

BIANNUAL PERFORMANCE REPORT.



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 2018 to 30 June 2018.

A Snapshot of Integrated Planning and Reporting Suite of Documents

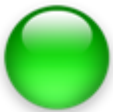
Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with sections 402(4), 402(1) – 402(7), 403(2), 404(1) – 404(5) and 405(1) – 405(6) of the *Local Government Act 1993*. This suite of documents include the 10-year Community Strategic Plan *Our Home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

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

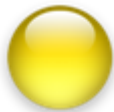
The Long Term Financial Plan presents the future financial sustainability of the Council and allocates sources of revenue and expenditure statements for the next ten years. The Long Term Financial Plan is updated on an annual basis through the Operational Plan budget. The Workforce Management Plan and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

Summary of the Biannual Report January to June 2018

The Delivery Program and Operational Plan 2017-18 includes 93 actions that measure Council's progress in achieving the vision outlined in the Community Strategic Plan. There are 88 actions (94.6%) which are reported *on track* and 5 reported as *needing attention*. There are 48 projects that remain in progress and have been carried over to 2018/19. The status of each action is represented with the following symbols:



On track



Needs attention



Deferred

Highlights



In June, a memorial to the German internees of the Holdsworthy Concentration Camp, later known as the Holsworthy Internment Camp, was unveiled at Liverpool Pioneers' Memorial Park. The memorial was dedicated to the 72 men who lost their lives in the camp.



In a historic moment for Liverpool, Council signed the Western Sydney City Deal in March. The deal is a partnership between eight councils, the NSW and Australian Governments to deliver the Western Parklands City with significant benefits to the Liverpool community.



Council hosted the annual Anzac Day dawn service in Bigge Park with 4000 people in attendance.



Liverpool's annual Australia Day event was held on January 26 with a record attendance of 22,000 people.



Council is working to create a vibrant city centre with a series of small events designed to create a buzz of activity in the city centre. Recent events hosted include Easter in the Mall, Movies in May and Tune In @ Macquarie Mall.



Casula Powerhouse Arts Centre exhibited the Blake Prize in May. The prize engages artists in conversations about faith, spirituality, religion, hope, humanity and social justice. Eighty finalists had their work exhibited at CPAC and the winner received \$35,000.



Council has employed a new recruit to promote household composting. Ozzie, a giant Australian Burrowing Cockroach, has settled into Council's Depot and a new career as an educator about household composting.



Haigh Park in Moorebank has received a \$125,000 upgrade including a new steel play unit, a new dual swing, new rubber softfall safety system, new shade structure, new pathways and new furniture.



Council completed work on a \$366,797 upgrade to Michael Wenden Leisure Centre in June, including a new water play feature and shade sail.



Council has installed a new outdoor gym in Hammondville. The \$111,500 project included the installation of grouped outdoor gym with shade sail structure, new pathways, new turf and new furniture.



Liverpool City Council helped to launch parkrun at Chipping Norton Lakes in March. Council initiated contact with the international organisation to bring the event to the area as a way to provide free, easily accessible fitness options to residents.





Council secured an Australian Government grant to count pedestrian and vehicle movements around the city centre. Council will use the data to inform planning decisions and respond to the rising number of residents and workers using the city centre.



CREATING CONNECTION



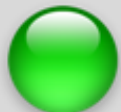
Celebrate diversity, promote inclusion and recognise heritage

Action	Description	Comment	Status
C.01.01	Manage civic events calendar to unify the community	<p>All scheduled civic events have been held for 2017/18. Quota Public Speaking was held on 13 June and South West Sydney Academy of Sports Recognition Civic Ceremony and Awards was held on 14 June. Heroes of Liverpool was replaced with Thank You Community Day on 6 May 2018.</p> <p>The Mayor attended the Judy Pack Park Opening on 28 April 2018, with Mrs Pack's family and friends in dedication of her memory. The Mayor and Councillors and German Consul attended the German Headstones Rededication on 22 June and spoke to this momentous occasion in dedication to all those men lost at The Holdsworthy Concentration Camp, later known as The Holdsworthy Internment Camp, during World War I.</p> <p>In May, Liverpool City Council hosted a special event to thank the NSW Rural Fire Service, Emergency Services and Volunteers who worked tirelessly to save homes from the Holdsworthy fires. The event was held at Casula Powerhouse Arts Centre, with 2000 people in attendance.</p>	
C.01.02	Promote and manage heritage	<p>Over the 2017/18 period, Council has been implementing actions aimed at improving the management of heritage properties within the Local Government Area. Improvements in referrals and enquiry advice have been consistent across the period and continued work on key projects will continue into 2018/19.</p>	



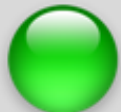


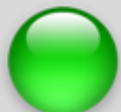
Deliver a range of community events and activities


Action	Description	Comment	Status
C.02.01	Deliver events schedule	All scheduled events have been held for 2017/18. Australia Day was held at Woodard Park from 2pm - 9pm and attracted over 22,000 people. The event consisted of a variety of entertainment, rides, food and market stalls, free activities and workshop, and fireworks at 9pm. Surveys indicated that the attendees enjoyed the whole day.	
C.02.02	Deliver citizenship ceremonies	The number of community members receiving citizenship is on track for 2017/18. Citizenship ceremonies were held on 13 March 2018 and 17 May 2018.	
C.02.03	Manage Anzac Day Dawn Service ceremony	The ANZAC Dawn Service was held on the 25 April 2018 at 5am with more than 4000 residents in attendance.	
C.02.04	Deliver engaging library programs	The library offers a wide range of programs, providing education and entertainment for the community. Programs held in the last quarter include Computers for Beginners, Tech one to one sessions, Conversation Café, Social Board Games and Preserving Family Photos, all of which were well attended.	
C.02.05	Deliver an annual exhibition, theatre, events and education program	The Casula Powerhouse Arts Centre presents and celebrates all forms of contemporary and traditional art, exhibitions, public and education programs, festivals, theatre, live music, mentoring and professional development programs, community and cultural engagement and new work commissions. Programs delivered in this quarter include the Sydney Film Festival, Seniors Festival, Glitterball Youth Dance Party, Blake Prize, Arts Meet West Festival, French Film Festival and the Reaction Exhibition.	

Implement access and equity for all members of the community

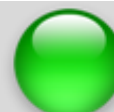

Action	Description	Comment	Status
C.03.01	Manage Council's childcare centres to ensure customer satisfaction	<p>Council's Early Education and Care Centres and Preschool have a current rating of exceeding national quality standards. Customer satisfaction surveys are currently being developed to ensure feedback is captured. Enrolment and orientation surveys are distributed after the orientation period, with positive results.</p> <p>The Child and Family Support Officer has worked to deliver community programs for the general public in partnership with Liverpool Migrant Resource Centre and Fairfield community playgroups. Transition to School Programs are running weekly at Liverpool City Library and all branch libraries one day per week and are at full capacity with a strong community response. Supported playgroup sessions running from Liverpool and Carnes Hill library are at full capacity.</p>	
C.03.02	Provide well used and appropriate collections at Liverpool Libraries	The Library is providing well used collections that meet the needs of the community. The collection is now more responsive to customer requests and feedback.	
C.03.03	Encourage social inclusion through activities that build community capacity	Community Development and Planning have delivered diverse programs and activities to encourage social inclusion and participation in programs and services including programs for young people, young women, refugee and migrants, people with disability and socio-economic disadvantage communities.	
C.03.04	Collaborate with government, non-government and business sectors	Community Development and Planning has worked collaboratively with government and non-government agencies, businesses and community groups across a number of projects and programs including delivery of workshops and forums, training programs, accessible programs and safety initiatives.	

Provide community facilities which are accessible to all

Action	Description	Comment	Status
C.04.01	Ensure community facilities are well utilised	Overall utilisation to community venues and buses have increased following completed upgrades and has attracted interest from new permanent and casual hirers. Licenced tenants remain constant, and Expressions of Interest for the next three-year period have opened.	
C.04.02	Provide clean community facilities	The cleaning team is adjusting to staffing changes and the team's regular rosters have been modified as necessary to accommodate the cleaning of the community centres, parks amenities blocks, select libraries, the regional museum and parts of the Western Depot. Once staffing has normalised the intensive cleans program will be resumed.	
C.04.03	Facilitate usage of Council sporting Venues and Leisure Centres	Liverpool's sporting venues were highly utilised throughout the 2018 winter season supporting school and community club sporting activities. Council's leisure centres again recorded strong utilisation rates with more than 335,000 visits in this period.	
C.04.04	Support community recreation through funding	One hundred per cent of the applications received for Liverpool Sporting Donations Program have been assessed. One hundred per cent of the applications received for Liverpool Sporting Grants have been assessed and recommendations have been approved by Council.	
C.04.05	Manage Library and Museum spaces to attract and inspire visitors	The Library services continue to be a popular resource for the Liverpool community with good statistics for membership, which has increased compared to this time last year. Visitors have attended a variety of programs in the last six months, including Computers for Beginners, Conversation Café, Social Board Games and Preserving Family Photos, and collections have been improved in line with customer requests. However there were barriers to reporting on other targets. Visitation and WiFi statistics are estimates, with IT upgrades pending that will allow these to be more accurately reported. The development of an online membership system will be completed when other IT projects have been finalised.	
C.04.06	Manage the Liverpool Animal Shelter	The Animal Shelter exceeded its target for rehoming of impounded animals during this period with 88% of dogs rehomed within two months and 100% of cats rehomed within two months.	

Action	Description	Comment	Status
C.04.07	Manage Council building fire safety	Council is currently meeting all standards of performance.	



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

Action	Description	Comment	Status
C.05.01	Manage the delivery of Council's adopted upgrade, renewal and conservation program of recreation and green assets	This year Council spent more than \$12 million on providing new and upgraded infrastructure to many of its existing passive open spaces, sporting ovals and environmental assets. Some of the key achievements for the year include upgrade of twelve playgrounds, including shade at seven sites, provision of three new outdoor gyms and improving lighting through solar installation at fourteen parks across the city.	
C.05.02	Enhance access to facilities and resources through place-based planning initiatives	Council has continued working with key stakeholders and service delivery partners to enhance access to council facilities and resources. Key achievements for this period include the adoption of Recreation, Open Space and Sports Strategy, implementation of initiatives under the Community 2168 Project, endorsement of the Phillips Park Masterplan and expansion of the Live Life, Get Active Program.	






STRENGTHENING AND PROTECTING OUR ENVIRONMENT

Manage the community's disposal of rubbish




Action	Description	Comment	Status
S.01.01	Provide waste disposal services to the community to maximise recovery of materials	Waste disposal services in the form of a weekly general waste service, fortnightly recycle and garden waste service, on-call household clean up service, illegal dumping collections and park and litter bin scheduled servicing were provided to the community in the quarter to maximise recovery of materials.	
S.01.02	Manage the Community Recycling Centre to maximise recovery of materials from household problem waste	The Community Recycling Centre was managed to maximise recovery of materials from household problem waste. Volumes collected through the centre have increased from the previous financial year.	

Protect and enhance bushland, rivers and the visual landscape



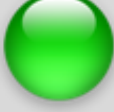



Action	Description	Comment	Status
S.02.01	Develop and implement strategies, policies and programs for the management of stormwater to improve the health and quality of our water ways	Water quality monitoring is underway at strategic locations in the South Creek catchment area, Georges River, Anzac Creek and Maxwells Creek to provide a baseline data about current conditions with a focus on indicators likely to be influenced by planned land use intensification, which in turn will guide management actions within the local catchment areas.	
S.02.02	Increase the capacity of Council and the community to make informed environmental decisions via the development of strategy, education and engagement	Activities to better manage energy at Council's facilities continue to be guided by the Energy Management Plan, assisting in reducing Council's energy use when compared to the same period last year.	

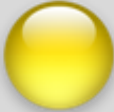


Action	Description	Comment	Status
S.02.03	Manage Council's park maintenance program	This period has been drier so customer requests for mowing have decreased. The drier conditions have also meant an increase in tree maintenance requests. Staff have been available to perform additional maintenance works due to the decrease in mowing requirements. These works improve the overall amenity and visual appeal of parks and include levelling ground to fill holes and maintaining park furniture.	

Encourage sustainability, energy efficiency and the use of renewable energy


Action	Description	Comment	Status
S.03.01	Develop and implement environmental education for the community	Four sustainability workshops have been held since January, including World Kitchen in Your Backyard, Learn about native wildlife, Identifying plants on the Cumberland Plain and Pickling and Preserving.	
S.03.02	Educate community in waste disposal	The community continues to be educated in correct waste disposal and resource recovery by various programs, including Early Learning education, primary school incursion program, Library program, Pop-Up-Displays and contamination reduction education.	
S.03.03	Promote local and sustainable food sources	The Bellbird organic produce garden continues to produce seasonal vegetables, greens and herbs which are picked by the Head Chef daily and used in the seasonal menu. Other ingredients are sourced as locally as possible, preferably within the Local Government Area. The results are proving to be very popular. Visitors to Bellbird Dining and Bar continue to be impressed by the innovative gastronomic creations on offer. The restaurant is expanding its capacity to meet the ever-growing demand for tables.	



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

Action	Description	Comment	Status
S.04.01	Provide development assessment services	The Liverpool Local Government Area is experiencing very strong development activity, including a high volume of complex development applications. Development Applications are meeting the agreed determination timeframes. Council is working on reporting tools to measure number of days taken to provide pre-DA advice.	
S.04.02	Plan and deliver adopted program of upgrades and renewals to Council's building assets	This action is on track, with 90% of the works planned for 2017/18 completed. There have been minor delays to heritage and leisure centre projects due to delay of materials.	
S.04.03	Develop, review and update asset management plans for Council's Infrastructure and Building assets	Work scheduled for 2017/18 has been completed including structural inspections of bridges in Austral and Warwick Farm, valuation of building assets and inspection and preparation of a condition survey report for Voyager Point Footbridge. A Draft Building Asset Management Plan is being developed internally.	
S.04.04	Manage and maintain Health and Safety Compliance	All targets were successfully achieved or exceeded. Targets that were exceeded include 95% of construction certificates being determined within 40 days, 90% of parking requests being actioned within the required timeframe and 87% of customer requests being finalised within required timeframes.	
S.04.05	Investigate, survey, design and estimate cost of Council's infrastructure delivery projects	Design of Fifteenth Avenue is underway, and the project will continue into 2018-19.	
S.04.06	Assess planning proposals	Council is currently working through a significant volume of planning proposals that have been lodged. There were two finalised in this period. Council has currently entered into 20 Voluntary Planning Agreements, in line with expectations.	

Action	Description	Comment	Status
S.04.07	Develop plans and strategies	<p>This action includes the development of a residential strategy, which will be completed as part of the accelerated Local Environmental Plan review.</p> <p>As an outcome of the Collaboration Area Program with the Greater Sydney Commission, a draft Liverpool Place Plan is nearing completion with public exhibition expected in last quarter 2018.</p> <p>The Warwick Farm Precinct is included in the Liverpool Collaboration Area and is also subject to a planning strategy reported to Council, but not adopted by Council. The Warwick Farm strategy will be revised and updated to align with the vision and priorities of the Liverpool Place Plan.</p>	
S.04.08	Manage land development engineering	<p>The Land Development Engineering Team continues to process applications including Development Applications, Construction Certificates and Subdivision Certificates in a timely manner.</p> <p>The review of Council's policies for Land Development Engineering is underway and will require additional time to complete.</p>	
S.04.09	Implement asset management systems and predictive modelling of infrastructure assets	<p>The majority of work scheduled for 2017/18 has been completed included predictive modelling for bridges and culverts, and predictive modelling for kerb and gutters has been completed. Draft predictive modelling for pipe assets is progressing.</p>	

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





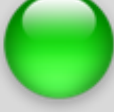
Action	Description	Comment	Status
S.05.01	Undertake a program of upgrades and renewals to ensure ongoing performance of drainage infrastructure	<p>All works for 2017/18 have been completed, including stormwater drainage pipe cleaning, CCTV inspection of pipes and condition assessment, relining and restoration of stormwater pipes in Moorebank, Hammondville and Sadlier.</p>	

Action	Description	Comment	Status
S.05.02	Facilitate floodplain management strategies, policies, systems and programs for the controlled occupation of flood prone land	<p>The Overland Flow Path Study is underway and progressing satisfactorily, with a draft flood study report received.</p> <p>Design of stormwater infrastructure for Austral and Leppington North area is progressing satisfactorily. Preliminary concept design of flood detention basins, bio- retention basins and trunk drainage system are being completed.</p> <p>Assessment of the majority of development applications on flood prone land could not be completed within the target timeframe of 10 days due to incomplete information being submitted with the development application.</p>	
S.05.03	Provide assistance and support to the RFS and SES	All fees for support of the RFS and SFS for the 2017-2018 financial year have been received and approved for payment.	








GENERATING OPPORTUNITY

Meet the challenges of Liverpool's growing population


Action	Description	Comment	Status
G.01.01	Manage Council's childcare centres to ensure a sustainable service to the community	Children's Services can report a utilisation average across all services of 98.95 exceeding budgeted target of 95%.	
G.01.02	Develop and manage Long Term Financial Plan	The performance indices for 2017/18 are currently being finalised and will be placed on public exhibition post audit.	
G.01.03	Manage accounts and investments	Council's current average return on investment is 2.47% which is higher than the 1.78% Ausbond Bank Bill Index. Council's Business Activity Statements for the past 12 months were lodged on the due dates.	
G.01.04	Establish a development corporation	The feasibility report on the establishment of a development corporation has been approved by Council.	
G.01.05	Build effective relationships with State and Federal departments and governments	Council's Mayor and Executive team have attended seven meetings with State and Federal Members of Parliament and fourteen meetings with State and Federal Departments regarding topics such as transport, the Western Sydney City Deal, Asbestos and Waste, District Plan implementation and other local issues in the last six months.	


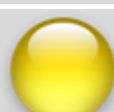

Attract businesses for economic growth and employment opportunities

Action	Description	Comment	Status
G.02.01	Advocate for and generate business opportunities in conjunction with the development Western Sydney Airport	<p>Target on generation and follow up of leads relating to the new Western Sydney Airport (WSA) have been met, with approximately 50% (29) of new leads generated relating to the airport. Regular liaison with WSA Co is occurring as joint opportunities for future business creation and formation are identified.</p> <p>Meetings with key stakeholders on a proposed skill exchange model have been completed for Liverpool's Civic Place project, and a similar model is currently being touted for the Western Sydney Airport build.</p>	
G.02.02	Attract new jobs within Liverpool's industry focus areas	<p>Council is supporting a number of significant events targeting inbound investment, which are enhancing the Invest Liverpool brand that Council had facilitated in previous years.</p> <p>Growth in key sectors such as Transport and Logistics and Health and Education continues at a rapid pace, with major firms establishing in the area including Toll, Amazon, DB Schenker and Grays Online. The new Western Sydney University Campus was opened during the quarter and University of Wollongong commenced further expansion after opening last year.</p> <p>Council lobbied strongly for the recently announced \$700M expansion of Liverpool Hospital, which will create many jobs in the future. Council is also researching expansion of the hospitality, accommodation and industrial sectors in Liverpool.</p>	
G.02.03	Market Liverpool as a Business Destination	<p>New business leads and partnership opportunities developed in the quarter exceeded expectations as the pace of development and the public investment pipeline accelerates. Marketing collateral has been updated to reflect the rapid transformation of the region and the many major events being held in the region, provide opportunity for the City Economy team to professionally market Liverpool as a key business destination.</p>	


Action	Description	Comment	Status
G.02.04	Support and develop local business	<p>Council communicates with the business community through the Business e-newsletter. Target for distribution of the newsletter is generally met. Good news story leads have been provided to local newspapers, including commercial expansion in the Liverpool CBD, events such as Eat Your Heart Out, the Pop Up Shop launch, the infrastructure boom and the Smart Pedestrian Project launch, which are all contributing to developing a vibrant city.</p> <p>The Welcome to Liverpool event was also hosted on 22 May 2018 with more than 30 attendees, including representatives from new businesses to the area. A "Missed Business" guide has been developed for local businesses to help them make their premises more accessible and welcoming for people with a disability and their families.</p>	
G.02.05	Link Liverpool business to State and Federal initiatives	<p>Target has been met for number of business leads generated and Small to Medium Enterprise (SME) events held. There was a great turnout for attendees to SME events, and 80% of enquiries were responded to within two working days. Referrals to State and Federal initiatives such as Business Connect, Jobs for NSW, and Service NSW continue to meet targets.</p> <p>A series of pathway and enterprise workshops were completed including the Making the Connection and Young Entrepreneurs series of events.</p>	



Create an attractive environment for investment




Action	Description	Comment	Status
G.03.01	Activate and develop vibrant places that attract residents, visitors and workers to Liverpool	<p>A Precinct Coordinator to activate the city centre was appointed in August 2017. Council is running an ongoing activation program, which includes events such as Tune-in, Movies in May, Northumberland Pop Up launch, Make Music Day. Planning for the next major Eat Your Heart Out event is well underway.</p> <p>The "How to Make Your Business More Inclusive" guide has been shared with Westfield Liverpool for distribution to their retailers. Westfield Liverpool's Centre Manager met with Council's Access Committee and an ongoing relationship has been established.</p>	

Action	Description	Comment	Status
G.03.02	Manage maintenance and repair program	Construction of 875 lineal metres of kerb and gutter was completed under the annual maintenance program. The annual footpath maintenance program was completed consisting of a total of 8,200 square metres. The annual line marking and street sign maintenance program was completed at a value of \$453,000. The annual bridge maintenance program was completed on five footbridges. More than 8km of road shoulder maintenance work was carried out at various locations within the Liverpool Local Government Area. Maintenance of Gross Pollutant Traps (GPT): \$340,000 was allocated, and \$337,000 was spent during the year. All GPTs were maintained as per program with approximately 770 tonnes of waste removed from the stormwater drainage system in 2017-18.	
G.03.03	Manage the delivery of Liverpool Civic Place	The NSW Government has not made a decision on the Local Environmental Plan amendment required to progress this project. A decision is expected soon.	
G.03.04	Deliver Property Services	Work to meet targets will continue into 2018/19. Eighteen properties have been acquired in this period, with further acquisitions underway.	

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

Action	Description	Comment	Status
G.04.01	Plan and deliver adopted program of upgrades and renewals to Council's large portfolio of roads and transport related assets	All works for 2017/18 have been completed. Rehabilitation and resurfacing of roads has been completed at 44 sites, which includes 23kms of works. Foot paving and shared paths for pedestrians and cyclists has been completed at 60 sites, which includes 15km of works. An extensive program has been completed for improving bus stops at 108 sites.	

Action	Description	Comment	Status
G.04.02	Manage traffic and transport for Liverpool	<p>Council successfully secured \$560,000 funding from the Federal Government to improve road safety along four road sections in the Liverpool Local Government Area that have poor crash history data. The intersection of Hume Highway and Bigge Street, Warwick Farm was improved with funding from the NSW Government. Council has also secured funding for the design of Fifteenth Avenue upgrade.</p> <p>A review of the road layout in Edmondson Park has been conducted, along with a review of accessible parking spaces in the Liverpool City Centre.</p> <p>Council made representation with strong community support for the South West Metro extension to Liverpool, and has requested this be considered as a priority project. Council has also participated in initial design investigations and justification for the metro extension to Liverpool.</p> <p>Warren Serviceway Car Park was upgraded with new lights at entrances and exits and the car park roof, ceilings painted and pay stations upgraded to meet new compliance requirements. All ticketed parking meters were upgraded to accept tap 'n' go payments.</p>	
G.04.03	Manage traffic and road safety on the local road network	<p>Over the 2017/18 financial year, 195 cars were checked and 285 child restraints were inspected. It was identified that 80% of child restraints required adjustments to ensure that they were being used correctly. This initiative is well received by the community and demand for this service continues to be high. Council is committed to educating and providing assistance to the community regarding the importance of correctly installed and used child restraints.</p> <p>Six street lights audits were carried out to identify faulty street lights in the CBD. Faulty lights were reported to Endeavour Energy for repair.</p>	




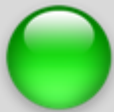

Action	Description	Comment	Status
G.04.04	Assess impact of land development	<p>Traffic impact assessment of approximately 80% of Pre-DA and DA referrals were completed within the required timeframe. Traffic related advice on Moorebank Intermodal Terminals projects were provided on time.</p> <p>The traffic investigation for City Centre and Warwick Farm planning proposals were completed on time. The implementation plan for the City Centre project was reported to Council, and a scoping study for the Collimore Car Expansion is under way.</p> <p>Council continues to make representation to the RMS, Transport for NSW and the Minister for Transport to accommodate additional developments in the City Centre and the proposed Western Sydney Airport.</p>	
G.04.05	Advise on regional traffic and transport planning	<p>Timely advice was provided to RMS for the planning, design and delivery of road upgrades around Western Sydney Airport including proposed widening of The Northern Road and Bringelly Road. In addition, timely advice was provide to the RMS on the corridor investigation of the M12 Motorway.</p> <p>Traffic input has been provided for the strategic concept design of Governor Macquarie Drive (GMD) road widening. Road widening for the section of GMD fronting the Australian Turf Club and Riverside stable has been completed.</p>	
G.04.06	Inspection of driveway constructions and management of road opening applications	Driveway inspections were completed within timeframes.	








LEADING THROUGH COLLABORATION







Seek efficient and innovative methods to manage our resources

Action	Description	Comment	Status
L.01.01	Provide support to Councillors	All targets are being met. A total of 680 Councillor requests were received and actioned in 2017/18, and 85% of these were responded to within the two day timeframe. A report on Councillor requests was prepared and provided to Councillors and Executive Team each month. There were 11 Councillors Briefing Sessions and 8 Mayor and Councillors Mobile Offices held in 2017/18, with 75 requests received and actioned from the Mobile Office.	
L.01.02	Deliver Council meeting Secretariat	Council Agendas were prepared each month in 2017/18, and posted on the website and Diligent system within the required timeframes. Minutes of all Council meetings were completed and posted on the website within the required timeframes. All resolutions from Council meetings (total 284) were assigned to the relevant officers for action within 48 hours of the meetings, and 91% of these were actioned within the required timeframes. An Outstanding Council Resolutions Report prepared and provided to the Executive Team each month. An Auslan interpreter was engaged for three CEO presentations.	
L.01.03	Monitor and improve Council's processes for risk and probity	Internal Audit have reviewed several areas in Council as outlined in the risk based Annual Internal Audit Plan to ensure efficient and innovative methods are identified to manage Council's resources. Overall Council's processes for risk have been improved significantly.	
L.01.04	Deliver professional, timely and authoritative governance services for Council	The register of Actions for Calendar of Compliance and Reporting Requirement 2017-18 has been completed for the fourth quarter. A Council wide review of Policy and Procedures is under way.	


Action	Description	Comment	Status
L.01.05	Manage recruitment framework to attract and engage diversity in our new employees	Work to meet targets will continue into 2018/19. Funds for an employee opinion survey have been requested for 2018/19. Implementation of E-recruitment is expected in 2018. A target date to implement "Welcome to Our Great Workplace" is December 2018. A strategy to engage a diverse range of applications is expected to be completed by December 2018.	
L.01.06	Manage IT Business Strategy	Council's Website Modernisation is completed and is in production. Business Continuity Planning is continuing and nearing stages of going to market for value add solutions.	
L.01.07	Manage Computer/Infrastructure hardware administration program	Council's servers had an up time of at least 98%, with an overall average of 99.85%. Network availability was 99.96% with most infrastructure at 100%. Council has recently upgraded a significant number of computers, with 58% now less than 3 years old. By the end of Q1 of 2018/19, 100% of computers will be less than 3 years old.	
L.01.08	Implement, review and improve Council's Internal Audit plans and policies	Overall Council have implemented an effective risk based Internal Audit Plan. The progress against the plan is actively being monitored and reviewed by the members of the Audit, Risk and Improvement Committee.	
L.01.09	Manage Council Properties	The Property Strategic Plan has been completed. A review of the draft Property Asset Plan is currently underway.	

Action	Description	Comment	Status
L.01.10	Coordinate the development of award submissions and industry recognition for Council	<p>There were nine award submissions with outcomes announced in the past six months. Liverpool City Council entered three submissions into the Zest Awards for the 2168 Children's Parliament, Liverpool Refugee Action Plan and 2168 Acknowledgement of Aboriginal Country Project. The 2168 Children's Parliament received Highly Commended in the Out of the Box category. Liverpool Youth Council member Lilly Jones was announced the winner of the Outstanding Youth Leader award.</p> <p>Four submissions were entered into the Local Government Excellence Awards. Council was a finalist in the categories of Innovative Leadership and Management, Service Delivery Initiative and Excellence in Creative Communities. Council also submitted applications to the National Awards for Local Government and the Greater Sydney Commission Planning Awards. The Liverpool Innovation Precinct received a Commendation at the Greater Sydney Commission Planning Awards in the Planning for Jobs and Skills category.</p>	
L.01.11	Provide support to Civic Advisory Committee	Five Civic Advisory Committees meetings were held in 2017/18 and all required agenda and minutes documents were prepared and provided to the Committee. The Australia Day awards were completed in 2017, with the awards being bestowed to recipients in January 2018. The Order of Liverpool Awards were presented in October 2017.	
L.01.12	Manage the delivery of high quality, cost-effective legal services	The restructure of the legal services team has been successfully completed in order to provide high quality, cost effective in-house legal services.	
L.01.13	Engage employees to manage performance achievement and development planning	At this point in last year's People Achieving cycle, participation was at 9.5%. At the same time this year, it is 30%. Council will continue working to increase this next financial year.	
L.01.14	Prepare asset related Statutory Reports in timely manner to meet regulatory requirements	Financial and statutory reports for 2016/17 were completed on time. Necessary asset data for financial and statutory reporting is being collected continuously.	




Increase community engagement








Action	Description	Comment	Status
L.02.01	Promotion of Liverpool through marketing and communications	<p>Council's community engagement tools have improved thanks to the new Council website, which went live in May 2018. The new website provides easier access to documents and an enhanced user experience for people who are vision impaired or have a disability.</p> <p>The Communications Unit has also been streamlining its approach to social media with better videos and shorter Facebook posts. This has led to more engagement and more positive media coverage for Council.</p>	
L.02.02	Manage community events to increase community engagement	There was a ten per cent increase on attendance at the Australia Day event with 22,000 attendees. Work on developing an Events Strategy will continue into 2018/19.	
L.02.03	Promotion and marketing of Community Facilities	Carnes Hill Community Centre increase in utilisation was met in the July-September 2017 quarter and has remained constant. Bus utilisation has increased due to new and returning hirers, as well as internal and casual bookings. The new branding for the buses has been postponed to next financial year due to delays in purchasing the new bus.	
L.02.04	Increase attendance at Council events through marketing	Thanks to successful promotion and a loyal audience, Council's Australia Day event has been getting bigger and better every year. This year, there were 22,000 attendees at the event, which was a 10% increase on last year.	
L.02.05	Engage the community to encourage participation at Casula Powerhouse Arts Centre	Casula Powerhouse developed two programs with CPAC Youth in this quarter, Art Meets West and Make Music Day. Nine new partnerships were developed, with UNSW Art & Design, University of Western Sydney new campus, Zomato, Ironfest, Audrey Journal, Canon, Ensemble Offspring, Sydney Festival and the Lowy Institute.	
L.02.06	Promotion of Casula Powerhouse Arts Centre through marketing and communications	The Casula Powerhouse Arts Centre continues to promote the activities of the Centre through marketing and communications strategies. This includes a range of traditional print, radio, advertising and digital strategies. These include an extensive website, aggregation pages and social media like Facebook, Instagram, Trip Advisor and many others.	



Encourage community participation in decision-making

Action	Description	Comment	Status
L.03.01	Encourage community participation	Council facilitated community participation across a number of projects and activities including Liverpool Listens, District Forums, and through information and training sessions. There were 10 information and training sessions delivered during this period, 12 committee meetings and 12 district forums, which were well attended.	

Strive for best practice in all Council processes

Action	Description	Comment	Status
L.04.01	Manage Council's customer service operations	Customer service operations were managed during the period but there were barriers to performance reporting. For the majority of the 2017/18 year, Council's phone system was not able to provide statistics for Customer Service operations. The Telephone System within Customer Service and the Call Centre has now been updated and will be used to measure outcomes in the following year.	
L.04.02	Manage and expand ePlanning Portal	Enhancements are being implemented into the ePlanning Portal continually. Online lodgement procedures providing guidance to council staff have been finalised and circulated and will provide staff with a quick reference for lodgements on the ePlanning Portal. Council is working with ServiceNSW to implement further enhancements with the Easy to do Business roll out. One of the first stages with this agreement was the introduction of Council's Outdoor Dining process to form another enhancement to online lodgement.	
L.04.03	Manage and complete integrated reporting requirements	The Biannual Progress Report on the implementation of the 2017-18 Delivery Program and Operational Plan was completed and noted by Council at its February meeting. The reporting system has been streamlined with the use of TechnologyOne as a single use platform to input and produce reports. The Delivery Program and Operational Plan 2018-19 was adopted by Council on 27 June 2018 and was placed on Council's website on 29 June 2018.	

Action	Description	Comment	Status
L.04.04	Prepare Annual Financial Statements	The audited financial statements were presented to the Council on 25 October 2017. Council's auditors, Audit Office of New South Wales, issued an unmodified audit opinion on the financial statements on 27 October 2017.	
L.04.05	Manage the delivery of monitored, transparent and accountable procurement services	The Procurement team has recently gone through a transition period with staff changes and an influx of projects, which has significantly impacted performance against targets. Targets were met for all previous quarters in 2017/18 and it is anticipated they will be met in the new financial year.	
L.04.06	Identify, eliminate and control hazards to make a safer workplace	This item is on track with 68% of corrective actions completed on time. Hazard reporting is on target for this period.	
L.04.07	Manage and report on workplace incidents	The lost time injury rate is currently 11.40, which is below the target of 11.90 (11.40 is a 7% reduction from starting figure of 12.5). The target has been met for reporting incidents within 24 hours.	
L.04.08	Comply with the self-insurer licencing framework	Five Work, Health and Safety Inspections have been completed this period. All audits have been completed for the year.	
L.04.09	Manage internal customer satisfaction	An IT Customer Satisfaction survey was due to be sent out in February 2018, but has been delayed. This action will be discussed in the 2018/19 year and realigned with IT strategy expectations.	
L.04.10	Manage and deliver strategic initiatives	Two CEO Presentations have been held during the January to June 2018 period. Each presentation included one session at Council's depot and two sessions at the Moore Street offices. Strategic Panel meetings were held in the months of February, April and June with presentations from the Liverpool Police Area Command, Sydney Water, Western Sydney Regional Organisation of Councils and more, as well as standing updates from City Economy and Development Assessment. Council commenced a Service Delivery Review project which is in its initial stages.	

Action	Description	Comment	Status
L.04.11	Utilise an effective resolutions model, to promote a bullying and harassment free workplace	Dignity and Respect training is being scheduled twice per year to capture any new starters. Council wide attendance figure as at June 30 is 95%.	
L.04.12	Management of fleet and outdoor plant and equipment	Council's workshop undertakes a significant amount of maintenance and repair work internally, which is an effective method to save costs. Additional processes are being put in place to further assist with increasing fleet maintenance while staying within the budget. New staff are commencing work in the coming months, which will allow for continued improvements.	

**LIVERPOOL
CITY
COUNCIL,**



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