

BIANNUAL PROGRESS REPORT.



January – June
2021

Introduction

Section 404(5) of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 30 June 2021.

A Snapshot of Integrated Planning and Reporting Documents

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

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

Summary of the Biannual Report January to June 2021

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 local businesses to mitigate the impact of the COVID-19 pandemic, as well as continuing to engage with the community. The Business Resilience Grants program initiative endorsed by Council as part of its COVID-19 support package received a positive response, with a total of 50 Liverpool businesses receiving a grant valued up to \$5,000 and an overall \$172,000 provided in financial support. Council also welcomed the Australian Broadcasting Corporation to operate a pop-up newsroom in the city for a month. The ABC uncovered stories and showcased the community's diverse backgrounds, viewpoints, and experience.

During this period, Council modified service delivery through hosting civic events virtually, including the ANZAC Day commemoration and a digital NAIDOC event. With the ease of restrictions Council reintroduced face-to-face community events in the form of the 'Love Summer' series of activations, Liverpool On a Roll, and the Seniors Week concert. Council also continued to deliver major infrastructure works including the official opening of Cirillo Reserve, which is a world-class sports complex and recreational space in Middleton Grange.

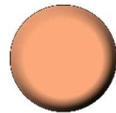
By the end of June 2021, 95 per cent of the 103 Principal Activities in the Delivery Program were reported as on track.



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



Australia Day Awards Ceremony

Council hosted its first online Australia Day Awards Ceremony as part of its Australia Day celebrations due to COVID-19 restrictions. The event was hosted by radio presenter of Saturday Night Live Pete Graham and the ceremony was streamed on Facebook and Youtube.

Mayor Wendy Waller alongside Liverpool's 2021 Australia Day Ambassador, Olympic rower James Chapman, presented 10 Australia Day Awards to individuals to recognise their outstanding contributions made to the broader Liverpool community.



Liverpool Civic Place

Excavation and early works are underway with the main Council Works component to commence in the second half of 2021 and estimated to be complete in early 2023.

Delivered in partnership with Built Development, the mixed-use development will anchor and activate the southern end of Liverpool's CBD, providing new public spaces, community facilities and job opportunities for Liverpool's growing city. It has also been designed to achieve a five-star Green Star rating.



Love Summer

Council delivered 'Love Summer', a COVID-19 safe picnic-style evening festival series that was held on Friday and Saturday nights across three weekends in February and March. The event was held at Macleod Park in Prestons, Bigge Park in Liverpool's CBD and Lakeside Park in Wattle Grove.

More than 3200 people attended the event to enjoy local food trucks, performers, garden games, a beer garden and an open-air cinema. The events were well received and enjoyed by patrons in attendance.

ABC pop-up newsroom

Liverpool welcomed the Australian Broadcasting Corporation to operate a pop-up newsroom in the city for a month.

ABC Radio Sydney's number one *Drive* host Richard Glover broadcast his weekly comedy show *Thank God It's Friday!* from the Casula Powerhouse Arts Centre and Cassie McCullagh's morning program *Focus* broadcast from Liverpool City Library during the Easter holidays.

The ABC uncovered stories and showcased the community's diverse backgrounds, viewpoints, and experience. A feature on the stories of immigrants in Liverpool attracted 350,000-page impressions.



Memories in the Mall

Council celebrated Memories in the Mall event in Macquarie Mall. The annual event marked the anniversary of the National Apology to Australia's First Nations People, particularly to the Stolen Generations, by former prime minister Kevin Rudd in 2008.

The event was supported by Council's Aboriginal Consultative Committee, comprised of members of the Aboriginal community, non-Aboriginal people and Council Officers.



Council assistance during floods

Council in collaboration with The State Emergency Service (SES) provided vital assistance to the community during the floods that heavily affected parts of Liverpool in the months of March and April.

Supported by the Local Emergency Management Committee, Council's City Presentation Team worked alongside the State Emergency Services to attend to numerous emergency call-outs, managing flash flooding locations, clearing blocked drainage channels, redirecting rapids away from homes, clearing debris to make roads safe, and executing traffic control management plans with road closures and detours. Council's recovery efforts ensured minimal

disruption to the residents affected and allowed essential services to remain operational.



Online Waste Collection

Council launched its online waste collection booking platform for household clean-up in February. This positive initiative has increased the efficiency of bookings and has had a great community response with an average of 27 per cent of bookings from residents now completed via the online platform.

Payments can be taken online, and an auto-text feature allows for texts to be sent to residents to confirm their booking as well as send a reminder leading up to collection.



Seniors Concert

Council's Mayoral Seniors Concert was held in April at the Liverpool Catholic Club during NSW Seniors Festival week. A total of 525 seniors attended the concert across two days and were treated to a high-tea and entertained with an appearance by Kamal, one of Australia's most recognised voices for more than 60 years. In addition, Council engaged 15 local businesses and service providers to showcase their products and services at the event.

Council also distributed 200 'At-Home packs' to larger Nursing Homes for residents that were unable to attend the event due to COVID restrictions. The At-Home packs included an activity book, promotional material from Casula Powerhouse and local businesses, and a jar of honey from local supplier Maya Sunny Honey.



Infrastructure Works

Cirillo Reserve was officially opened and delivered to the community. The world-class sports complex and recreational space in Middleton Grange will feature two soccer fields, one cricket pitch, a children's playground, off-leash dog park, outdoor gym, amenities block terraced seating and picnic facilities. The recreational facility will also serve as a regional centre for women's soccer and will be occupied by the local Southern Districts Soccer Football Association (SDSFA).

Works also continue to progress at neighbouring Stante Reserve to develop a \$2 million water play park which will include an amenity building and picnic facilities.

Council's redevelopment of the \$16.2 million community and recreational hub in Phillips Park, Lurnea is on track and has created 50 full-time jobs during construction with up to 20 people working at the community hub and sporting facilities.



Business Resilience Grants

The Business Resilience Grants program endorsed by Council as part of its COVID-19 support package received a positive response with the majority of recipients indicating the changes they made to their business as a result of Council's grant were sustainable.

A total of 50 Liverpool businesses received up to \$5,000 in funding, with Council providing \$172,000 in financial support. Local businesses were able to use the funding to change their business models, for advertising campaigns, business rebranding and setting up an online presence.

The grants program also created 42 new jobs, including two apprenticeships giving young people an opportunity to start a new career in hairdressing and manufacturing.



Council receives prestigious architecture award

Council's Liverpool City Centre Public Domain Master Plan was announced the winner of the prestigious Landscape Architecture Award for Urban Design at the 2021 Australian Institute of Landscape Architects (AILA) Awards.

The annual awards recognise excellence in Urban Design and its role in improving wellbeing through social interaction, economic activity, liveability, accessibility, and safety. The Liverpool City Centre Public Domain Master Plan provides a 10-year vision to guide the development of public space and paves the way to a greener, vibrant and active city centre while fostering an 18-hour economy.



Pride of Place Project Winner at Zest Awards

Council's Pride of Place project was awarded winner in the Partnering for Impact category at the annual ZEST Awards.

The Award recognises the ongoing collaboration between Council and the local First Nations community throughout the construction of the Carnes Hill Recreation and Community Precinct, which opened in August 2016.

The objects are on display in a permanent exhibition at Carnes Hill Library dedicated to telling the story of 4,500 years of Aboriginal culture and heritage within the region.



Installation of solar panels at Council's Depot

As part of Council's commitment to reduce energy costs and improve efficiency, Council installed a 42kW solar system, comprising 80 panels at its Council depot on Rose Street, Liverpool.

The project aligns with Council's strategic direction to provide facilities that are energy-efficient as well as enhancing sustainability for the long-term. The \$50,000 investment into the solar system will lead to up to \$17,000 a year in cost savings for Council after the four-year payback period.

Solar panels have now been installed at 13 other Council-owned sites, including; Liverpool City Library, all of Council's Childcare Centres, Council Community Centres at Green Valley, Moorebank, Wattle Grove, Chipping Norton, Prestons, amenities buildings at Casula Parklands and Cirillo Reserve.

Family live experience - Bluey and Bingo



The popular animated television series Bluey was welcomed to Carnes Hill Precinct in May. Families enjoyed three interactive experiences with the main characters from the show. The fun and vibrant event attracted more than 600 people for the Interactive Experience and 150 families for the Meet and Greet post show. The event showcased the facilities in Carnes Hill Community Precinct, including a popular pop-up activity station in the library.



Mapping Liverpool's tree health

Council in collaboration with the Australian Federal Government, the Australian Space Agency and Surveying and Spatial Sciences Institute will continue its evaluation of the Canopy Mapper technology, an innovative

satellite-based mechanism to help sustainably manage and expand the city's tree canopy.

The prototype machine learning-based process is designed to generate highly detailed representations of green tree canopy coverage in urban areas from satellite images. It has the potential to assist Liverpool to meet its commitment to optimal environmental management, with an emphasis on reducing the urban heat island effect.



Snapshot January–June 2021

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 transition to school program was implemented in libraries across the local government area. The program supports children in the local community to access high quality early childhood programs before their transition to school. In addition, Council's Early Childhood Programs has partnered with School Infrastructure NSW to support a growth agenda in response to Liverpool's growing population and community demands for places within council operated services.

Council delivered 13 Citizenship Ceremonies in the reporting period and welcomed 1357 new Australian citizens to the Liverpool local government area.

Council celebrated art month in Liverpool, with four temporary, interactive, art installations added to the CBD's outdoor canvas. The colourful works were displayed in Railway Lane and Northumberland Street for the month of April. Northumberland Serviceway featured a maze design inviting passers-by to complete the puzzle by tracing with their fingers and Railway Lane showcased three murals inviting passers-by to stop and interact. The trail outlined 13 major works with the option to scan a QR code alongside each piece for more information about the artist and creation.

The use of Council's library resources including e-collections, e-audio, e-books, online magazines, and newspapers increased dramatically during the period with e-audio book collections in high demand. Online collections continue to increase providing a 24/7, portable option, making library services more accessible for the community.

Council conducted an extensive community consultation with local seniors to develop a Positive Ageing Plan which includes targets and measures for creating a more welcoming and age-friendly city. Council also conducted an access audit on several Council facilities and spaces to ensure they are compliant with access standards and legislation, including Council libraries, community facilities, and childcare centres.

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"> • Ongoing measures continue to be met within the required timeframes, including the provision of heritage advice and completion of minor works exemptions and Development Application referrals for State Significant Developments, Pre-Planning Proposals, Planning Proposals, Pre-Development Applications, and Development Applications. • During the period, Conservation Management Plans for Collingwood House and the Casula Powerhouse Arts Centre have been finalised, and detailed Maintenance Plans have been prepared for both properties, as well as for the Rosebank Cottage and the Former Liverpool Courthouse. These documents will guide the future use and management of these four properties into the future and lay the foundations for future work to be undertaken at Chipping Norton Homestead, Dr Pirie Centre, and the Former Memorial School of Arts building. • Progress has been made on the preparation of Detailed Design plans and specifications for the new Phillimona Gardens, located at 2 Lachlan Street, Liverpool. Council is currently working with the Strata Body Corporation in relation to the project and is aiming to submit a Development Application for the proposed new community garden by September 2021. • Work has recently commenced on the first stage of works as a part of the complete restoration of former Liverpool Courthouse. Plans and specifications are currently being prepared for this work, which will inform grant funding applications and future tendering for contractors to undertake works on site. The aim of the project is to restore the courthouse buildings as well as provide upgraded amenities so the property can be used in the future by schools and the community. • Work has continued to progress on the Interim Heritage Orders for the properties located at 122 Atkinson Street and 124 Moore Street, Liverpool, with the heritage significance assessments completed and the preparation of a planning proposal to list the property located at 122 Atkinson Street, Liverpool underway. This will be the first consideration of an addition to the Liverpool Heritage Register since 2006. 	 <p>On track</p>

Action	Description	Comment	Status
		<p>Furthermore, a detailed scope of works is currently being finalised to engage a consultant to prepare a Comprehensive Heritage Study, which aims to update the existing register in order to capture any other potential heritage properties within the Local Government Area. The project is expected to commence in September 2021.</p> <ul style="list-style-type: none"> The delivery plan for 2020/2021 identified the undertaking of conservation works for monuments at Liverpool Pioneers Memorial Park. Due to COVID, funding was not available to commence this work, however preliminary investigations were able to be undertaken internally and subject to funding next financial year, Council will be able to engage a contractor to undertake the required works. The Concept and Detailed Design for the Liverpool Pioneers Memorial Park Military War Memorial is completed, and construction will commence shortly. 	
C.1.02	Manage Liverpool Regional Museum to attract visitors	<ul style="list-style-type: none"> The Museum has focused on increasing programs and events with broad appeal. Programs include a new monthly Saturday children’s workshop. The development of a school program that aligns to the NSW curriculum is underway, as well as a pilot program for pre-schools. Other activities included: <ul style="list-style-type: none"> Framing workshop; Author talk for “Gough and Me”; Seniors Festival high tea and tours; Visits by tour groups from outside the Liverpool LGA; and Hosting Council’s Sorry Day Event. The well received <i>Ray Hely: An Engineer’s Eye 1971-1993</i> exhibition finished its extended run in June 2021. The exhibition providing the community with a nostalgic view of Liverpool in the 1970’s and 80’s, and the opportunity to look back and consider Liverpool’s progress. Improvements were made to Council’s First Nations exhibition, as part of ongoing efforts to better represent First Nations history in Liverpool. The museum continued to work collaboratively with the City of Liverpool Historical Society, Moorebank Heritage Group, and the Liverpool Genealogy society with 	 On track

Action	Description	Comment	Status
		<p>research currently being undertaken for the upcoming exhibition on Liverpool Memorial Park</p> <ul style="list-style-type: none"> • Work has also begun to make the newly restored Collingwood house accessible to the community. In collaboration with Council's Heritage Officer. 	
C.1.03	Deliver citizenship ceremonies	<ul style="list-style-type: none"> • Council delivered 13 Citizenship Ceremonies during the period and welcomed 1357 new Australian citizens in Liverpool. 	 On track
C.1.04	Implement actions from the Reconciliation Action Plan	<ul style="list-style-type: none"> • Council continues to work closely with Liverpool's Aboriginal community to ensure they are consulted on key Council projects and developments. Council's Aboriginal Consultative Committee continued to provide input and feedback on matters of importance, and Council's programs and services. Further, Council works alongside both Gandangara and Tharawal Local Aboriginal Land Council's which has continued to ensure Council projects and initiatives are inclusive and considerate of First Nations communities and culture. • Although the COVID-19 pandemic led to the cancellation of several significant community events, Council has continued to engage with the local Aboriginal community in a meaningful way. They include engagement relating to employment and training, planning for social infrastructure, co-creations, and public art works. This ongoing relationship with key community members and organisations ensures that Council projects are carried out in consideration of Liverpool's rich Aboriginal heritage. • Summary of key projects and consultations include: <ul style="list-style-type: none"> – Council finalised the Maria Locke Memorial Restoration Project in March 2021. This project highlights the significance of Maria Locke to the local First Nations community and acknowledges her contribution to Liverpool; – Facilitate consultation and community engagement on social infrastructure projects; – Signing of a Deed of Agreement with Gandangara Aboriginal Land Council; 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> - Council has initiated an internal project working group to coordinate our commitments and collaboration with our external stakeholders; and - Delivered the annual 'Memories in the Mal' and the 'National Sorry Day events in February and May respectively. 	

Deliver a range of community events and activities

Action	Description	Comment	Status
C.2.01	Deliver events schedule	<ul style="list-style-type: none"> The 2020/21 financial year event schedule was altered in response to the COVID-19 restrictions. Despite the challenges, Council was able to deliver a wide range of positive community experiences to promote a unified, positive community during a tumultuous time. Council delivered a digital NAIDOC week event, With the ease of restrictions Council reintroduced face-to-face community events in the form of the 'Love Summer' series of activations, Liverpool On a Roll, and Council's Seniors Week concert. 	 On track
C.2.02	Manage civic events calendar	<ul style="list-style-type: none"> Council coordinated and delivered nine civic events during the reporting period. Council filmed a virtual Australia Day Awards ceremony with more than 6500 views on social media. Additional civic events included Civic Place Sod turning, Cirillo Reserve opening, and Lioness High Tea. A civic ceremony was held for the 200th year anniversary of Liverpool Pioneers' Park, and Sydney South West Academy of Sport for athletes in the Liverpool LGA. 	 On track
C.2.03	Manage Anzac Day Dawn Service ceremony	<ul style="list-style-type: none"> Council delivered a virtual ANZAC Day commemoration for the community with 1200 views on social media. 	 On track
C.2.04	Deliver engaging library programs	<ul style="list-style-type: none"> Regular programs for children, adults and seniors resumed in person throughout the period, and Council continued to run online Storytime. Ongoing COVID-19 restrictions reduced the library's capacity in each program, however demand remained high for children's programs. Youth programs also increased, with the addition of a regular coding club teaching children aged eight to twelve how to code. The Youth and adult programs were adversely impacted by COVID-19 and have been slower to recover. 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> An increase in community partnerships has diversified Liverpool library's programs. Partnership programs include: <ul style="list-style-type: none"> Statement in Education and Employment Pathways – TAFE NSW; Tech Savvy Seniors – State Library of NSW; Living Stories Western Sydney Writing Prize – WestWords; African Literacy Writing Group – WestWords; Law Week – South West Sydney Legal Centre; Fight Fake News – local High Schools; Digital literacy program - Heckenberg Community Hub; Online Storytime – ALIA; and Adorned exhibition – Adorned Collective 	
C.2.05	Deliver Casula Powerhouse Arts Centre (CPAC) programs	<ul style="list-style-type: none"> The COVID-19 pandemic has caused a shift in the way the Casula Powerhouse Arts Centre (CPAC) delivers its public and education programs. The Centre now also delivers programs digitally, as well as providing incursions for education programs. This change meant the Centre continued to deliver programs throughout 2020 until the lockdown in late June 2021. In 2021, Council is providing schools with options for incursions, with scheduled activities and excursions continuing. CPAC's exhibition program has curated and showcased 14 artists. Of these artists, nine are local to Western Sydney. In addition, 86 artists were exhibited for the Blake Prize. Casula Powerhouse also presented 3 major exhibitions of work from the Liverpool City Council Collection. Each exhibition has included multiple public programs and events inviting local audiences to participate in exhibitions, and to engage with the themes and ideas through informative, fun, and engaging activities. Since January 2021, Casula Powerhouse has delivered 10 new exhibitions across six galleries. Of these exhibitions, significant ones have included: <ul style="list-style-type: none"> The 66th Blake Prize – which featured 86 works from artists from each state and territory. Finalists were selected from a record-breaking 1200 entries. The prize was launched on 13 February 2021, simultaneously in person (CPAC Theatre) and livestreamed online during COVID-19 restrictions. The event was a success owing to the close collaboration across all CPAC teams. The three prizes were announced by the Hon. Don Harwin Minister for the Arts, with the 	 <p>On track</p>

Action	Description	Comment	Status
		<p>\$35,000 major prize awarded to Leyla Stevens. The Blake Prize received significant media coverage including interviews with the winner and Curatorial on Radio National. The announcement also received coverage in the Sydney Morning Herald, and local media celebrated local artist Tom Yousef (Green Valley);</p> <ul style="list-style-type: none"> - Bush Country Voices: an exhibition developed in partnership between Casula Powerhouse, Western Sydney Parklands, and City People; - George Gittoes On Being There: a solo exhibition by celebrated senior Australian Artist George Gittoes who travels to areas during war and conflict. The exhibition attracted significant media coverage including ABC News, Radio National and exhibition reviews in multiple publications; - GINA: a posthumous survey of nationally celebrated Casula-based artist Gina Sinozich. The exhibition features artworks from her 20-year art practice. The exhibition was featured in the Sydney Morning Herald and ABC.net.au; - LOSS: the exhibition featured five local artists who shared their own experiences of leaving a homeland and making a home for themselves in Western Sydney; and - Kerry Toomey: Munduhii – inaugural exhibition of Casula Powerhouse Aboriginal Scholarship Award. The exhibition was provided with philanthropic support through the Dharug Strategic Management Group and an anonymous sponsor. 	

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"> The community transition program recommenced face-to-face delivery and was implemented in libraries across the Liverpool local government area. These programs were run by Council's Early Childhood teachers and supported children in the local community to access high quality early childhood programs before their transition to school. Council's playgroups at Carnes Hill and Liverpool have been successful in providing parenting support to families within the Liverpool LGA and assisted 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 Local Government Area. Recent data depicts that Liverpool City Council's Early Childhood Services make up 27 per cent of education and care centres in the LGA that have received a rating of Exceeding National Quality Standards. Early Childhood Programs has secured a partnership with School Infrastructure NSW to support a growth agenda in response to Liverpool's growing population and community demands for places within council operated services. 	 On track
C.3.02	Provide well-used and appropriate resources at Liverpool libraries	<ul style="list-style-type: none"> The use of e-collections, including e-audio, e-books, online magazines, and newspapers has increased dramatically during the period. Online collections provide a 24/7, portable option, making library services more accessible to the community. The most popular resources provided were graded readers to support children's literacy. These graded readers are the same as those used in schools, directly supporting literacy education for local students. Library resources have also been used to support programs outside the library, with resources provided to Speech Pathology programs in Miller and Liverpool Health services. 	 On track
C.3.03	Strengthen social inclusion in new developments	<ul style="list-style-type: none"> Social Planning is an important part of Council's Community Planning Team's work. This includes review of Pre-Development Applications, comments on Development Applications, making submissions on State Significant Developments, assessment of applications for Liquor and Gaming licences, and review of policies and legislative changes. The number of social impact assessments during this period were above the set targets. Social Impact Assessment submissions for 63 referrals were made 	 On track

Action	Description	Comment	Status
		<p>including on development applications, state significant developments, rezoning applications and liquor and gaming applications across Liverpool.</p> <ul style="list-style-type: none"> • Despite COVID-19 physical distancing requirements earlier in the year and recent stay at home orders, place activation programs at the Carnes Hill Recreation and Community Precinct resulted in various programs being delivered. They included school holiday activities in January and April, a monthly food trucks event and National Families Week in May. • Community and stakeholder engagement are an important component in the preparation of social infrastructure plans. While COVID-19 impacted some aspects of engagement and consultation activities, Council continued delivering its commitments to engage and consult the community during planning for social infrastructure in new and growth areas. Key planning outcomes for this period include: <ul style="list-style-type: none"> - Master planning for renewal and redevelopment of Council owned social infrastructure at Miller and commencement of an Implementation Strategy; - Supporting State Government planning for recreational and open space facilities in Western Sydney; and - Development of Georges River and Chipping Norton Lakes Precinct Spatial Framework. 	
C.3.04	Implement actions from the Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> • The COVID-19 pandemic led to planned community initiatives being postponed or cancelled. However, Council continued to work with both internal and external stakeholders to ensure access and inclusion in Liverpool for seniors, people with disabilities, and their carers' and families. Council conducted an extensive community consultation with local seniors to develop a Positive Ageing Plan which include targets and measure for creating a more welcoming and age-friendly city. The plan will be ready to publish in the first half of the 2021/22 financial year. • The Liverpool Access Committee continues to meet regularly to provide advice and guidance to Council on access and inclusion in Liverpool. This group provides vital advice to Council on access and inclusion on Council developments and initiatives., • Council has conducted an access audit on several Council facilities and spaces to ensure they are compliant with access standards and legislation, including Council libraries, community facilities, and childcare centres. • Other highlights of outcomes under the DIAP include: 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> - Expansion of DIAP Working Group membership to ensure key representation across the community and sector; - Consultations on access and inclusion for major projects including the new Civic Place; - Participation on local inter-agencies including South West Sydney Ageing and Disability Forum as co-convenor; and - Provision of MLAK keys to residents needing to access local amenities. 	
C.3.05	Deliver Council-led programs that strengthen social inclusion and build community capacity	<ul style="list-style-type: none"> • Council has delivered several community capacity building initiatives and implemented new and innovative measures to continue delivering programs to the Liverpool community services sector. Network, interagency, and committee meetings have begun to return to face-to-face, supporting greater connection and collaboration across the community services sector. • Highlights during this period include: <ul style="list-style-type: none"> - Working closely with the Department of Communities and Justice Assertive Outreach team to coordinate a response to reports of rough sleepers in the Liverpool CBD; - Implementation of the 'Community and Coffee' networking program, which supports community organisations to come together and collaborate on initiatives and programs which meet key community outcomes; - A High Tea for International Women's Day which celebrated local women from disadvantaged backgrounds to share their stories and inspire others; - Grants, donations, and corporate sponsorship programs have supported 27 projects, programs, and events in the 2020/2021 financial year reporting period, totaling a \$148,030 contribution to the Liverpool community; - Delivered Youth Week activities in April, including the provision of small grants to community service providers to support the delivery of Youth Week activities; - Managed the installation of a Harmony Tree mural at Liverpool City Library to acknowledge Harmony Day in March; - Delivered three workshops through the Pan Pacific Safe Communities Program; - Delivered the 'Refugee Week – A Day of Celebrations' event at Casula Powerhouse Arts Centre which celebrated local artists from a refugee background; 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> - Continued to facilitate the Community Hubs Australia program in three local schools, providing education, employment, and social support to refugee and migrant women with pre-school aged children; - Convening and co-convening of Liverpool inter-agencies and networks; - Supported community gardens program; and - Continued coordination of support and resources among local agencies providing emergency relief services. 	
C.3.06	Deliver the 2168 Children’s Parliament in partnership with Department of Social Services and Mission Australia	<ul style="list-style-type: none"> • Council has continued to work with Mission Australian and 11 primary schools. The project has successfully delivered outcomes for children, schools, and the broader community. To ensure children have a voice on matters of importance to them at home, school, and the broader community, the project delivered several capacity workshops and consultations. Key activities included: <ul style="list-style-type: none"> - Six face to face workshops with members of the Children’s Parliament attended by 44 children from grade five to six, representing 11 primary schools; - An online school survey to understand important matters to children. More than 786 students from grades five to six across the 2168 postcode area and Lurnea Public School participated in the survey; - The 2168 Children’s Parliament sitting was held on 9 June 2021, attended by more than 100 people including Parliamentarians, teachers, principals, government and non-government representatives, children, and their families. The sitting included a report back from the Ambassadors Panel on their advocacy and actions taken relating to the ‘issue of poverty’ discussed at the previous sitting in November 2020 and presentations and debating on issues relating to ‘unfair treatment of children by adults’; and - The 2168 Children’s Parliament participated in the national consultation process for the successor plan to the National Framework for Protection of Australia's Children 2009-2020. 	 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 provide important opportunities for the community to be physically, socially and mentally active and to connect with other community members. • In the 2020/2021 financial year, Council executed a significant capital upgrade plan to high-traffic venues. With the objective of ensuring that all community venues are safe, inviting, aesthetically pleasing, modern and functional, Council delivered on substantial upgrades to Bringelly, Hinchinbrook, Hilda M Davis, Casula, Liverpool, and Miller Community Centres. • Utilisation of Community facilities grew progressively throughout the financial year demonstrating a return in community confidence following a significant period of closure in response to COVID-19 restrictions. While the uptake of community facilities from casual hires is yet to reach pre-COVID-19 levels, the recommencement of operations from the majority of permanent hirers and licence holders is pleasing. Hire of community buses has also recommenced. • The Expression of Interest for Microbusinesses was launched in May 2021. Council is anticipating start-up businesses will take advantage of this opportunity by applying through the EOI process. This initiative is a pilot program which ensures that there is an opportunity for micro businesses (individuals or groups) to access venues 	 On track
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 as well as creating new facilities. • Works completed are as follows: <ul style="list-style-type: none"> – New lifts at Warren Serviceway Carpark, Casula Powerhouse, Hoxton Park Road Council Office and Liverpool City Library; – New amenity building at McGirr Park; – Landscape upgrades at the City Library; – Refurbishment of the Bringelly, Hilda Davis, Hinchinbrook, Casula and Liverpool community centres; – Warwick Farm Childcare roof replacement and refurbishment works; – Cecil Hills Childcare refurbishment works; – Provision of a new bin enclosure at Carnes Hill Community Centre; – Whitlam Centre switchboard upgrade and refurbishment works; 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> - Bringelly Reserve building refurbishment works; - Heritage conservation works at Collingwood House and the Old Court House; - Accessible bathroom upgrades at Casula, Hinchinbrook and Liverpool community centres; and - Floor renewal and play equipment upgrades at Casula and Green Valley libraries. <ul style="list-style-type: none"> • Major projects currently in construction include a new amenity building at Stante Reserve. 	
C.4.03	Facilitate use of Council sporting venues and leisure centres	<ul style="list-style-type: none"> • Council sporting facilities maintain high levels of utilisation with more than 95 per cent. Sport Club's report a progressive recovery of participation numbers from the corresponding period last year. Council notes the stretch on sporting resources in some sports that will guide further infrastructure development in the coming years. • Council's Leisure Centres have achieved approximately 428,000 attendances to date in the 2020/2021 financial year. This represents a substantial post COVID-19 recovery from the corresponding period last year. The leisure centres are reporting an increase in performance in some areas compared with pre-COVID levels of 2019. • Council is pleased to note the success of funding submissions at the end of the financial year that, along with major beautification works that have been completed, will enhance accessibility at the Whitlam Leisure Centre. The installation of a changeroom and mobility access ramp to the 25-metre pool will assist in achieving this. 	 On track
C.4.04	Enhance access to facilities and resources through place-based planning initiatives	<ul style="list-style-type: none"> • Social infrastructure planning continues in Liverpool's growth areas and established areas. Planning in the growth areas includes planning for Austral, Edmondson Park, and Carnes Hill. The next stage of planning for the Carnes Hill Recreation Precinct will include a detailed design stage. • Council has commenced the strategic planning for the Georges River Parklands and Chipping Norton Lakes (GRP and CNL). The GRP and CNL Spatial Framework will provide an overall vision for the creation of a true river city that has a vibrant mix of uses and activities, and proposes a long-term framework for the urban renewal of the Georges River Parklands and Chipping Norton Lakes Precinct. 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> The Miller Social Infrastructure Masterplan has been adopted and an Implementation Strategy is being prepared in consultation with stakeholders. Council is working with Frasers Property for the development of a community hub inclusive of community facilities and a library, to be delivered in the second stage of the Edmondson Park Town Centre. The development of Austral will see a population increase to 70,000 residents by 2041. Council has continued with the planning for provision of community facilities in the future town Centre and the recreation, open space, and sporting facilities. Further Council is planning for interim facilities for residents moving into the area and ways to maximise the use of existing parks and open spaces. Council provided information and updates to the community on social infrastructure developments through district forums, Council's website, committees, and local networks. 	
C.4.05	Manage library spaces to attract and inspire visitors	<ul style="list-style-type: none"> Membership of Council's libraries continues to be high, with a total of 64,625 active members. While visits to the library have decreased, this was expected due to the impacts of COVID-19. Online visits to the library have continued to increase. Casula library has been the focus for improvements and renovations. Replacement of the roof and construction of a new outdoor library courtyard commenced in June 2021. Both projects are due for completion in August 2021. The outdoor courtyard will provide the community with new ways to enjoy the library, and improve accessibility. 	 On track
C.4.06	Manage the Liverpool Animal Shelter	<ul style="list-style-type: none"> Liverpool Animal Shelter has been successful in rehoming animals. During the period, 94 per cent of dogs were rehomed. This is greater than the annual target 	 On track

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

Action	Description	Comment	Status
C.5.01	Deliver Council's adopted upgrade, renewal and conservation program for recreation and green assets	<ul style="list-style-type: none"> • Council has allocated more than \$7.1 million this financial year to renew and improve its existing passive open spaces and sporting ovals. • Projects commenced and under staged construction include: <ul style="list-style-type: none"> – The development of Stante Reserve, Middleton Grange, including new shaded water play, picnic facilities, changerooms and amenities, children's playground and landscaping works to the value of \$1.8 million; – The development of Croatia Park, Edmondson Park which includes a new shaded children's playground, footpaths, outdoor gym and landscaping works to the value of \$830,000; and – The development of Schoeffel Park, Horningsea Park which includes a bike pump track, children's playground, outdoor fitness gym, toilet block and carparks to the value of \$1.4 million. • Projects completed include: <ul style="list-style-type: none"> – Provision of new playgrounds at Lyons Park, Horningsea Park and Pavesi Parks, Prestons. Replacement and upgrade of the playground rubber softfall surfaces at various sites to the value of \$375,000; – Provision of new outdoor fitness gyms at Gard Park, Ashcroft and Ashfordby Park, Chipping Norton to the value of \$200,000; – Improvement to lighting at key suburb parks with the installation of new solar lights at Ida Kennedy Reserve, Hinchinbrook and Havard Park, Prestons to the value of \$106,000; and – Installation of new playground shade structures at Judy Pack Park in Cecil Hills, Catalina Park, Middleton Grange, Sid Neville Reserve, Prestons and CPAC Café Playground in Casula to the value of \$125,000. 	 On track



Snapshot January-June 2021

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

During the period, Council experienced a rise in kerbside waste collection and recycling with the Community Recycling Centre experiencing a 42 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.

New household bins were delivered to residents as part of Council's new waste collection contract. Educational material to support this initiative included online videos, website content, social media posts, pop up displays, and a new waste services guide.

Council installed a 42-kilowatt solar system at the Council Depot at Rose Street. This \$50,000 investment will lead to a saving of up to \$17,000 a year (after the four-year payback period). In addition, design documentation for the Casula Powerhouse Arts Centre solar panel project has been prepared for lodgement.

Council continued to work to improve Development Application determination times, while ensuring best practice planning and high-quality urban design outcomes are achieved for the benefit of the wider local government area (LGA). During the reporting period, Council approved 605 development applications which exceeded the last reporting period of 2020 by 18 per cent.

Council continued to deliver online and face-to-face environmental education programs and workshops for the community including the nocturnal fauna spotlighting activity that received a positive response from the community and was held a second time.

Of the 24 Principal Activities for this Direction, 23 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 37.67 per cent of kerbside bin waste and 64.45 per cent of kerbside bulk waste from landfill from January 2021 to May 2021. The increased kerbside bulk waste diversion is a result of Council's new bulky waste processing and disposal contract. • Council is also currently working on a 10 Year Waste Strategy which will reflect the recently released State Government 20 Year Waste Strategy. 	 On track
S.1.02	Manage the Community Recycling Centre and household problem waste	<ul style="list-style-type: none"> • More than 17,763 vehicles visited Council's Community Recycling Centre between January 2021 to June 2021. This is an increase of 42 per cent when compared to the same period last year. • The Community Recycling Centre has collected more than 105 tonnes of cardboard, 88 tonnes of e-waste and 23 tonnes of oil. Council hosted a Chemical Cleanout event for residents to dispose of problem waste. 	 On track
S.1.03	Maintain the cleanliness of public spaces	<ul style="list-style-type: none"> • A total of 1537 Illegal dumping incidents were reported to Council between during the period. • A total of 98 per cent of the public bin servicing program and CBD cleaning program was completed 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 continues to deliver the agreed maintenance service program including the delivery of a tree management program. Council actioned all tree related customer requests and programmed relevant actions according to the risk assessment during the period. • Due to extreme climatic conditions and the COVID-19 pandemic, limitations were placed on the planting program. The bushland restoration program re-commenced in late 2020 and the delivery of this service is on track. 	 Needs Attention
S.2.02	Develop and implement improvement strategies, policies and programs for the management of stormwater	<ul style="list-style-type: none"> • A range of water quality improvements programs 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 raingardens and gross pollutants traps (GPT) are complete and will be delivered progressively. • Ongoing water quality monitoring at strategic locations along natural waterways and creeks, including the Georges River and South Creek, have been completed. • The riparian corridor management strategy and the Georges River Activation Action Plan are currently being finalised. 	 On track
S.2.03	Assess applications to prune or remove trees	<ul style="list-style-type: none"> • Council completed 95 per cent of 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 continues to actively manage the legacy contamination. Several remediation projects were completed during the period including the former BMX Park, McGirr Park, Cirillo Park and Phillips Park. • Procedures and policies have been updated and implemented throughout Council including the Asbestos Policy, the Procedure for Mowing and Grounds Maintenance, and the Asbestos Training Plan. 	 On track
S.2.05	Engage the community in protection of natural areas	<ul style="list-style-type: none"> • Council's Community Tree Planting activities resumed following the ease of COVID-19 restrictions in April 2021. These activities have been well attended. • Interest in the Environment Volunteer Program is high following the initial COVID-19 lockdown period. 	 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 has adopted a hybrid approach to the delivery of workshops, delivering workshops both online, and face-to-face whereby hands-on learning is required. • Council held a nocturnal fauna spotlighting activity that proved so popular, it was held again. • A draft Integrated Pest Management Policy was presented to Council for adoption. • The development of a Climate Action Plan has commenced, informed by a Councillor workshop in May 2021. 	 On track
S.3.02	Educate the community in waste disposal	<ul style="list-style-type: none"> • Council re-commenced face-to-face educational activities following the ease of COVID 19 restrictions. The activities included: <ul style="list-style-type: none"> – Recycling Bin Feedback Program; – Preschool Program; – Love Food Hate Waste Workshop; and – Worm Farming and Composting Workshop. • As part of the new waste collection contract, new household bins were delivered to all residents. Educational material to support the rollout of new bins included online videos, website content, social media posts, pop up displays, and a new waste services guide. • Council also participated in two regional projects; social research into residential waste behaviours and a study to evaluate food waste options for multi-unit dwellings. 	 On track
S.3.03	Develop and implement energy efficiency program	<ul style="list-style-type: none"> • The installation of a 42-kilowatt solar system was completed at the Council Depot at Rose Street in May 2021. This \$50,000 investment will lead to a saving of up to \$17,000 a year (after the four-year payback period). Council's depot was prioritised for an energy conservation project, as it was identified as one of Council's top consuming sites in a strategic energy audit completed in 2020. • Design documentation for the Casula Powerhouse Arts Centre solar panel project has been prepared. It is anticipated that a development application for the project will be lodged within the next month. 	 On track

Action	Description	Comment	Status
S.3.04	Promote local and sustainable food sources	<ul style="list-style-type: none"> Bellbird Dining & Bar engages with many local suppliers to source produce for its menu. The restaurant also continues to bring patrons and visitors to the Casula Powerhouse Arts Centre by providing an innovative dining experience – the Centre is now also open for dinner service on Friday and Saturday evenings and the restaurant provides a fine dining experience at affordable prices, while catering for all tastes. 	 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 outlined in the previous energy efficiency report have been completed for the building at 33 Moore Street, Liverpool. 	 On track

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

Action	Description	Comment	Status
S.4.01	Provide development assessment services	<ul style="list-style-type: none"> • Council continues to work to improve Development Application determination times, while ensuring best practice planning and high-quality urban design outcomes are achieved for the benefit of the wider local government area (LGA). • Maintaining key performance indicators during the period proved to be challenging due to the COVID-19 pandemic and Council has taken a taken 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 605 development applications which exceed the last reporting period of 2020 by 18 per cent. 	 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"> • Council's assessment of the impacts of flooding for major planning proposals and development applications are being evaluated, and advice is being provided to ensure the sustainable occupation of flood prone lands. • The flood constraint study for the Liverpool Collaboration Area has been completed and the development of the Regional Flood Evacuation Study has made substantial progress. • An Overland Flow Path Study on Liverpool's rural catchment area has been completed and the review of Cabramatta Creek Flood Study is currently underway. 	 On track
S.4.03	Manage and maintain public health and safety compliance	<ul style="list-style-type: none"> • The outcome for Health and Safety Compliance substantially exceeds the targets set in most areas. 	 On track

Action	Description	Comment	Status
S.4.04	Develop planning strategies	<ul style="list-style-type: none"> The Liverpool Local Housing Strategy has been endorsed by the Department of Planning, Industry and Environment (DPIE). The Local Environmental Plan (LEP) Review Planning Proposal has also been completed and was gazetted on 26 March 2021. 	 On track
S.4.05	Manage land development engineering	<ul style="list-style-type: none"> Council continues to provide engineering advice and process Subdivision Works Certificates (formerly Construction Certificates – Engineering) and Subdivision Certificates with a focus on expediting the backlog of development assessment referrals in the Land Development Team. 	 On track
S.4.06	Manage building maintenance including fire safety	<ul style="list-style-type: none"> Council responds daily to the reactive works generated internally and through customer requests. Fire protection assessments were undertaken and satisfied at all community, leisure and childcare centres, with an Annual Fire Safety Statement displayed at each centre. Maintenance works are carried out to ensure the safety and enjoyment for the Community. 	 On track
S.4.07	Manage the design of public spaces	<ul style="list-style-type: none"> Ongoing measures continue to be met within the required timeframes, including the provision of specialist advice and completion of Development Application referrals for State Significant Developments, Pre-Planning Proposals, Planning Proposals, Pre-Development Applications, Development Applications, Voluntary Planning Agreements, and Road Reserve applications. Council's on-going services continue to be provided, including convening the Liverpool Design Excellence Panel, and providing on-going review, specialist advice and input into major planning and infrastructure projects. The Concept and Detailed Design packages for the Liverpool City Centre Urban Forest Strategy (Stage 1) is complete and the works are currently being delivered. The Concept and Detailed Design packages for the Railway Serviceway Tactical Urbanism Demonstration project are complete and the works will be delivered shortly. Work has commenced on the Liverpool City Centre Public Domain Technical Manual, along with other new Urban Design, Public Domain and Public Art-related initiatives. 	 On track

Action	Description	Comment	Status
		<ul style="list-style-type: none"> Due to the impacts of the COVID-19 pandemic, the Liverpool Signage and Wayfinding Manual, Liverpool Suburbs Character and Public Domain Study, Railway Street Detailed Design, and Public Domain and Urban Design Development Application Manual projects have been deferred and will be re-assessed and considered for delivery in future financial years. Successful NSW Government grant applications has resulted in new projects arising, including those that will assist with the post COVID-19 economic recovery, which have taken priority. Other major strategic and infrastructure projects have arisen which has resulted in a reallocation of time and resources. 	

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"> • Drainage and Floodplain initiatives - \$18.5 million to continue initiatives for the effective and efficient management of stormwater. • Flood mitigation - \$16 million for land and works for detention basins in Austral and Edmondson Park to facilitate housing development. They are all multi-year projects. <ul style="list-style-type: none"> – Flood Detention Basin 6 - Austral – Construction due to commence September 2021; – Flood Detention Basin 29 - Austral – Construction due to be tendered August 2021; – Flood Detention Basin 14 Edmondson Park – Construction due to be tendered August 2021; – Stormwater Infrastructure East Leppington - Land Acquisition is underway; – Flood Detention Basin 29 - Austral - Land Acquisition is underway; and – Flood Detention Basin 14 Edmondson Park – Land Acquisition is underway. • Asset renewal - \$1 million for ongoing relining and repairs of drainage assets. Works were undertaken at Green Valley and Hinchinbrook. • Water quality - \$1.5 million for initiatives to manage the quality of water reaching creeks and rivers e.g. GPTs and Erosion Protection works. 	 On track
S.5.02	Investigate, survey, design and estimate cost of Council's strategic infrastructure projects	<ul style="list-style-type: none"> • Despite the challenges presented by COVID 19 restrictions, investigations and design works for Council's annual Capital Works Program have been completed and are ongoing. • Concept and detailed design for the following projects is ongoing: <ul style="list-style-type: none"> – Fifteenth Avenue; – Pedestrian overpass at Liverpool Station; – Governor Macquarie Drive/Hume Highway Intersection; and – Realignment of shared path at along M7 cycleway and extension of Middleton Drive. 	 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. • Council facilitates all Local Emergency Management Committee meetings with additional time and resources dedicated for the COVID-19 outbreak and critical incident events within the Liverpool local government area. 	 On track
S.5.04	Develop plans to support community wellbeing	<ul style="list-style-type: none"> • Council has continued to maintain sanitisation of all playgrounds during the pandemic. • Council also relaunched the mosquito management campaign to remind residents about mosquito management at home 	 On track



GENERATING OPPORTUNITY

Snapshot January-June 2021

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

The demolition of Liverpool Civic Place was completed and excavation is underway. The Council Works building component will commence in September and is expected to be complete by the end of 2022 or early 2023. The Woodward Place masterplan has been endorsed by Council with community and stakeholder engagement to recommence. Hammondville Oval concept planning continues, with the Casula Mall Town Centre and Rossmore Grange master planning ongoing.

Council continues to advocate for the upgrade of Fifteenth Avenue and Edmondson Avenue and successfully received approximately \$58 million in funding for the Edmondson Avenue Stage 1 upgrade (Bringelly Road to Seventh Avenue) and \$1.1 million for the Denham Court Road design investigation.

Council worked with major developers to develop training and skills for local people. New career pathways and training opportunities were developed with TAFE NSW, CSIRO and local universities including the YES Program in aviation for school students. Council facilitated connections between social enterprises to create career pathways to retain locally trained hospitality workers and assist with their transition to permanent local jobs. A total of 2079 new ABN's were registered in the period in sectors ranging from education, food and manufacturing.

Carshare bays have been installed across the Liverpool city centre as part of a 12-month trial, and demand is growing for the service. Council was successful in an Expression of Interest to Transport for NSW for a trial to use sensors in the city centre to understand parking capacity and test digital signage for parking to alleviate congestion. The project will be implemented in the next two years.

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"> On a 3-year average, Council achieved its key financial performance targets. However, COVID-19 had a significant financial impact in the 2019/20 financial year, which will affect key performance indicators in forward years. 	 On track
G.1.02	Manage Council's childcare centres sustainably	<ul style="list-style-type: none"> Liverpool City 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 our services. Services have remained highly utilised throughout the COVID-19 pandemic. Families have highlighted the importance of having access to services to meet their changing work commitments this year. Current wait list figures highlight the significant demand of childcare services within the community with more than 1200 children waiting to gain a place at Council's services. Early Childhood Programs introduced several business improvement initiatives within the 2020/2021 financial year to ensure a cost neutral financial position is reported. Policies and practices are regularly reviewed in line with quality improvement plans. These are developed in a way that supports continual improvement across each of our services, ensuring that our 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 complete and excavation underway. The council works building component will commence in September, with these expected to be completed by the end of 2022 or early 2023. Woodward Place masterplan has been endorsed by Council, with community and stakeholder engagement to recommence. Hammondville Oval is in the concept planning stage, with Casula Mall Town Centre and Rossmore Grange master planning ongoing. 	 On track

Action	Description	Comment	Status
G.1.04	Build effective relationships with State and Federal departments and governments	<p>The Chief Executive attended the following meetings with key stakeholders, state and federal:</p> <ul style="list-style-type: none"> - 7 February 2021 – Luncheon with Irish General Consul; - 15 February 2021 – WPCA Leadership Planning; - 17 February 2021 – WPC Coordination Committee; - 1 March 2021 – WPCA Strategic Planning; - 10 March 2021 – Luncheon Meeting – Gabrielle Upton; - 12 March 2021 – WPC Implementation Board; - 4 May 2021 – Meeting Senator Fierravanti-Wells; - 28 May 2021 – FOWSA Meeting (Forum on Western Sydney Airport); - 31 May 2021 – Meeting – Member for Camden, Mr Peter Sidgreaves; and - 2 June 2021 – WPC Coordination Committee <ul style="list-style-type: none"> • Speaking Events/Forums which the CEO attended: <ul style="list-style-type: none"> - 10 February 2021 – SPEAKER - Western Sydney Business Connection – Executive Luncheon – Western Sydney Airport Planning Future; - 3 March 2021 – SPEAKER – Engaging with Private Capital – Developing Western Sydney; - 23 March 2021 – SPEAKER – Roundtable – Advanced Manufacturing Growth Potential in Liverpool; - 12 May 2021 – SPEAKER – Western Sydney Business Connection Luncheon; - 17 June 2021 – GUEST – UDIA Winter Lunch – The Hon Rob Stokes, MP, Planning Minister; - 20-23 June 2021 – National General Assembly – Canberra; and - 22 June – GUEST – National Press Club – Linda Scott guest speaker. <p>Council continues to build relationships with State and Federal departments and agencies to discuss topics including the Western Sydney International Airport, economic opportunities, planning proposals, road upgrades and public transport. Council attended monthly briefings, strategic partner events and forums with agribusiness to identify funding opportunities and the key issues impacting growth of the sector. Council’s collaboration with the Future Foods CRC continues with regular briefings on identifying agribusiness producers and research with UNSW continues to progress on data mapping of the local ecosystem. Funding to be identified and sought in line with research outcomes. Council continues to review its assets and other resources to identify opportunities to supplement Council’s revenue</p>	 On track

Attract businesses for economic growth and employment options

Action	Description	Comment	Status
G.2.01	Attract new jobs within Liverpool's industry focus areas	<ul style="list-style-type: none"> • Council worked with major developers to develop training and skills for local people. New career pathways and training opportunities were developed with TAFE NSW, CSIRO and local universities including the YES Program in aviation for school students. • Council facilitated connections between social enterprises to create career pathways to retain locally trained hospitality workers and assist with their transition to permanent local jobs. • A total of 2079 new ABN's were registered in the period in sectors ranging from education, food and manufacturing. 	 On track
G.2.02	Market Liverpool as a business destination	<ul style="list-style-type: none"> • The temporary location of the ABC newsroom on Council premises provided an opportunity to showcase Liverpool's capability and potential. • As interest in investment returns following the COVID-19 lockdown, Council is returning to more business facilitation activities particularly in the CBD and other high value employment areas. • The establishment of the Advanced Manufacturing Research Facility in Bringelly provides the opportunity to further develop capability in a key sector of the Liverpool economy. • Council will continue to market Liverpool as a business destination with a revised business prospectus demonstrating current and future opportunities for A-grade office space in the city centre. 	 On track
G.2.03	Develop the economic capacity of local businesses and residents	<ul style="list-style-type: none"> • As the Liverpool economy recovers from the forced slow down as a result of the COVID-19 pandemic, support for local businesses has been ongoing. Additionally, Council's City Economy team continues to support businesses through collaborative projects such as the Spark Purpose Day (an opportunity to develop a new business idea) which will be implemented throughout the region in coming months 	 On track

Action	Description	Comment	Status
G.2.04	Develop Liverpool as an Innovation City	<ul style="list-style-type: none"> Carshare bays have been implemented across the Liverpool city centre as part of a 12-month trial, and demand is growing for the service. Council was successful in an Expression of Interest to Transport for NSW, for a trial to use sensors in the city centre to understand parking capacity and test digital signage for parking to alleviate congestion. The project will be implemented in the next two years. The Liverpool Innovation Precinct continues to progress, developing partnerships with a range of firms including venture capitalists and commercialisation programs. Marketing and investment materials will be developed in the coming months to inform and attract investment to the precinct 	 On track
G.2.05	Monitor and advise Council on matters relating to the development of Western Sydney International Airport	<ul style="list-style-type: none"> Council continues to work with the Western Sydney Airport and the Western City and Aerotropolis Authority on progress of the airport and planning for the Aerotropolis through the Western Sydney Planning Partnership. 	 On track
G.2.06	Promote Liverpool as a visitor destination	<ul style="list-style-type: none"> The reach of the Visitor Guide continues to grow with 30 hotels, visitor information centres, recreational facilities and real estate agents throughout NSW promoting the guide. It has been distributed to more than 7000 people. Council's City Economy team collaborated with Destination NSW to include Liverpool on their most recent Love Sydney campaign. The campaign focused on art in the city center and Casula Powerhouse Arts Centre. Council partnered with the Western Sydney Business Chamber and Western Sydney Business Connection to deliver events focusing on strategic priorities including the opportunities for Western Sydney Airport and how local government can support economic growth. 	 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"> Street art has been integral to activating the city centre and promoting Liverpool as a visitor destination. Council successfully delivered the project funded by Department of Planning, Industry and Environment's Summer Fund. Council installed temporary COVID-19 Safe interactive artworks encouraging people to spend more time and explore new parts. To encourage people to explore the city centre, all artwork in the City Centre now has a QR code which allows people to get more information on the artwork, download a map of CBD art, and explore the CBD. As part of the build of Liverpool Civic Place, a temporary street art piece has been installed at Augusta Cullen Place on the structure around the build site. 	 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; Approximately 1,900 linear metres of concrete footpaths, 365 linear metres of kerb and guttering and 750 square metres of paved footpaths have been reconstructed at several locations; Faded and missing line markings were reinstated on various streets including replacements and new installations of traffic signs and street furniture valued at approximately \$190,000; and All 115 gross pollutants traps were cleaned 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. A total of 1,450 customer requests were received for various maintenance works and necessary actions were undertaken within the required timeframe. 	 On track

Action	Description	Comment	Status
G.3.03	Deliver property services	<ul style="list-style-type: none"> • The remaining properties required for Basin 14 at Edmondson Park have been compulsory acquired and Council is awaiting Valuer General determination of the value of compensation. • Council has also acquired and made offers for the acquisition of priority detention basin sites within the Austral release area. • The Property section also continues to process easements and road closure requests. 	 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"> • Roads and transport improvements – Approximately \$33 million was allocated towards upgrades and improvements to road infrastructure in the 2020/21 program year. • Projects commenced include: <ul style="list-style-type: none"> – Western Sydney Infrastructure Plan – More than \$10 million funded by the State Government for major intersection capacity and safety upgrades at the following locations. These are multi-year projects. <ul style="list-style-type: none"> ▪ Governor Macquarie Drive and Newbridge Road, Moorebank - construction underway. ▪ Governor Macquarie Drive and Hume Highway, Warwick Farm - design in progress. ▪ Heathcote Road and Bardia Parade, Moorebank - construction underway. – Local Roads and Community Infrastructure (LRCI) Program - Recently announced 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. Council has been allocated a funding amount of \$6.9 million, which is to be spent by December 2021. Council intends to spend these funds for the major upgrading of local roads, libraries, and Community Centres. Delivery is well underway. • Projects completed include: <ul style="list-style-type: none"> – Pavement renewal and resurfacing – In 2020/21, and in addition to the LRCI Program, Council allocated \$16 million for pavement reconstruction and resurfacing for 41 roads, covering more than 14 kms local and regional roads plus 7 kilometres of rural roads; – Access improvements – in 2020/21, Council allocated \$4.5 million for the construction of 9.5 kilometres of footpaths and shared paths to improve accessibility and mobility covering 34 sites; and – Traffic control facilities and devices – in 2020/21, Council allocated \$2 million for a range of traffic facilities to improve pedestrian and motorist safety, including major intersections along Governor Macquarie Drive as listed in the 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"> Traffic and Transport on the local road network in the Liverpool LGA is being managed in consultation with the Liverpool Pedestrian, Active Transport and Traffic Committee (PATT), Transport for NSW (TfNSW), the Police and local bus companies. The planned PATT meetings have been held bi-monthly to discuss and endorse traffic facilities on the local road network. To improve road safety on road sections fronting schools, Council was granted \$1.05 million to upgrade pedestrian crossings in front of seven schools. Council continues to work with TfNSW on major projects including the M12 and M5 Motorways, St Mary's to Airport Metro, The Northern Road and Heathcote Road upgrades. 	 On track
G.4.03	Manage traffic and road safety on the local road network	<ul style="list-style-type: none"> Council continues to manage traffic and road safety on the local road network in consultation with the Police and Transport for NSW. This includes implementation of regional road safety initiatives, local road safety programs, learner driver workshops and child restraint checking events. The workshops and child restraint checking events were well attended. 	 On track
G.4.04	Assess impact of traffic and transport conditions and services	<ul style="list-style-type: none"> Traffic impacts of state significant development applications including the proposed Moorebank Avenue Realignment project, Cambridge Avenue upgrade project and Resource Recovery Centre at Kemps Creek were undertaken. In addition, traffic advice was provided for a proposed school at Edmondson Park, Liverpool Primary School and St Anthony of Padua school expansions. In addition, transport assessments were undertaken for rezoning proposals including the Liverpool Collaboration Area, Range Road and Warwick Farm structure plan. 	 On track
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 following projects: <ul style="list-style-type: none"> Master Planning for the Bradfield City Centre, Airport Ground Transport Plan, Sydney Metro transport planning strategies, detailed design investigation for the M12 Motorway, M5 Motorway upgrade, Western 	 On track

Action	Description	Comment	Status
		<p>Sydney Rapid Bus Project, Moorebank Avenue – Hume Highway and Western Parkland City future rail interchanges.</p> <ul style="list-style-type: none"> ○ Other projects include ongoing advocacy for the upgrade of Fifteenth Avenue and Edmondson Avenue. Council successfully made a funding submission and received approximately \$58 million for Edmondson Avenue Stage 1 upgrade (Bringelly Road to Seventh Avenue) and \$1.1million for the Denham Court Road design investigation. 	
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 a total of 640 road opening applications and issued permits in a timely manner within the reporting period. 	 <p>On track</p>



Snapshot January – June 2021

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

Council won two awards during the period including the 2021 AILA (Australian Institute of Landscape Architects) NSW Landscape Architecture Award in the category of Urban Design, awarded for the Liverpool City Centre Public Domain Master Plan and the 2021 ZEST Awards in the Partnering for Impact category, for the now multi-award winning Pride of Place project.

Liverpool Council welcomed the Australian Broadcasting Corporation (ABC), hosting the network in their month-long pop-up newsroom. ABC engaged with local audiences through hosting live broadcasts, digital stories, radio segments and news broadcasts. As a result, the Liverpool social takeover drove 300 per cent more new followers to Council's Facebook page than the month before, with a snapshot showing high take-up in West and South-West Sydney

Council's annual NAIDOC event was moved to a digital format making the event available to a broader audience. The 'NAIDOC Voices' video project (a curated film allowing Elders to voice their perspectives and wisdom on the NAIDOC 2020 theme, grant funded through Aboriginal Affairs NSW) was circulated on social media and broadcast in Macquarie Mall for public viewing. The project attracted new partners and community collaborators.

Council's Asset Management System (Assetic) now operates in the cloud environment. This has helped Council continue to enhance the standard of asset management practices in various aspects including asset accounting, data accessibility, data security, and integration with the Geographic Information System (GIS) and Customer Request Management System (CRMS).

Of the 38 Principal Activities for this Direction, 34 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"> • There were 697 Councillor requests received and actioned in the reporting period, with 73 per cent responded to within the two-day timeframe. • A Councillor Briefing Session was held each month from January – June 2021. A Councillor Mobile Office was held in May 2021. 	 On track
L.1.02	Deliver Council meeting Secretariat	<ul style="list-style-type: none"> • Six Council Agendas and minutes of Council meetings were prepared in the reporting period and posted on Council's website within the required timeframes. • All resolutions from Council meetings were assigned to relevant officers within 48 hours of the meeting with 152 resolutions assigned in the third and fourth quarter. • A total of 86 per cent of resolutions were completed within timeframes. • Council meetings returned to being held in person in the Council Chambers in the third and fourth quarter. 	 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"> • Governance continues to update policies and procedures to ensure best practice standards. Governance continues to release information in line with statutory requirements. All forms have now been digitised. 	 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"> Liverpool City Council has undertaken an extensive review of the Recruitment and Selection policy and procedure and in doing so have referenced all state and national legislation pertaining to non-discriminatory practices, as well as emphasising merit-based selection requirements throughout. Furthermore, the Executive Management Team has endorsed a new Diversity and Inclusion plan that includes improving representation within Council of under-represented groups, and the establishment of a Diversity and Inclusion Working Group that will provide Council with advice and recommendations with respect to improving diversity and inclusion within the workplace. 	 Needs Attention
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 and Annual Internal Audit Plan 2020/21. The Annual Internal Audit 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

Action	Description	Comment	Status
L.1.09	Manage Council properties	<ul style="list-style-type: none"> Council continues to manage its tenancy portfolio which includes the award of tenders for the licensing and leasing of the Courthouse Café and the Pumphouse café in Bigge Park, Liverpool. 	 On track
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, including the NSW Local Government Excellence Awards, Local Government NSW - RH Dougherty Awards, and Greater Sydney Commission - Greater Sydney Planning Awards. Council won the 2021 AILA (Australian Institute of Landscape Architects) NSW Landscape Architecture Award in the category of Urban Design. Council was also awarded for the Liverpool City Centre Public Domain Master Plan. Council was a finalist in the 2021 NSW Local Government Excellence awards for the Koori Floor Upgrade for projects under 1.5 million in the asset category, as well as the Liverpool Business Resilience Program in the Supporting Local Enterprise category. 	 On track
L.1.11	Provide support to various Council committees	<ul style="list-style-type: none"> Council provided support to 30 Committee meetings in the third and fourth quarter. 	 On track

Action	Description	Comment	Status
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 are committed to providing legal advice and support to all areas of Council and ensuring that the legal service needs of Council are met in a timely and cost-effective manner which facilitates outcomes in the best interests of Council and the community. • There has been a rapid influx of Class 1 development appeals which the legal and planning team have worked together to uphold decisions made by Council and otherwise achieve the best possible outcome for Council and the community. • The in-house legal team also have a voluminous and busy practice advising on building and compliance matters, several of which have led to both criminal and civil proceedings, with the objective of deterring future non-compliances or otherwise enforcing compliance. 	 On track
L.1.13	Engage employees to manage performance achievement and development planning	<ul style="list-style-type: none"> • Council employees complete a People Achieving Plan that translates strategic goals outlined in the Community Strategic Plan, and Delivery Program and Operational Plan into individual goals and actions. • People Achieving is the practice which facilitates regular meaningful feedback between an employee and their People Leader. In 2020/2021 80 per cent of People Achieving Plans that were raised were completed. 	 On track

Increase community engagement

Action	Description	Comment	Status
L.2.01	Promote Liverpool through marketing and communications	<ul style="list-style-type: none"> The Communications team secured a month-long pop up newsroom by the Australian Broadcasting Corporation which led to the following coverage: <ul style="list-style-type: none"> Radio Sydney produced 21 segments across breakfast, drive, and afternoons in addition to the three OBs (Focus/TGIF); The flagship 7p.m. news ran 13 Liverpool packages across the month (average audience of around 180,000); Twelve Liverpool digital stories featured on the NSW ABC homepage delivered circa 700,000 page views and 1.5 million engaged minutes (strong average engaged time); and Additional content on the Aerotropolis (technically already under production so not part of the popup) delivered a further 700,000 views. The Liverpool social takeover drove 300 per cent more new followers to Council's Facebook page than the month before, with a snapshot showing high take-up in West and South-West Sydney. The Communications team has promoted a range of Council initiatives and programs in the period including Liverpool On A Roll, Love Summer and comprehensive programs at Casula Powerhouse Arts Centre, libraries, and Liverpool Regional Museum. Council completes several media releases per week and has secured positive media coverage in the period. Council has also prepared media response material as well as speeches and correspondence. 	 On track
L.2.02	Increase attendance at Council events through marketing	<ul style="list-style-type: none"> Council has completed successful campaigns for Liverpool On A Roll, Love Summer and the Thank You Gala Dinner, all of which were either sell-out events or close to capacity. Ideas 2170 is on hold due to COVID-19 restrictions. 	 On track

Action	Description	Comment	Status
L.2.03	Manage community events to increase community engagement	<ul style="list-style-type: none"> • Council's events underwent changes in the 2020/21 financial year to encourage an increase in community engagement, taking into consideration COVID-19 restrictions and limitations placed on face-to-face events. • Council's annual NAIDOC event was moved to a digital format which made the event available to a broader audience. The 'NAIDOC Voices' video project (a curated film allowing Elders to voice their perspectives and wisdom on the NAIDOC 2021 theme, grant funded through Aboriginal Affairs NSW) was circulated on social media and broadcast in Macquarie Mall for public viewing. The project attracted new partners and community collaborators. • The new Love Summer series delivered events in Prestons and Wattle Grove and received positive feedback from the community. • The Liverpool On a Roll signature food festival also attracted audiences from the surrounding region as well as a strong local audience with the event selling out on the Saturday. Council's Seniors Week concert (part NSW Seniors Festival grant funded) introduced a new exhibition component which allowed attendees to connect with local service providers to promote social cohesion. 	 On track
L.2.04	Assist with the promotion, coordination and growth of sporting codes	<ul style="list-style-type: none"> • Council submitted entries in eight categories within nine award programs during the reporting period, including the NSW Local Government Excellence Awards, Local Government NSW - RH Dougherty Awards, Greater Sydney Commission - Greater Sydney Planning Awards. • Council won the 2021 AILA (Australian Institute of Landscape Architects) NSW Landscape Architecture Award in the category of Urban Design, awarded for the Liverpool City Centre Public Domain Master Plan. Additionally, Council's Pride of Place project is now multi-award winning, announced as a winner in the Partnering for Impact category. • Council was as a finalist in the 2021 NSW Local Government Excellence awards in two categories. Council was announced a finalist for the Koori Floor Upgrade for projects under 1.5 million in the asset category, as well as for Councils Liverpool Business Resilience Program in the Supporting Local Enterprise category. 	 On track

Action	Description	Comment	Status
L.2.05	Partner with organisations to increase Casula Powerhouse Arts Centre (CPAC) audience reach	<ul style="list-style-type: none"> Casula Powerhouse has entered into partnership and sponsorship agreements with various organisations that have fuelled an increase in audience catchment and broadened our program of events. Notable examples include our recent delivery of a live iteration of ABC Sydney's TGIF radio program which was a great success for the Centre. CPAC's partnership with Black List Comedy delivers the new Casula Comedy Club monthly stand-up show, which has experienced growth in its short term. CPAC's acquisition of Catholic Healthcare as its matinee program sponsor has also resulted in an increase in new audiences experiencing the matinee program. Another significant new partnership is with Western Sydney University, exposing their large student and staff audience to CPAC for promotion of activities, internships, and collaborative projects. 	 On track
L.2.06	Promote Casula Powerhouse Arts Centre (CPAC) through marketing and communications	<ul style="list-style-type: none"> Publicity reach has been extensive with a total media reach of 329,456,088 for Casula Powerhouse Arts Centre from 1 January – 30 June 2021 including major pieces on ABC radio, for George Gittoes and Gina Sinozich. In addition, extensive coverage of the Blake Prize including features in the Sydney Morning Herald and Liverpool Champion. Social Media growth has continued during this period, with Instagram followers increasing from 6,188 to 6,682 and Facebook growth has also been steady increasing from 15,816 to 16,524. 	 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. The COVID-19 social distancing measures presented a challenge to continue to engage with the community and deliver these forums. Forums held in the period January – June 2021 were delivered online through Microsoft Teams meetings where community members were still able to receive updates from Council and provide feedback on matters of concern. A total of 10 forums were convened. Council's Liverpool Youth Council Committee, Aboriginal Consultative Committee, Access Committee and Community Safety and Crime Prevention Advisory Committee all met in the period January – June 2021. Meetings were held in person or in a hybrid model due to COVID-19 social distancing restrictions. 	 On track

Strive for best practice in all Council processes

Action	Description	Comment	Status
L.4.01	Manage Council's customer service operations	<ul style="list-style-type: none"> • Council registered more than 65,000 customer requests. • The Customer Service Centre continued to deliver services face to face. • The Call Centre remained active with an average of 655 phone calls per day. • Council continued to offer hardship provisions due to the COVID-19 pandemic and reviewed this on a case by case basis. 	 On track
L.4.02	Manage and expand Council's 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 approved the Community Engagement Strategy 2021-2022 detailing how Council will involve the community in planning for the future of Liverpool, as well as the Delivery Program 2017-2022, Operational Plan 2021-2022, and Budget, including Revenue Pricing Policy, Fees and Charges at the June 2021 Council meeting. 	 On track
L.4.04	Comply with financial legislative requirements	<ul style="list-style-type: none"> • Council has complied with 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 promotes sustainable, social, environmental, and local business procurement initiatives and investments, while simultaneously improving the technical infrastructure required to deliver services to the community. 	 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 first half of 2021, there was an increase in hazard reporting. COVID-19 restrictions and changes to workplace arrangements for staff affected some target measures. 	 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"> Injury management has remained focused on the injured worker's recovery at work. COVID-19 restrictions and changes to workplace arrangements for staff affected some target measures. Proactive engagement is difficult during COVID due to most staff working from home. 	 On track
L.4.08	Manage and deliver strategic initiatives	<ul style="list-style-type: none"> Business plan templates for the 2021/22 financial year has been introduced, and plans are currently being finalised for implementation on 1 August 2021. Business plans have been revised to include a reporting mechanism, that allows business units to develop and assess key performance indicators, streamlining targets into individual workplans. Business plans are guided by the Community Strategic Plan, and Delivery Program 2017-2022, Operational Plan 2021-2022, ensuring activities and projects are informed by Council's integrated planning and reporting documents. The Western Sydney City Deal continues to work towards its 20-year vision to become a full-realised 22nd century city. Council continues its involvement in the partnership that has delivered benefits for Liverpool, including the opening of the Yarpa Indigenous Business and Employment Hub and the Liverpool Opportunities Hub within the local government area. The three-year review of the Western Sydney City Deal has commenced and is due to conclude in December 2021. 	 On track
L.4.09	Manage Council's Process Mapping System	<ul style="list-style-type: none"> In February 2021, Council agreed in principal to phase out process mapping using the Nintex Promapp platform. Council is currently in the process of finalising a high-level review of all processes against existing policies, standards and procedures. 	 Needs attention

Action	Description	Comment	Status
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 and a 'Respectful Conversations' workshop that incorporates Council's values and assists in fostering a positive workplace culture. This learning is being piloted within Council for feedback prior to implementation across Council. 	 Needs Attention
L.4.11	Manage fleet and outdoor machinery and equipment	<ul style="list-style-type: none"> Council's Fleet and Workshop Team has serviced machinery and equipment on a regular basis to ensure Council's outdoor operations run efficiently with minimal downtime. 	 On track
L.4.12	Engage employees through internal communication	<ul style="list-style-type: none"> The Communications team reintroduced the CEO all-staff live addresses online. There have been four addresses by the CEO to the organisation in the period. Communications continues to prepare regular all-staff emails from the CEO and executive management team and encourages employees to use Yammer as its primary work social media platform. In The Loop continues to be a trusted source of information for employees. 	 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 received 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 transport and building portfolio is nearing completion. Condition assessments of Council's aquatic centres, libraries, museum and SES buildings are complete. 	 On track

Action	Description	Comment	Status
L.4.15	Manage Council's insurance-related matters	<ul style="list-style-type: none"> Claims have been processed in accordance with legislative requirements. 	 On track
L.4.16	Manage Council's equipment stores	<ul style="list-style-type: none"> Council continues to undertake monthly cycle counts on all groups of items and recently completed an annual stock take. 	 On track
L.4.17	Manage the review of developer contributions systems and policies	<ul style="list-style-type: none"> Since January 2021, Council has been actively reviewing various aspects of the contributions system, including capped contribution plans and the Planning Agreements Policy. Council submitted the Liverpool Contributions Plan 2021 – Austral and Leppington North to the Independent Pricing and Regulatory Tribunal (IPART) for review and subsequently for the Minister for Planning and Public Spaces approval. This is a key step in removing the current cap on contributions. Council has prepared an amendment to the Liverpool Contributions Plan 2014 – East Leppington. This Contributions Plan was reported to Council on 30 June 2021. The purpose of this update is to enable a review of the plan by IPART and for the removal of the current cap on contributions. Council is currently finalising a review of the Planning Agreements policy to improve the legibility of the Policy and ensure probity considerations are consistent with Council's Probity Framework. 	 On track

Action	Description	Comment	Status
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 continue to enhance the standard of asset management practices in various aspects including asset accounting, data accessibility, data security, and integration with the Geographic Information System (GIS) and Customer Request Management System (CRMS). This has enabled Council to maintain an asset management system which is a single source of truth for asset information. 	 On track