06	Identify, eliminate and control hazards to make a safer workplace	Hazard reporting actual numbers are currently ahead of target.	
L.04.07	Manage and report on workplace incidents	Council's Lost Time Injury Frequency Rate is 15.21% which is currently higher than the target of 11.9%. In the last six months, 86% of incidents have been reported within 24 hours which is above the target of 80%.	
L.04.08	Comply with the self-insurer licencing framework	There were three audits and eight Work Health and Safety inspections completed between July and December 2017.	
L.04.09	Manage internal customer satisfaction	There are pending projects and tenders that are designed to increase the overall satisfaction with IT across Council.	
L.04.10	Manage and deliver strategic initiatives	Communication within the Council was enhanced by the successful conduct of updates on activities hosted by the Chief Executive Officer. Strategic Panels were held in accord with the annual schedule.	
L.04.11	Utilise an effective resolutions model, to promote a bullying and harassment free workplace	Although this program is a mandatory training for staff, some staff were unable to attend due to leave or unexpected absences. Completion of the program has been delayed subject to the finalisation of a tender. The tender is projected to be complete by March 2018.	

Action	Description	Comment	Status
L.04.12	Management of fleet and outdoor plant and equipment	<p>The workshop had more than 159 vehicles requiring service maintenance or repair from July to August and over 291 vehicles requiring service maintenance or repair from September to November, and this was carried out by our mechanics in the workshop. The actual cost of maintaining the fleet also came within the forecast budget for the three month period.</p> <p>The Ausfleet Management System was updated and went live. Training for system users to be provided by the system administrator early 2018 to facilitate improved options.</p>	

**LIVERPOOL  
CITY  
COUNCIL,**



## For further information



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