

BIANNUAL PROGRESS REPORT.



December
2020

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 2020.

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 2020

The Delivery Program 2017-2022 and Operational Plan 2020-2021 includes 103 Principal Activities that measure Council's progress in achieving the vision outlined in the Community Strategic Plan.

During this period, Council has focused on assisting residents and local businesses to mitigate the impact of the COVID-19 pandemic. The uncertainty experienced earlier during this period brought continuous and rapid change to Council's daily operations, with restrictions resulting in cancellation of major events and capacity limitations placed on several Council facilities. In response, Council assisted landowners through rebate programs and extended rent relief amongst many initiatives established to assist the community in recovering from the effect of the pandemic.

During this period, Council modified service delivery through virtual workshops, the launch of an online digital gallery and online events to keep the community connected. Council also continued to deliver major infrastructure works including the upgrade of Apex Park, Liverpool and Cirillo Reserve, Middleton Grange.

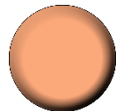
By the end of December 2020, 99 per cent of the 103 Principal Activities in the Delivery Program were reported as on track.

**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

Highlights



Light Up the Sky on New Years' Eve

Liverpool was the only area in Sydney to deliver a series of COVID-friendly fireworks displays on New Years' Eve.

Council held fireworks at six locations including Sadlier, Hammondville, Prestons, Moorebank, Casula and West Hoxton. The event was also livestreamed on Council's Facebook page, reaching 70,500 people.



Council unveils new waste trucks

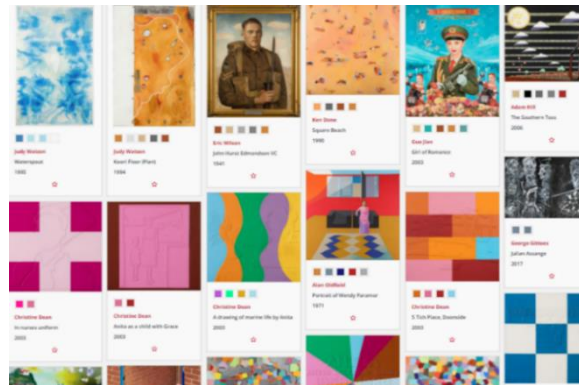
Council unveiled five new-look waste compactor trucks which not only collect rubbish but spread positive messages to the community. Key messages displayed on the trucks include promoting gender equality and celebrating cultural diversity.



National Economic Development Conference (NEDC20)

Council and Economic Development Australia, in partnership with Camden Region Economic Taskforce, hosted the virtual Economic Development Australia (EDA) conference from 18 to 20 November.

More than 180 global economic development leaders from a range of industries delivered valuable insight and best practice ideas for leading recovery, building resilience and transforming local economies in response to the COVID-19 pandemic.



Liverpool City Library's new accessible technology space

Liverpool City Library introduced a new accessible technology space to meet the demands of the one in five people in Liverpool who have some form of disability. The \$75,000 upgrade was partially funded through the Metropolitan Public Library Grants Program.

The upgrade includes height-adjustable tables for wheelchairs, two large touchscreen computers with software for people with dyslexia and vision impairments, large high contrast keyboards with trackball mice and a large text magnifying camera.

Explore the Online Collection

In September, Casula Powerhouse Arts Centre (CPAC) launched its online digital gallery showcasing more than 200 works from the CPAC collection.

The collection focused on building a legacy from the creativity and commitment of emerging and established artists and also reflected on the diversity and distinctiveness of Liverpool and Western Sydney.

The collection included pieces from Australian contemporary artists and Local Liverpool artists, including 116 artworks by Casula-based artist Gina Sinozich.

Christmas activities

Council hosted a variety of Christmas initiatives to celebrate a challenging year. Due to COVID-19 restrictions, the Christmas tree lighting was broadcast live on Council's Facebook page along with an online edition of the Senior's Concert.

In addition, Council distributed more than 300 Christmas hampers to bring festive cheer to vulnerable and disadvantaged community members. The Christmas hampers were filled with food and gifts.



Supporting businesses and jobseekers

Council hosted online workshops, created a business resilience development program and developed a local business directory. Awareness was further increased through the 'Support Local' campaign as part of NSW Small Business Month.

Council shared videos through its social media platforms and showcased local businesses demonstrating their resilience, adaptability and enhancing their online presence.

Apex Park redeveloped and reopened

Council reopened Apex Park on 17 November following a \$1.9 million upgrade. The upgrade includes a new all-ages playground with rubber soft fall and shade structures, landscaped gardens, tree planting, new accessible pathway networks, new park furniture, the installation of picnic facilities and shelters, and a memorial area.

Order of Liverpool Awards

Council congratulated 13 recipients for the Order of Liverpool Awards during a virtual ceremony streamed on Liverpool's 210th birthday.

The annual Order of Liverpool Awards recognise the achievements and contributions of local residents who voluntarily enhance the quality of life for others within Liverpool.



Liverpool Civic Place

The Concept Master Plan for Liverpool Civic Place was approved by the Sydney Western City Planning Panel in September and construction is underway. Liverpool Civic Place is a key piece of infrastructure for the city and will generate jobs and boost the local economy.

Liverpool Civic Place will include Council offices, Council Chambers, a library and community hub, a childcare facility, civic plaza, Council and public car parking and commercial, retail and education spaces.

Council's prompt COVID response

Council's Critical Incident Response Team (CIRT) played a key role during the period, ensuring that Council was able to effectively and safely deliver services to the community.

CIRT liaised closely with various agencies, including NSW Health, regarding their management of COVID-19 protocols. This ensured Council monitored and promptly implemented up-to-date health advice and legislative orders in all activities, including the COVID-safe operation of community facilities and public spaces.

2168 Children's Parliament triumphs at ZEST Awards 2020

The 2168 Children's Parliament was awarded Outstanding Project Promoting Social Cohesion and Community Harmony at the 2020 ZEST Awards. The council-led initiative is made up of 44 students in years 5 and 6 from 11 primary schools across the 2168 postcode.

Members of the 2168 Children's Parliament continue to build strong relationships with their peers and explore practical ways to strengthen social cohesion in the broader community.



Citizenship Day Celebrations

In September, Liverpool City Council celebrated annual Citizenship Day with a special ceremony at Greenway Park Community Centre. COVID-safe social distancing and hygiene measures were in place as 16 newly conferred Australian citizens were welcomed. They are among 1000 new citizens welcomed to Liverpool during this period. Throughout the period Council held a total of 12 face to face citizenship ceremonies.



New parking in Liverpool CBD

In August, Council opened a new 78-space car park located at 68 Speed Street, Liverpool. The new parking space is fully accessible, features adequate lighting and additional capacity for commuters, supporting the demands of the growing community and improving access to the city centre.



Liverpool Hospital Art Exhibition

The Casula Powerhouse Arts Centre, in collaboration with South Western Sydney Local Health District, transformed the walls of Liverpool Hospital into a rotating art gallery. The Local Flora and Fauna – Winter 2020 Collection is the first instalment of a 12-month pilot exhibition program featuring 21 artworks from six local artists.



Snapshot July-December 2020

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

Council continued to deliver high quality childcare services, and early education and care centres exceeded National Quality Standards.

Council's Early Childhood Programs are collaborating with the Western Sydney University and The Australian Research Council to enrich educational practices through the Observing, Reflecting, Improving Children's Learning (ORICL) program, which is a co-designed tool for infant-toddler educators. This partnership will increase the quality of the care environment and skill set of educators.

A new accessible technology space for the provision of people with disability was introduced in Liverpool City Library. The upgrade includes height-adjustable tables for wheelchairs, as well as advanced technology to assist people with dyslexia and vision impairment issues, increasing the accessibility of Library resources.



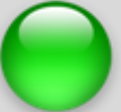
Council delivered a successful NAIDOC Week Program (rescheduled from July to November) through a series of virtual programs including storytelling, art workshops and sharing cultural information on the Casula Powerhouse Arts Centre website.


Council delivered various community capacity building initiatives including, two public art murals, 300 hampers of essentials items distributed to vulnerable community members, and \$58,000 in funding to community organisations to deliver programs and activities that kept the community connected.

Council's Casula Powerhouse Arts Centre (CPAC) continues to engage the community through various online digital activities including online art exhibitions, music events, art workshops and programs. CPAC launched its online digital gallery showcasing more than 200 works from the CPAC collection which focuses on building a legacy from the creativity and commitment of emerging and established artists.


Of the 22 Principal Activities for this direction, all were on track.



Celebrate diversity, promote inclusion and recognise heritage



Action	Description	Comment	Status
C.1.01	Promote and manage heritage	<ul style="list-style-type: none"> Council has made progress towards the development of a heritage management and assistance framework to support owners of heritage-listed properties. This includes an exemptions pathway for minor and/or maintenance works, and further development of a heritage assistance grant scheme. Key heritage conservation planning projects for heritage assets owned by Council have been completed. 	 On track
C.1.02	Manage Liverpool Regional Museum to attract visitors	<ul style="list-style-type: none"> The Liverpool Regional Museum Galleries reopened in August with the new exhibition 'Ray Hely - An Engineers Eye', Liverpool 1971-1993. Museum visits have been affected by COVID-19 restrictions, with limited capacity and no school visits. However strong media attention has increased awareness of the exhibition and Museum and a virtual tour of the exhibition is in development for launch in January 2021. In person public programs resumed in November, including workshops on photographic conservation and framing techniques. 	 On track
C.1.03	Deliver citizenship ceremonies	<ul style="list-style-type: none"> Council held 12 face-to-face citizenship ceremonies during the period and welcomed more than 1000 new citizens in Liverpool. In September, Council celebrated annual Citizenship Day with a special ceremony at Greenway Community Centre for 16 new Australian citizens. COVID-safe social distancing, masks and hygiene measures were in place at all ceremonies. 	 On track

Action	Description	Comment	Status
C.1.04	Implement actions from the Reconciliation Action Plan	<ul style="list-style-type: none"> • Council's Aboriginal Consultative Committee provided input and feedback on matters of importance, and Council's programs and services. • Council has continued to engage with the local Aboriginal community regarding employment and training, Liverpool's new Tourism Guide, planning for social infrastructure, co-creations and public art works. • Council delivered a successful NAIDOC Week Program (rescheduled from July to November) through a series of virtual programs including storytelling, art workshops and sharing cultural information on the Casula Powerhouse Arts Centre website. 	 On track



Deliver a range of community events and activities


Action	Description	Comment	Status
C.2.01	Deliver events schedule	<ul style="list-style-type: none"> • Council amended its annual calendar of events to allow flexibility with COVID-19 restrictions. • Council delivered smaller and more frequent outdoor events, changed the format of indoor events and added digital components to allow the community to have continued access to events in a safe manner. • Council delivered the following events: <ul style="list-style-type: none"> – NAIDOC Digital Program – one week of digital content was developed in consultation with community groups and distributed online; – Virtual Gift of Time – The annual volunteer recognition event was delivered live on Council’s Facebook page; – 12 Days of Christmas – small pop up performances of Christmas songs in multiple languages were delivered throughout the CBD during December and a digital Mayoral message for the Christmas Tree Lighting was delivered; and – New Year’s Eve: Light Up The Sky – New Years’ Eve fireworks were held in a COVID-safe manner with a seven-minute pyrotechnics show was delivered across six different locations within the local government area. 	 <p>On track</p>

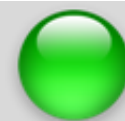
Action	Description	Comment	Status
C.2.02	Manage civic events calendar	<ul style="list-style-type: none"> • Council celebrated the reopening of Apex Park, Liverpool in November, with the presence of the Gandangara local Aboriginal Land Council. • The Order of Liverpool Awards were presented in November and Council recognised the achievements of 13 awardees who have made outstanding contributions to the Liverpool community. The awards ceremony was streamed virtually on Liverpool Council's social media pages. • Remembrance Day commemoration was streamed virtually on 11 November on Liverpool Council's social media pages. This event was held in collaboration with the Liverpool RSL sub-branch. • Toda sister city students did not visit Liverpool due to COVID-19 travel restrictions, and the commencement of the student exchange program is scheduled for July 2022. • A Memorandum of Understanding (MoU) has been signed between Liverpool City Council, Paddle Australia Limited and Toda City. The purpose of the MoU is for Toda City to support the Australian Olympic Kayak team to train for the 2022 Tokyo Olympic Games by allowing Olympic training on the Toda Rowing Course. 	 On track
C.2.03	Manage Anzac Day Dawn Service ceremony	<ul style="list-style-type: none"> • The ANZAC Day Dawn service is scheduled to be held on 25 April 2021. 	 On track

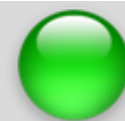
Action	Description	Comment	Status
C.2.04	Deliver engaging library programs	<ul style="list-style-type: none"> • Liverpool City Library continued to deliver regular children's, adult and senior's programs during the period and in-person programming recommenced in limited capacity in October. • Online programming included Storytime Online, School's Out Online, Mini Makes, Conversation Café and Munch, Mend & Make. • Children's programs have been successful with transitioning back to in-person delivery, with audience numbers being retained. • Along with regular programming, partnership opportunities were sought to diversify programming, however public health orders continued to impact regular services. • The following partnerships provided a valuable path for the library to continue reaching the community: <ul style="list-style-type: none"> – Birds of a Feather Exhibition – Westwords; – National Science Week - UNSW Women in Maths and Science Champions; – NAIDOC week storytime - CPAC and Liverpool Women's Health Centre; – The Art of Ageing - Department of Communities and Justice; – School readiness program for Indigenous community – Kari; and – Living Library - South Western Sydney Local Health District (SWSLHD). • Council continues to engage with the community via digital platforms and promote the library as a valuable community resource. 	 On track
C.2.05	Deliver Casula Powerhouse Arts Centre (CPAC) programs	<ul style="list-style-type: none"> • CPAC delivered eight in-person exhibitions, including two annual community art prizes, a music event and numerous online activities, art videos and programs. • COVID-19 restrictions significantly reduced attendance during this period, and the venue was also closed for seven weeks for restoration works on the Koori Floor. • CPAC's in-person attendance exceeded 10,600 people and virtual visitation experienced a significant increase due to new online programs, including virtual exhibitions, workshops, talks, and performances. • Combined with increased social media engagement, virtual visitation reached between 70,000 – 80,000 people per month for a total of more than 485,000. • Two Christmas Matinee musical shows and lunch were attended by approximately 200 patrons in December. They were the first in-person musical performances delivered as soon as COVID-19 restrictions were sufficiently lifted. These were soon followed by a Great Southern Nights concert, funded by the NSW Government. 	 On track


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 delivered the community transition program remotely to families on the waitlist and modified it to ensure that families accessing the program were able to receive maximum benefit and access support. • The Carnes Hill and Liverpool playgroups have been successful in providing parenting support to families in Liverpool and assisting them in accessing high-quality early childhood programs. • Council's Early Childhood Programs continue to be a benchmark for quality service provision within the Liverpool LGA. Recent data shows that Liverpool City Council's 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 are collaborating with the Western Sydney University and The Australian Research Council to enrich educational practices through the Observing, Reflecting, Improving Children's Learning (ORICL) program, which is a co-designed tool for infant-toddler educators. This partnership will increase the quality of the care environment and skill set of educators. 	 On track
C.3.02	Provide well-used and appropriate resources at Liverpool libraries	<ul style="list-style-type: none"> • An increased use of the e-collections in Council libraries continued as the community became familiar with online resources during COVID-19 restrictions. • The Accessible Technology space at Liverpool Library opened in December, helping to meet the needs of people with disability. The \$75,000 project was partially funded by a State Library NSW grant. The space includes: <ul style="list-style-type: none"> – Height adjustable tables for wheelchairs; – Two large touchscreen computers with software for people with dyslexia and vision impairments; – Large high contrast keyboards with trackmice; and – Large text magnifying camera to help people with vision issues read newspapers, books and other texts. • The space complements the accessibility collection, which provides resources to support people with dyslexia, hearing impairment, vision impairment, Autism, and other intellectual disabilities. 	 On track


Action	Description	Comment	Status
C.3.03	Strengthen social inclusion in new developments	<ul style="list-style-type: none"> • The COVID-19 pandemic resulted in the postponement or cancellation of many planned community events and programs, including the activation program at Carnes Hill Precinct, Live Life, Get Active program and school holiday activities. • Some programs were moved to online platforms and others resumed with a COVID-19 safe plan, including school holiday workshops and skate park activation. • Council continued to deliver its commitments to engage and consult the community during planning for social infrastructure in new and growth areas. Key planning outcomes for this period included: <ul style="list-style-type: none"> – Masterplanning for recreation, sports and aquatic facilities at the Carnes Hill Precinct; – Masterplanning for renewal and redevelopment of Council owned social infrastructure at Miller; and – Supporting State Government planning for recreational and open space facilities in Western Sydney. • Council provided information and updates to the community on social infrastructure developments at district forums, committees and local networks. 	 On track

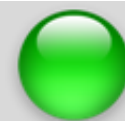
Action	Description	Comment	Status
C.3.04	Implement actions from the Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> • Council has continued to work with both internal and external stakeholders to improve access and inclusion in Liverpool for seniors, people with a disability, their carers and families. • Council conducted an extensive community consultation to engage with local seniors and develop a Positive Ageing Plan to create a more welcoming and age-friendly city. • The Liverpool Access Committee met regularly to provide advice and guidance to Council on access and inclusion in Liverpool. Council has also created an internal Diversity and Inclusion Working Group to improve access and participation in employment and Council initiatives. • Council acknowledged International Day of People with Disability (IDPwD) on 3 December 2020 with a video showcasing Council's commitment and initiatives to ensure access and inclusion for all community members in Liverpool. • Information about Council's Disability Inclusion Action Plan, the Accessible Technology Space at Liverpool City Library, and the ongoing work of Council to improve access to facilities and services across the Liverpool LGA was presented. • Other initiatives include an audit of Council facilities for accessibility, installation of an Accessible Communications Board, and accessibility improvements to footpaths, roads and parks. 	 On track


Action	Description	Comment	Status
C.3.05	Deliver Council-led programs that strengthen social inclusion and build community capacity	<ul style="list-style-type: none"> • Council delivered a number of diverse and exciting community capacity building initiatives during the period and implemented new and innovative measures to continue delivering key programs to the Liverpool community services sector. • Network, interagency and committee meetings were moved to an online format to allow continued engagement with the community services sector. • Programs highlights during this period included: <ul style="list-style-type: none"> – Organisation of COVID-19 responses to support vulnerable community groups, including coordination of donations and emergency relief, use of Council facilities and financial support to charities and not-for-profit organisations; – Delivery of two public art murals at Liverpool City Library and Bigge Park created by local young people; – Providing more than \$58,000 in funding to 12 community organisations to deliver programs and activities to benefit the Liverpool community; – Working with the Edmund Rice Centre on a Refugee Employment Experience Study to understand the challenges and experiences of refugees and migrants accessing jobs; – Renewal and installation of Alcohol-Free Zones signs across the Liverpool local government area; – Development and endorsement of Council's Child Safe Workplace Policy; – Provision of more than 300 hampers of essential grocery items, personal care items and toys for families and community members this Christmas; and – Joining the Very Neighbourly Organisation and Welcoming Cities Network. 	 On track



Action	Description	Comment	Status
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"> The 2168 Children's Parliament members and students from participating schools were consulted about matters of importance to children. In July, an online school survey was conducted across 11 participating schools and more than 670 responses were provided. Children identified 'poverty' as an issue impacting their lives. The survey data assisted children to prepare speeches for the Parliament sitting in November and provided solutions for advocacy and action by responsible agencies. Workshop topics included health and wellbeing, children rights, speech writing, presentation and debating skills. The 2168 Children's Parliament sitting was held on 11 November, attended by 44 children, their teachers and principals, and members of the Ambassadors Panel. The Parliament put forward a number of recommendations for action and advocacy relating to poverty and its impact on children and community experiences. The 2168 Children's Parliament was also the proud winner of the ZEST Awards 2020, recognising the successful long-term impact of the project on children and the community they live, study and play in. 	 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 centres have enabled several organisations to continue providing essential services during the period to assist and support vulnerable members of the community that have been affected by the COVID-19 pandemic. • The easing of COVID-19 restrictions by the NSW State Government permitted the re-opening of community venues in July. • Council took action to ensure all venues and activities met the NSW Government COVID-19 guidelines and these initiatives have resulted in a strong resumption of services and activities provided by hirers. 	 On track


Action	Description	Comment	Status
C.4.02	Deliver Council's adopted upgrade and renewals program for Council's building assets	<ul style="list-style-type: none"> • Council allocated \$8.5 million towards renewing, refurbishing and improving many of its existing properties and creating new facilities. • Works completed to date are as follows: <ul style="list-style-type: none"> – Warren Service Way, Casula Powerhouse, Hoxton Park and City Library lifts; – McGirr Park amenities building; – City Library front alteration works; – Bringelly and Hilda Davis Community Centre refurbishment works; – Cecil Hills Child Care refurbishment works; – Warwick Farm Child Care roof replacement and refurbishment works; – Carnes Hill bin enclosure; – Whitlam Centre switchboard upgrade; and – Bringelly Reserve refurbishment works. • Works in progress include: <ul style="list-style-type: none"> – New amenity buildings at Stante Reserve and Ernie Smith Reserve; – Heritage conservation works at the Collingwood House and Old Court House; – Plant and equipment upgrade at Whitlam, Michael Wenden Aquatic Leisure Centres and Casula Powerhouse Arts Centre; – Refurbishment works at Casula and Hinchinbrook Community Centres; – Floor replacement and play equipment upgrade at Casula and Green Valley Libraries; and – Accessible bathroom improvement works at Liverpool, Casula and Hinchinbrook Community Centres. 	 On track

Action	Description	Comment	Status
C.4.03	Facilitate use of Council sporting venues and leisure centres	<ul style="list-style-type: none"> • Council's sporting venues and leisure centres have been substantially affected by the Federal Government's Public Health Order (COVID-19) issued in March 2020. • Council's Leisure Centres reported reduced attendance levels in comparison to the same period last year. This is particularly notable in indoor sports and swimming activities. Attendance is progressively returning in some areas of operation. • The impact of COVID-19 on Liverpool's sporting clubs over the winter 2020 season has been significant, including participation numbers and volunteers, which has challenged normal sports operations. The Government decision to enable the recommencement of community sport in July 2020 resulted in most sports delivering a modified winter competition. 	 On track

Action	Description	Comment	Status
C.4.04	Enhance access to facilities and resources through place-based planning initiatives	<ul style="list-style-type: none"> • Council made significant progress on commitments and priority programs for planning and delivery of community facilities, parks and open spaces during the period, including: <ul style="list-style-type: none"> – Upgrade of Judy Pack Park, Cecil Hills; – Design and commencement of construction of a new park on Croatia Avenue, Edmondson Park; – Major upgrade of Cirillo Reserve, Middleton Grange - completion is due in early 2021; – Major upgrade of Stante Reserve, Middleton Grange - completion of water play is due in early 2021; – Major upgrade of Phillips Park, Lurnea including sports fields and amenities; – Construction of a \$1.3 million four-court tennis facility with lighting at McGirr Park, Miller; – Adoption of Stage 2 Masterplan for Carnes Hill Recreation Precinct; – Preparation of the Georges River Parklands and Chipping Norton Lakes Spatial Framework; – Public Exhibition of Miller Social Infrastructure Masterplan, including open space and sport and recreation facilities; – Partnership with the Department of Planning, Industry and Environment on the provision of a new park in Leppington under the 'Parks for People Program; and – Commencement of planning for Social Infrastructure in Austral. 	 On track
C.4.05	Manage library spaces to attract and inspire visitors	<ul style="list-style-type: none"> • Community access to libraries increased during the period, with the reopening of Casula, Green Valley, Miller and Moorebank libraries. • Major renovations were carried out at Casula and Moorebank Libraries, including the installation of new carpets and furniture. • Council libraries implemented COVID-safe measures during the period including restricted numbers, contactless service, contact tracing sign in, sanitiser stations and additional cleaning. 	 On track

Action	Description	Comment	Status
C.4.06	Manage the Liverpool Animal Shelter	<ul style="list-style-type: none"> The Liverpool Animal Shelter has been successful in rehoming 84 per cent of impounded dogs during the period which exceeds the annual target. The shelter did not impound cats during this period. 	 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 proposes to allocate more than \$7.1 million this financial year to renew and improve its existing passive open spaces and sporting ovals. • Major projects completed include: <ul style="list-style-type: none"> – A \$1.9 million redevelopment of Apex Park which includes landscape beautification works, new children's playground, memorial area, lighting and irrigation; – Construction of McGirr Park Tennis Courts and Amenity Building to the value of \$1.5 million and; – Stage 1 development of Schoeffel Park, Horningsea Park which includes a new children's playground, footpaths and landscaping to the value of \$800,000. • The following major projects are in the design and/or procurement stages with construction to occur in the coming months; <ul style="list-style-type: none"> – Stante Reserve Water Park, Middleton Grange; – Livvi's Place Inclusive Playground at Lt Cantello Reserve, Hammondville and; – Stage 2 works at Schoeffel Park, Horningsea Park which includes a bike pump rack, children's playground, outdoor fitness gym and carpark to the value of \$1.4 million. • Council's program of improving local parks continues with more \$1.1 million upgrade works to be completed at Croatia Park, Edmondson Park, St Andrews Park, Casula and Dunumbral Park, Cecil Hills. • Approximately \$500,000 has been allocated to the upgrade of playgrounds in line with Council's city-wide play equipment asset management plan. • More than \$500,000 will be spent on sports ground improvements at Ash Road Sports Ground, Prestons and Larry Grant Reserve, Ashcroft. • Approximately \$200,000 will be allocated to the construction of two outdoor fitness gyms at Gard Park, Ashcroft and Ashfordby Park, Chipping Norton. • Approximately \$106,000 will be allocated to improving lighting at key suburb parks and solar lights will be installed at Ida Kennedy Reserve, Hinchinbrook and Havard Park, Prestons. 	 On track



Snapshot July-December 2020

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

During the period, Council experienced a rise in kerbside waste collection and recycling with the Community Recycling Centre experiencing a 25 per cent increase in visits. The Community Recycling Centre provides the community with a free and convenient way of dropping off waste for environmentally friendly disposal and recycling.

Council has adopted the Liverpool Local Strategic Planning Statement, the Liverpool Local Housing, Liverpool Centres and Corridors and the Liverpool Industrial and Employment Lands Strategies. These strategies are being reviewed by the Department of Planning, Industry and Environment (DPIE) for endorsement. The Local Environmental Plan (LEP) Review Planning Proposal has also been completed and submitted to NSW Department of Planning, Industry and Environment (DPIE) for finalisation.




The Concept and Detailed Design packages for the Liverpool City Centre Urban Forest Strategy is complete and the works are scheduled to be delivered in 2021. The Public Art Policy and Casula Powerhouse Arts Centre Koori Floor Upgrade have been completed.

Council altered its waste education program due to COVID-19 restrictions and delivered various activities including Storytime at the libraries, social media posts and campaigns, National Recycling Week online giveaway, recycling bin feedback program, Early Learning and Primary Professional development workshops on waste, Love Food Hate Waste pop up display, and worm farming and composting workshop. Council also participated in the Western Sydney Regional Organisation of Councils (WSROC) educational projects.



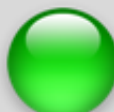
Council has allocated \$8.5 million for renewing, refurbishing and upgrading facilities. Works completed include the McGirr Park amenities building, City Library front alteration works, Whitlam Centre switchboard upgrade and Warwick Farm Child Care roof replacement and refurbishment works.



Of the 24 Principal Activities for this Direction, all were on track.

Manage the community's disposal of rubbish


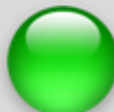

Action	Description	Comment	Status
S.1.01	Provide waste disposal services to the community to maximise recovery of materials	<ul style="list-style-type: none"> Council diverted 35 per cent of kerbside bin waste from landfill and diverted 60 per cent of kerbside bulk waste from landfill. Council will no longer be affiliated with the Project 24 waste strategy, and will be developing a new waste strategy in line with the State Government's 20-Year Waste Strategy for NSW. The strategy will focus on building resilient services and markets for waste resource. 	 On track
S.1.02	Manage the Community Recycling Centre and household problem waste	<ul style="list-style-type: none"> The Community Recycling Centre has experienced a 25 per cent increase in vehicles compared with the same period last year. 	 On track
S.1.03	Maintain the cleanliness of public spaces	<ul style="list-style-type: none"> During the reporting period Council recorded 1331 illegal dumping incidents, delivered 78 per cent of the street sweeping program and 99 per cent of the public bin servicing program. Council also completed the CBD cleaning program within schedule. 	 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 continued to deliver the agreed maintenance service program including the tree management program. • Council actioned all tree related customer requests and program relevant actions according to the risk assessment during the period. • A number of trees were planted in Casula and Prestons, however due to extreme climatic conditions and the COVID-19 pandemic, limitations were placed on the planting program. • Council's bushland restoration program re-commenced in seven locations within the Liverpool local government area and the delivery of this service is on track. 	 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 programs for water quality improvements have been developed and are being implemented across the Liverpool local government area. • Detailed design of flood detention basins and stormwater quality improvement structures, including rain gardens and gross pollutants traps (GPT) are underway and will be delivered progressively. • On-going water quality monitoring at strategic locations of natural waterways and creeks including the Georges River and South Creek is underway. • The Riparian Corridor Management Strategy and the Georges River Activation Action Plan is being finalised. 	 On track
S.2.03	Assess applications to prune or remove trees	<ul style="list-style-type: none"> • Council completed all applications to prune or remove trees on private property within the required timeframe of 10 business days. 	 On track




Action	Description	Comment	Status
S.2.04	Manage contaminated lands under Council control	<ul style="list-style-type: none"> Council has been progressively investigating and remediating its priority contaminated sites. 	 On track
S.2.05	Engage the community in protection of natural areas	<ul style="list-style-type: none"> The Environment Volunteer Program monthly activities resumed in July with COVID-safe controls implemented. Council continues to explore options for reactivation while adhering to COVID-19 restrictions. 	 On track





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's in person workshops were disrupted due to COVID-19 restrictions. Council has investigated a range of digital platforms and delivery models for subsequent workshops. Sustaining Liverpool newsletters are now produced for digital distribution only. 	 On track
S.3.02	Educate the community in waste disposal	<ul style="list-style-type: none"> Council's waste education program was altered during the period to comply with COVID-19 restrictions. Council delivered the following activities: <ul style="list-style-type: none"> – Storytime at the libraries; – Social media posts and campaigns; – National Recycling Week online giveaway; – Recycling bin feedback program; – Early Learning and Primary Professional development workshops on waste; – Love Food Hate Waste pop up display; and – Worm farming and composting workshop. Council also participated in the Western Sydney Regional Organisation of Council's (WSROC) educational projects. 	 On track
S.3.03	Develop and implement energy efficiency program	<ul style="list-style-type: none"> Council is actively promoting State Government energy initiatives such as Sustainable House Day and AtHomeSaver facilitated by Endeavour Energy. 	 On track



Action	Description	Comment	Status
S.3.04	Promote local and sustainable food sources	<ul style="list-style-type: none"> Casula Powerhouse Arts Centre's (CPAC) in-house restaurant, Bellbird Dining & Bar, is a showcase for healthy, sustainable and local food, with a paddock-to-plate approach celebrated in the menu and on all surrounding promotions. Utilising vegetables sourced from the Casula Powerhouse organic kitchen garden paired with produce sourced from local suppliers, this increasingly popular dining destination provides inspiration for people to grow their own food and support local farmers and artisans. This also serves to help reduce the 'food miles' involved in eating well, thus increasing energy efficiency and reducing pollution. The organic kitchen garden is an example of successfully growing quality produce without the use of inorganic chemicals and pesticides. Many patrons have partaken in garden tours when COVID-19 restrictions allowed. CPAC also produced online gardening segments to share information about food production at home. The garden composts the vegetable waste from the restaurant to further increase the sustainability of the operation. 	 On track
S.3.05	Upgrade Council properties to increase sustainability	<ul style="list-style-type: none"> The annual NABERS rating assessment has been completed for Council's administration Centre located at 33 Moore Street, Liverpool. All water and energy saving initiatives for 33 Moore Street, resulting from the previous energy efficiency report for the building have been completed. 	 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"> Council continues 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 (LGA). Maintaining key performance indicators during the period proved to be challenging due to the COVID-19 pandemic. Council adopted a proactive approach in adapting to the changing climate. Council has made a conscious effort to reduce the backlog of long-standing applications, by prioritising local and regionally significant applications in line with Council and State Government initiatives to assist in stimulating the economy and providing for additional housing in the LGA, including affordable housing. During the reporting period, Council approved 509 development applications with a total value of more than \$920 million, exceeding the dollar value of the same period in 2019 by \$575 million. Council had an average determination time for all applications of 82 days which is a 14-day improvement during the same period in 2019, despite the challenges of the pandemic. 	 On track
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"> The impacts of flooding on major planning proposals and development applications are being assessed and advice is being provided to ensure sustainable occupation of flood prone lands. The Flood Constraint Study for the Liverpool Collaboration Area has been completed and development of the Regional Flood Evacuation Study is underway. The Overland Flow Path Study of rural catchment areas has been completed and review of the Cabramatta Creek Flood Study is underway. 	 On track
S.4.03	Manage and maintain public health and safety compliance	<ul style="list-style-type: none"> Council's outcome for Health and Safety Compliance substantially exceeds the targets in most areas. 	 On track

Action	Description	Comment	Status
S.4.04	Develop planning strategies	<ul style="list-style-type: none"> Council has adopted the Liverpool Local Strategic Planning Statement, the Liverpool Local Housing, Liverpool Centres and Corridors and the Liverpool Industrial and Employment Lands Strategies. These strategies are being reviewed by the Department of Planning, Industry and Environment (DPIE) for endorsement. The Local Environmental Plan (LEP) Review Planning Proposal has also been completed and submitted to NSW Department of Planning, Industry and Environment (DPIE) for finalisation. 	 On track
S.4.05	Manage land development engineering	<ul style="list-style-type: none"> Council continued to provide engineering advice and process Subdivision Work Certificates and Subdivision Certificate Applications with a focus on expediting the backlog of Development Assessment referrals. 	 On track
S.4.06	Manage building maintenance including fire safety	<ul style="list-style-type: none"> Council buildings are maintained on a programmed schedule for preventative maintenance. All Council buildings have a current Annual Fire Safety Statement and are on a yearly renewal program. 	 On track
S.4.07	Manage the design of public spaces	<ul style="list-style-type: none"> The Concept and Detailed Design packages for the Liverpool City Centre Urban Forest Strategy have been completed and works are scheduled to be delivered in 2021. Additional completed projects include the Public Art Policy and Casula Powerhouse Arts Centre Koori Floor Upgrade. Work has commenced on the Liverpool City Centre Public Domain Technical Manual, and Urban Design and Public Domain Development Application Manual. Due to the financial impacts of the COVID-19 pandemic on Council's budget, the Liverpool Signage and Wayfinding Manual, Liverpool Suburbs Character and Public Domain Study and Railway Street Detailed Design projects have been deferred and will be re-assessed and considered for delivery in future financial years. 	 On track

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"> Council has allocated a total of \$18.5 million this financial year for drainage and floodplain initiatives for the effective and efficient management of stormwater. Flood mitigation - Approximately \$16 million for land and works for detention basins in Austral and Edmondson Park to facilitate housing development as follows: <ul style="list-style-type: none"> Flood Detention Basin 6, Austral – Design and land acquisition is complete and the procurement process is underway. Construction will commence in 2021-22; Flood Detention Basin 29, Austral – Design complete and land acquisition is in progress. Construction commencing in 2021-22; Flood Detention Basin 14, Edmondson Park - Land Acquisition is in progress; Stormwater Infrastructure, East Leppington - Land Acquisition is in progress; and Flood Detention Basin 29, Austral - Land Acquisition is in progress. Asset renewal - Approximately \$1 million for ongoing relining and repairs of drainage assets to improve hydraulic capacity and provide extended service life of deteriorated stormwater pipes in Hinchinbrook and Green Valley. Works are currently underway in Hinchinbrook. Water quality - Approximately \$1.5 million to manage the quality of water reaching creeks and rivers e.g. Gross Pollutant Traps (GPT) and Erosion Protection works. GPT construction at Pearce Park has been completed and erosion protection works in Cabramatta Creek at Powell Park, Cartwright and Maxwells Creek crossing Hoxton Park Road, Sadler are planned to commence in April 2021. 	 On track
S.5.02	Investigate, survey, design and estimate cost of Council's strategic infrastructure projects	<ul style="list-style-type: none"> Council has completed a majority of the investigation and design projects scheduled for December 2020. Major design projects including the design of the Pedestrian Overpass at Liverpool Station, Hume Highway/ Government Macquarie Drive intersection Improvement Works, Fifteenth Avenue and the Realignment of Pedestrian/Cycleway Shared Path along M7 Motorway are progressing. These design projects are programmed for two financial years. 	 On track

Action	Description	Comment	Status
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 Emergency Management Committee meetings and provided extra time and resources for the COVID-19 pandemic. 	 On track
S.5.04	Develop plans to support community wellbeing	<ul style="list-style-type: none"> • Council worked in consultation with NSW Health on mosquito surveillance to identify and develop treatment for breeding sites to eliminate health risks around adult mosquitos and bacteria. • Council is preparing the relaunch of a media campaign which includes mosquito education videos informing residents on mosquito management at home. 	 On track



Snapshot July-December 2020

Council continued to build partnerships to develop the economic capacity of local businesses and residents.

In November, Council partnered with Austrade Singapore to provide information about opportunities for investment in Western Sydney food and beverage and agribusiness companies.

The Australian Government announced an extension to the Local Roads and Community Infrastructure Program. Council has been allocated more than \$6.5 million in funds to plan and execute major upgrades to local roads and infrastructure.

Council and Economic Development Australia, in partnership with Camden Region Economic Taskforce, hosted the virtual Economic Development Australia (EDA) 2020 conference from 18 to 20 November. More than 180 global economic development leaders from a range of industries delivered valuable insight and best practice ideas for leading recovery, building resilience and transforming local economies in response to the COVID-19 pandemic.


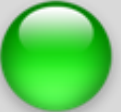

The conference provided the opportunity to showcase how Liverpool, despite recent challenges, remains a city of opportunity and to specifically highlight the crucial role that Council plays in attracting investment and facilitating jobs and economic growth through new infrastructure, nurturing small businesses, establishing skills development initiatives and ongoing collaboration with government partners and the private sector.


Delivery of Liverpool Civic Place has commenced, with demolition and early works underway. Completion is expected in December 2022. In addition, the Woodward Place Masterplan has been endorsed by Council with community consultation to commence in 2021. Concept planning for Hammondville Oval/Moorebank Sports Club is also underway.

Council continued to deliver maintenance works and repaired and resurfaced approximately 14,000 square metres of road pavement and 19 kilometres of road shoulder areas across various locations in the Liverpool local government area. Approximately 1900 linear metres of concrete footpath and 365 linear metres of kerb and guttering and 750 square metres of paved footpath were reconstructed.



Of the 19 Principal Activities for this Direction, all were on track.



Meet the challenges of Liverpool's growing population



Action	Description	Comment	Status
G.1.01	Demonstrate financial sustainability	<ul style="list-style-type: none"> Council's 2019/20 operating results were adversely impacted by the COVID-19 pandemic which consequently affected the reporting period results. Council's income streams, excluding rates and annual charges, were also affected and will continue to be monitored. 	 On track
G.1.02	Manage Council's childcare centres sustainably	<ul style="list-style-type: none"> Council's Early Education and Care Centres have maintained a utilisation rate of 98.7 per cent throughout the year, reflecting the high-quality programs that are offered within each of Council's services. Services have remained highly utilised, despite the COVID-19 pandemic. Families have highlighted the importance of having access to the services in order to meet their changing work commitments. Current wait list numbers highlight the significant demand of childcare services within the community with more than 1200 children waiting to gain a place. Policies and practices are regularly reviewed in line with quality improvement plans. These are developed in a way that supports continual improvement across services, ensuring that 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"> Delivery of Liverpool Civic Place has commenced with demolition and early works underway. Completion is expected in December 2022. The Woodward Place Masterplan has been endorsed by Council with community consultation to commence in 2021. Hammondville Oval/Moorebank Sports Club concept planning is underway, and the Casula Mall Town Centre master planning is ongoing. 	 On track

Action	Description	Comment	Status
G.1.04	Build effective relationships with State and Federal departments and governments	<ul style="list-style-type: none"> • Council continues to build relationships with the State and Federal government to progress topics including the Western Sydney International Airport, economic opportunities, planning proposals, road upgrades and public transport. During the reporting period, 17 meetings were held. • Council attended monthly briefings and engagements with agribusiness to identify funding opportunities and key issues impacting growth of the sector and attended strategic partners events and forums. • The Greater Sydney Commission (GSC) is part of the project team which is investigating land use and infrastructure requirements for the rezoning of the Liverpool collaboration area. A consultant has been engaged to recommend land use and required transport infrastructure. A planning proposal for Moore Point (within the collaboration area) has been endorsed by Council. • Council continues to review its assets and other resources to identify opportunities to supplement Council's revenue. 	 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"> Businesses in the local government area continue to display strong resilience during the COVID-19 pandemic and a recovery is well underway. Difficulties particularly in the retail sector in the CBD are noticeable as many office workers continue to work from home. As the transition back to the office continues, it is expected that recovery will strengthen. Considerable progress on support for local jobs and development of new career pathways occurred during the period with plans to expand on this progress during 2021. The strengthening of Council's relationship with the Defence sector was a significant achievement and career pathways for local residents in this sector will likely grow as a result. 	 On track
G.2.02	Market Liverpool as a business destination	<ul style="list-style-type: none"> The NSW Government's Small Business Month provided an opportunity to promote some of Liverpool's successful small businesses with video feeds on the Small Business Month site. Local businesses were showcased and celebrated for their success in pivoting and demonstrating resilience during the COVID-19 pandemic. Interest in investing in the Aerotropolis continues and Council actively participated in workshops designed to further planning of the area around the new airport. Council is also working with a range of potential new businesses interested in investing in the precinct to take advantage of the opportunities on offer. 	 On track

Action	Description	Comment	Status
G.2.03	Develop the economic capacity of local businesses and residents	<ul style="list-style-type: none"> • Council continues to build partnerships in the Western Sydney region to engage and support businesses to export goods and services. Council's short-term focus area is to increase awareness of the export opportunity for local businesses, followed by the support and grants available from the NSW Government and Australian Investment and Trade Commission (Austrade). • In November, Council partnered with Austrade Singapore to host an online event titled 'Opportunities in Singapore for Western Sydney food and beverage and agribusiness companies'. The event was well received with a total of 30 businesses registering and 10 virtually attending. • In partnership with Regional Development Australia Sydney and three other Councils, Liverpool Council supports the Smart Farms Small Grants workshops with Western Sydney farmers. A topic of focus is developing export opportunities for Agribusiness entities in the region. This includes Agritourism and value-added food products for export markets. These workshops will continue to run quarterly until the end of 2021. • Council arranged the Circular Economy (CE) panel discussion at the National Economic Development Conference for participants to gain an understanding of what the CE is and how it can benefit the Liverpool LGA. • Council introduced a draft concept to establish a Western Sydney Exporters Network to Regional Development Australia (RDA) and Export Council of Australia (ECA). 	 On track
G.2.04	Develop Liverpool as an Innovation City	<ul style="list-style-type: none"> • Activities identified in Council's Innovation Plan and the City Deal Digital Strategy continued to be delivered. • The Liverpool Innovation Precinct (LIP) continued to develop and embed global partnerships into its implementation plan to ensure the LIP is recognised as a global leader in innovation and in Sydney's start-up ecosystem. 	 On track


Action	Description	Comment	Status
G.2.05	Monitor and advise Council on matters relating to the development of Western Sydney International Airport	<ul style="list-style-type: none"> • Council continued to work with the Federal and State Government agencies on the planning and delivery of the Western Sydney International Airport. Council also provided comments on a Ground Transport Plan with the view to identify additional transport infrastructure to support operation of the airport. • Council engaged with the Western Sydney Planning Partnership on the preparation of the Planning Framework for the Western Sydney Aerotropolis. During the period, Council joined the Planning Partnership Office, and has been involved in workshops and Technical Working Groups for the development of key documents. • The Western Sydney Aerotropolis Plan (WSAP), State Environmental Planning Policy (Western Sydney Aerotropolis) 2020 and the Phase 1 of the Development Control Plan were finalised in September, and the draft Precinct Plans for the initial precincts (Agribusiness, Aerotropolis Core, Badgerys Creek and Wianamatta-South Creek) were released for public exhibition in November. 	 On track
G.2.06	Promote Liverpool as a visitor destination	<ul style="list-style-type: none"> • Liverpool has received promotional coverage through different channels highlighting it as a visitor destination. • Liverpool has received third-party exposure through publications including TimeOut and Destination NSW. • Liverpool was showcased as a region of great opportunities through various events and conferences including the National Economic Development Conference 2020, Liverpool Local Business Awards and smaller business networking events such as Welcome to Liverpool. • Council continues to deliver initiatives that will contribute to the development of Liverpool as a visitor destination including developing a global brand for Liverpool, developing collateral for visitors and marketing campaigns to highlight the local assets and points of interest. 	 On track


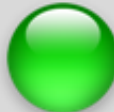

Create an attractive environment for investment


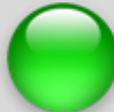
Action	Description	Comment	Status
G.3.01	Activate and develop vibrant places that attract residents, visitors and workers to Liverpool	<ul style="list-style-type: none"> The City Activation Strategy review has been postponed until October 2021 due to COVID-19 restrictions. The initial review was to evaluate the short-term activations to determine the modification, cessation and/or continuation of the initiatives. Council will complete the review at a later date. Council has developed an interim six-month activation plan including some short activations. The program is focused on attracting the community to return to the city in a safe way as restrictions are progressively eased. Council continues to work on regeneration projects that will improve the public domain and user experience in the city centre, as well assist with business recovery. 	 On track
G.3.02	Manage maintenance and repair program	<ul style="list-style-type: none"> Council delivered its maintenance and repair program during the reporting period, as follows: <ul style="list-style-type: none"> Repaired and resurfaced approximately 14,000 square metres of road pavement at various locations and 19 kilometres of road shoulder areas have been regraded and maintained; Reconstructed approximately 1900 linear metres of concrete footpaths, 365 linear metres of kerb and guttering and 750 square metres of paved footpaths at several locations; Reinstated faded and missing line markings on various streets including replacements and new installations of traffic signs and street furniture valued at approximately \$190,000; Cleaned all 115 gross pollutants traps twice as per the cleaning schedule, including repairs of damaged drainage structures and waterways weed removal. In addition, several street drainage pits were checked and cleaned; and Responded to a total of 1450 customer requests that were received for various maintenance works within the required timeframe. 	 On track

Action	Description	Comment	Status
G.3.03	Deliver property services	<ul style="list-style-type: none"> • With the continuing impact of COVID-19 and social distancing requirements, the delivery of Property Services has been focused on meeting Council's assistance packages in terms of the provision of free parking to essential services workers and rent abatements to Council's retail and small tenants in accordance with Council resolutions. • Acquisitions of properties required for drainage purposes at Austral and East Leppington have been progressing and offers have been made for properties at Edmondson Park. • Council installed a second lift in Warren Serviceway Car Park. • Council continues to process easement and road closure requests within required timeframes. 	 On track

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 has allocated approximately \$33 million for upgrades and improvements to road infrastructure this financial program year. Western Sydney Infrastructure Plan – More than \$10 million funded by the State Government for major intersection capacity and safety upgrades at the following locations: <ul style="list-style-type: none"> Governor Macquarie Drive and Newbridge Road, Moorebank – design is in progress, and delivery is scheduled for 2021-22 financial year; Governor Macquarie Drive and Hume Highway, Warwick Farm – design is in progress, and delivery is scheduled for 2021-22 financial year; and Heathcote Road and Bardia Parade, Moorebank – design is complete, and works are planned to commence in February 2021. Local Roads and Community Infrastructure (LRCI) Program – This is a recently announced program by the Federal Government, which supports local councils to deliver priority local road and community infrastructure projects, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic. Council has been allocated a funding amount of more than \$6 million, which is to be spent by December 2021. Council intends to allocate these funds to the major upgrading of local roads and community buildings. Pavement renewal and resurfacing - Council is proposing to spend more than \$16 million for pavement reconstruction and resurfacing covering more than 14 kilometres of local and regional roads, in addition to seven kilometres of rural roads. More than 41 roads are planned to be improved and a total of 13 roads were completed during the period, including Fox Valley Road, Denham Court; Wolstenholme Avenue, Greendale, Willowdene Avenue, Luddenham, North Avenue, Rossmore, Cedar Road, Prestons and Oak Street, Prestons. Access improvements - Council is proposing to spend more than \$4.5 million for 9.5 kilometres of footpaths and shared paths to improve accessibility and mobility covering 34 sites of which 21 have been completed. Traffic control facilities and devices - Council has allocated more than \$2 million for a range of traffic facilities to improve pedestrian and motorist safety, including major intersections along Governor Macquarie Drive as listed under Western Sydney Infrastructure Plan. 	 On track

Action	Description	Comment	Status
G.4.02	Manage traffic and transport for Liverpool	<ul style="list-style-type: none"> • Liverpool Pedestrian, Active Transport and Traffic Committee meetings were held during the period to discuss and endorse traffic facilities on the local road network. • Funding submissions have been made to the Federal Government under its Blackspot program and Council secured \$540,000 for road safety improvements. • The following three Federal funded projects are being designed for construction; <ul style="list-style-type: none"> – Heathcote Road/Bardia Parade/Walder Road intersection improvement; – Governor Macquarie Drive - Newbridge Road to Alfred Road upgrade; and – Hume Highway / Governor Macquarie Drive intersection upgrade. • Council continues to work with Transport for NSW on major projects including the M12 and M5 Motorways, St Mary's to Airport/Aerotropolis Metro and Bringelly Road, 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 and local road safety programs and child restraint checking events. 	 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 St Mary's to Airport / Aerotropolis Metro, St Francis College and a quarry at Kemps Creek were assessed within the required timeframes. • New streetlights were reviewed and endorsed within the required timeframes. 	 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 input on the Transport for NSW and Sydney Metro transport planning strategies and on the Western Sydney Airport Corporation ground transport plans. • Council continues to advocate for transport networks to create an accessible city. This has included representations to the Transport Minister and Transport for NSW to bring forward investigation for the Bankstown to Liverpool Metro extension. • Council has successfully secured funding for the design investigation for Fifteenth Avenue, Cowpasture Road to Devonshire Road upgrade. • Council has successfully liaised with Transport for NSW and Department of Planning Industry and Environment to fund a corridor study for staged delivery of the Fifteenth Avenue Smart Transit corridor. 	 On track
G.4.06	Inspect driveway constructions and manage road opening applications	<ul style="list-style-type: none"> • Council completed and approved 920 driveway inspections for construction. • Council received and processed 640 of road opening applications and issued permits in a timely manner within the reporting period. 	 On track



Snapshot July-December 2020

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

Council won three awards during the period including the 2020 Greater Sydney Planning Awards in the category of Planning for Jobs and Skills, the LGNSW Excellence in the Environment Awards in the category of Asbestos Management and the 2020 ZEST Awards in the category of Outstanding Project Promoting Social Cohesion and Community Harmony.


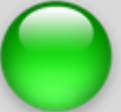

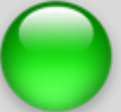
Council has prepared a Memorandum of Understanding (MoU) for a multi-year partnership with Western Sydney University (WSU). The partnership will deliver internship programs, research partnerships and mutual access to production facilities, and includes a promotional agreement to ensure Casula Powerhouse Arts Centre programs are communicated to all WSU staff and students.


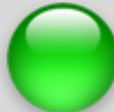



CPAC's transition to digital marketing to promote programs and content proved to successfully engage the community with an excess of 400,000 viewers and readers during the reporting period. Community engagement was enhanced through online music programs, live streams of performances in the theatre, artist interviews, online awards ceremonies for art prizes and backstage tours.



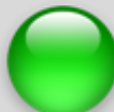

Council has reviewed and compared its existing workforce with the profile of the broader Liverpool community to assess areas that can be improved to attract and engage a more diverse range of future employees, which will be outlined in the Diversity Inclusion Strategy.

Of the 38 Principal Activities for this Direction, 37 were on track.


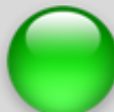

Seek efficient and innovative methods to manage our resources



Action	Description	Comment	Status
L.1.01	Provide support to Councillors and Executive Team	<ul style="list-style-type: none"> • Council received and actioned 605 Councillor requests in the reporting period, with 72 per cent responded to within the two-day timeframe. • Monthly Councillor briefing sessions continued to be delivered online. • Councillor Mobile Office sessions were cancelled during the period due to COVID-19 restrictions. 	 On track
L.1.02	Deliver Council meeting Secretariat	<ul style="list-style-type: none"> • Council prepared six agendas in the reporting period and posted on Council's website within the required timeframes. • Minutes of Council meetings were completed and posted on Council's website within the required timeframes. • A total of 183 Council resolutions were assigned to relevant officers within 48 hours of each Council meeting and 86 per cent were completed within timeframes. • Council meetings continued to be held in an online format during the reporting period following the COVID-19 restrictions. 	 On track
L.1.03	Monitor and improve Council's processes for enterprise risk management	<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 monitor and assess the control effectiveness of risks through Council's ERM system. • Processes are in place to report on Council's risk management processes to Council's Audit, Risk and Improvement Committee and Council's Governing Body. • Council has an established Annual Risk Management Plan to improve risk maturity across the organisation and drive a program of continuous improvement. 	 On track
L.1.04	Deliver professional, timely and authoritative governance services for Council	<ul style="list-style-type: none"> • Council has converted the Government Information Public Access (GIPA) applications to online forms making it easier for the public to apply for information. 	 On track


Action	Description	Comment	Status
L.1.05	Manage recruitment framework to attract and engage diversity in our new employees	<ul style="list-style-type: none"> Council resumed limited and prioritised recruitment activities in July after they were placed on hold from March to June due to the COVID-19 pandemic. Council has reviewed and compared its existing workforce with the profile of the broader Liverpool community to engage a more diverse range of future employees, which will be outlined in the Diversity Inclusion Strategy. Additional measures for capturing diversity data of new employees will be implemented during the engagement and onboarding phase of recruitment on a voluntary basis. 	 On track
L.1.06	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, Information Technology commenced development of a digital strategy that will deliver improved services through technology. 	 On track
L.1.07	Manage computer/infrastructure hardware administration program	<ul style="list-style-type: none"> Council's IT infrastructure is up to date and within the designated timeline of technology refresh. Investment in the maintenance of systems and their security and performance continues. 	 On track
L.1.08	Conduct, review and improve Council's internal audit activities	<ul style="list-style-type: none"> Council's Audit, Risk and Improvement Committee endorsed a four-year Strategic Internal Audit Plan for the period 1 July 2020 to 30 June 2024. The plan guides the internal audit activities of Council through a risk-based approach. Progress against the Strategic and Internal Audit Plans are reported quarterly to Council's Audit, Risk and Improvement Committee. 	 On track
L.1.09	Manage Council properties	<ul style="list-style-type: none"> During the reporting period, Council advertised the public tender for the lease of Pumphouse Café in Bigge Park and completed new leases for 46 Scott Street, Northumberland Arcade, Shop 8 at 33 Moore Street and managed existing commercial/retail leases. Council also convened with the Native Title/Crown Land Manager regarding responsibilities associated with the management of NSW Crown Land under the provisions of the Crown Land Management Act. 	 On track

Action	Description	Comment	Status
L.1.10	Coordinate the development of award submissions and industry recognition	<ul style="list-style-type: none"> Council submitted entries in eight categories within seven award programs during the reporting period. Council won three awards during the period including the 2020 Greater Sydney Planning Awards in the category of Planning for Jobs and Skills, the LGNSW Excellence in the Environment Awards in the category of Asbestos Management and the 2020 ZEST Awards in the category of Outstanding Project Promoting Social Cohesion and Community Harmony. Council was a finalist in the 2020 Urban Developer Industry Excellence Award and the National Local Government Customer Service Awards. Two submissions received highly commended achievements in the Greater Sydney Planning Award and the Local Government NSW Planning Awards. 	 On track
L.1.11	Provide support to various Council committees	<ul style="list-style-type: none"> Council provided support to 33 Committee meetings in the reporting period and meeting minutes were delivered within required timeframes. 	 On track
L.1.12	Manage the delivery of high-quality, cost-effective legal services	<ul style="list-style-type: none"> Council's in-house legal team adapted to the changing environment caused by the COVID-19 pandemic and were equipped with the resources and infrastructure to continue to provide legal services. Court appearances, hearings and interlocutory proceedings were conducted via audio-visual link, and commercial transactions were conducted electronically. 	 On track
L.1.13	Engage employees to manage performance achievement and development planning	<ul style="list-style-type: none"> Council has completed People Achieving Plans for 73 percent of staff, which encompasses the review of staff performance, achievement and development. 	 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 produced a range of collateral to promote its continuation of service to the community. • Council produced two editions of Liverpool Life and achieved significant TV news and metropolitan media coverage for Council initiatives, including: <ul style="list-style-type: none"> – Attracting Qantas to the Western Sydney Aerotropolis; – Commencement of demolition for Liverpool Civic Place; and – Council's fleet of waste compactor trucks with community messaging. 	 On track
L.2.02	Increase attendance at Council events through marketing	<ul style="list-style-type: none"> • Council's major events including Love Livo Nights, Liverpool On A Roll, Eat Your Heart Out and Ideas 2170 were cancelled or postponed due to COVID-19 restrictions. • Council produced and supported the production of a range of digital events including, Love Livo Live and various programs at CPAC and the Library to keeping the community engaged during the period. 	 On track
L.2.03	Manage community events to increase community engagement	<ul style="list-style-type: none"> • The delivery of digital events enabled Council to engage with a more diverse audience, and ensured the events remained accessible during the COVID-19 restriction period. • Council's Summer program will continue to engage the local community and target areas that have not previously been activated with events. • The ability to move some events online has seen greater engagement digitally. This was evident in statistics for viewership for the NAIDOC online program, with a reach of 25,553 impressions and interactions with videos across the week. With a suite of 12 videos released over seven days, the online event was well received by the community. • The New Years' Eve Light Up The Sky activation allowed small family groups to view the fireworks from their homes, driveways or streets in a COVID-safe manner. • The livestream of the fireworks display reached more than 70,500 people on Council's Facebook page. • The event attracted pre and post event coverage on Channel 7 and 9 News and articles in the Daily Telegraph and Sunday Telegraph. 	 On track


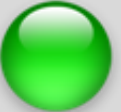

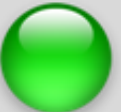
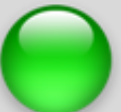
Action	Description	Comment	Status
L.2.04	Assist with the promotion, coordination and growth of sporting codes	<ul style="list-style-type: none"> During the reporting period, the COVID-19 pandemic adversely impacted regional, state and international sporting events which resulted in no applications being submitted for the Sporting Donations Program. The Sporting Grants and Donations programs for 2020-21 will remain in place to consider athletes' applications once representative sporting events recommence. The Sporting Grants program is offered annually to sports clubs to support sports development. Local sporting clubs will be invited to make application to the grants program in January 2021. The Liverpool Sports Committee continues to give sporting codes formal access to Council and convened as scheduled in August and November. The Committee provided valuable input into Council's support response for community sporting organisations during the disruptions caused to sporting seasons by the COVID-19 pandemic. 	 On track
L.2.05	Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach	<ul style="list-style-type: none"> Council prepared a Memorandum of Understanding (MoU) for a multi-year partnership with Western Sydney University (WSU). This partnership will deliver internship programs, research partnerships and mutual access to production facilities. It also includes a cross-promotional agreement to ensure CPAC programs are communicated to all WSU staff and students through various channels. A new partnership with the University of NSW has delivered the first part of a three-year project (on public display from November) showcasing the creative application of Raspberry Pi microcomputer technology to make light and sound displays that appeal to all ages. Youth programs were placed on hold due to COVID-19 restrictions. Planning has commenced for the programs to return in 2021 and children's programs will precede these from 18 January 2021. 	 On track




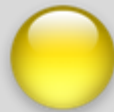

Action	Description	Comment	Status
L.2.06	Promote Casula Powerhouse Arts Centre (CPAC) through marketing and communications	<ul style="list-style-type: none"> • The promotion of Casula Powerhouse Arts Centre (CPAC) included digital distribution due to COVID-19 restrictions and regular electronic direct email marketing to a segmented database utilising CPAC's ticketing database and mailing list. • The centre was also advertised through Google ads, Facebook and Instagram, online listings and banners through other arts organisations, arts publications and relevant media. • All print publications and collateral ceased during the period and the emphasis remained on the digital program and creating video content. CPAC reached more than 400,000 viewers/readers via these programs, the CPAC website and social media channels. This was an exponential increase as people looked to online sources of entertainment, education and engagement with the arts. • Popular new online programs included virtual exhibitions, arts and crafts workshops, recipes and gardening tips further promoting CPAC to a local, national and international audience. The new emphasis on digital programming led to a 400 per cent increase in audience reach. • Community engagement was enhanced through online music programs, live streams of performances in the theatre, artist interviews, online awards ceremonies for art prizes and backstage tours. 	 On track


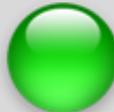
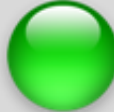


Encourage community participation in decision-making




Action	Description	Comment	Status
L.3.01	Encourage community participation in programs and decision-making processes	<ul style="list-style-type: none"> 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, where community members were still able to receive updates from Council and provide feedback on matters of concern. Council's Liverpool Youth Council Committee, Aboriginal Consultative Committee, Access Committee and Community Safety and Crime Prevention Advisory Committee all met in the period and meetings were held online due to COVID-19 social distancing restrictions. Council conducted community consultation on the proposed use of Mimosa Park, Casula. This consultation informed Council's decision to maintain this space as a public park and proposed embellishment based on community feedback. The Positive Ageing Survey received more than 200 responses from local seniors in Liverpool. This survey will inform the development of Council's Positive Ageing Plan, to be completed in 2021. 	 <p>On track</p>

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"> During the reporting period, Council answered more than 40,000 calls, processed and allocated 3351 inbound correspondence, and managed the rates operations for all rateable properties in Liverpool. Council also processed 141 Rates Hardship Claims. 	 On track
L.4.02	Manage and expand ePlanning Portal	<ul style="list-style-type: none"> Council continues to invest in developing and implementing online systems to support improved customer transactions and streamlined internal processes. These initiatives result in broader benefits to customers and Council. 	 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 2019/20 was completed in December 2020 in line with the revised deadlines due to COVID-19. The Biannual Report for July-December 2020 and the Delivery Program 2017-22 and Operational Plan 2021-22 are currently in development and will be submitted to Council by legislated deadlines next year. 	 On track
L.4.04	Comply with financial legislative requirements	<ul style="list-style-type: none"> Council delivered all legislative financial obligations in the reporting period. 	 On track
L.4.05	Manage the delivery of monitored, transparent and accountable procurement services	<ul style="list-style-type: none"> Council continues to manage and facilitate all procurement sourcing activities that see the delivery of goods and services and major capital works to the community. During the reporting period, Council awarded seven procurement projects and managed 35 active ongoing projects. 	 On track

Action	Description	Comment	Status
L.4.06	Identify and report hazards to promote a safe workplace	<ul style="list-style-type: none"> During the reporting period, Council identified and managed hazard reports to create a safe workplace. 	 On track
L.4.07	Manage and report on workplace Work Health and Safety (WHS) risks through injury management and proactive engagement with staff and stakeholders	<ul style="list-style-type: none"> Council effectively managed changes to staff workplace arrangements during the COVID-19 restriction period and engagement was modified to suit the majority of staff working from home. 	 On track
L.4.08	Manage and deliver strategic initiatives	<ul style="list-style-type: none"> All Council business units have undergone business planning training and the framework is in development. The internal reporting framework for the organisation, including key performance indicators and performance measures has been drafted. Council continues to meet with representatives from other metropolitan councils and deliver actions from the Resilient Sydney Strategy to ensure metropolitan Sydney is a connected, inclusive and resilient city. 	 On track
L.4.09	Manage Council's Process Mapping System	<ul style="list-style-type: none"> Council established an 18-month Business Improvement Plan to prioritise critical services, processes and projects for improvement. 	 Needs attention
L.4.10	Utilise an effective resolutions model to promote a bullying and harassment-free workplace	<ul style="list-style-type: none"> Council's Dignity and Respect in the Workplace training was placed on hold during the reporting period due to the COVID-19 restrictions. Council has designed an interactive Dignity and Respect in the Workplace training eLearning module that incorporates Council's values and assists in fostering a positive workplace culture. This module will be available in 2021. 	 On track

Action	Description	Comment	Status
L.4.11	Manage fleet and outdoor machinery and equipment	<ul style="list-style-type: none"> Council's Fleet and Workshop Team have achieved the service levels required to ensure Council's outdoor operations run efficiently. Downtime of machinery has been significantly reduced and new technologies are further supporting the improvements to Council's delivery. 	 On track
L.4.12	Engage employees through internal communication	<ul style="list-style-type: none"> Council continued regular all-staff live online addresses, produced the regular In The Loop online news update and encouraged staff members to use Yammer, Council's online internal communication platform. 	 On track
L.4.13	Coordinate code of conduct and privacy complaints and public interest disclosures	<ul style="list-style-type: none"> The office of the Internal Ombudsman assessed and finalised most complaints during the reporting period. 	 On track
L.4.14	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 Building portfolio is progressing satisfactorily. Condition assessments of Council's Aquatic centres, Libraries, Museum and SES buildings are also progressing. 	 On track
L.4.15	Manage Council's insurance-related matters	<ul style="list-style-type: none"> Council assessed and processed all claims in a timely manner upon receipt of sufficient information relating to cause and other consideration pertaining to claims lodged. 	 On track

Action	Description	Comment	Status
L.4.16	Manage Council's equipment stores	<ul style="list-style-type: none"> Council delivered one stocktake and monthly cycle counts on all groups of items during the period. New processes and policies have been introduced to ensure stock hold is sufficient to support the operational needs of Council. 	 On track
L.4.17	Manage the review of developer contributions systems and policies	<ul style="list-style-type: none"> Council made several amendments to existing contributions plans to ensure they continue to be relevant and respond to current circumstances. Council has been actively involved in advocating for change through the significant reform agenda of the NSW Government relating specifically to infrastructure provision through levies on development. An online calculator is currently being developed that will allow customers to easily obtain an estimate of the contribution fees for a particular development, anywhere in the city. This will be deployed in early 2021. A number of policies supporting the provision of infrastructure including Voluntary Planning Agreements and Works in Kind agreements are currently being reviewed. These reviews include necessary updates related to a recent audit of local government by the NSW Audit Office, as well as other opportunities to optimise the operation and clarity of these policies. 	 On track
L.4.18	Maintain Council's Asset Management System	<ul style="list-style-type: none"> Council's Asset Management System (Assetic) now operates in the Cloud environment. This has helped Council to continue to enhance the standard of asset management practices in various aspects including asset accounting, data accessibility, data security and integration with GIS and Customer Request Management System (CRMS). 	 On track